

# Residential Resource

The Newsletter of the National Association of Residential Property Managers

May 2002

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

## Renting to and Retaining the 21st-Century Tenant

By Mike Segal, RMP®

The rental market in many areas of the country has changed dramatically in the past year. Today, the owner is no longer in the driver's seat. The days of over-attended open houses and bidding wars for available rentals are at least temporarily gone. The reasons are obvious: the recession, layoffs, a sluggish economy and September 11, to name a few. For now, the tenant is king!

Where does that leave the owner? All is not quite as bleak as it seems. There are still *lots* of prospective tenants out there. Our economy is relatively strong, with 92-94% employment. But competition for tenants is tough. Tenants are shopping for rentals, attempting to negotiate rents and discounts even prior to viewing the property. The key to survival is to take a pragmatic business approach. Owners must not only competitively market their properties, but also be sensitive to the nuances of the prevailing economy.

### Marketing Your Property

Marketing, among other things, means pricing your property right. Don't go for the highest rent. You can start high, and then evaluate the response to your advertising and be prepared to reduce your asking price weekly or as needed. Advertise in your local newspaper and utilize the services of your local real estate agencies. Word of mouth and a sign on the property are also definite musts. Move-in bonuses, such as a few hundred dollars off the first month's rent, might be desirable. Be flexible. Remember, it is economically more important to rent your place as soon as possible than to hold out for a few months to get top rent. You can lose thousands of dollars of rent to make a few hundred more each month.

Marketing also means sprucing up your property to stay competitive. Do you need

paint, new carpet, window coverings, repairs, or cleaning? Attention to these details is always important, not only to attract quality tenants, but to retain them.

Be sensitive to the market. Are rents going up or down? Be prepared to go with the times. Recently, I had a tenant who was paying \$300 per month more than the market for a two-bedroom unit in his development. When the unit next door rented, we contacted our tenant and reduced his rent to match that of the new tenant. What we got in return was a satisfied and long-term tenant. In the long run, this sensitivity to market conditions is money in your pocket.

Within reason, be attentive to tenants' needs. Promptly take care of legitimate problems. Do non-threatening routine inspections two or three times a year to check out smoke alarms, water sources, caulking, and other routine items. If you have a reliable, long-term tenant, you might want to upgrade something without prompting — new carpet or new paint, for instance. Some owners with higher-end properties send their tenants birthday cards or give them a welcome gift at move-in.

Rental properties are a business. Be vigilant and evaluate your property and the prevailing housing climate on an ongoing basis. Greater flexibility in response to a changing rental market will provide greater long-term rewards.

*Mike Segal, RMP®, is the broker and owner of Mike Segal Properties. He has been in property management and real estate sales for over 20 years. Mike Segal Properties manages numerous and varied properties in Santa Clara County. Mike is the immediate past president of the local chapter of NARPM. He remains active in that organization. Mike Segal can be contacted at 408/379-9039 or by email: mike@mikesegalproperties.com.*

## President 2002

I just returned from the Midyear Conference in Portland, Oregon. A huge thank you to Chair Suzanne Reeder, MPM®, and her committee. We had productive committee meetings, a record setting 26-vendor Trade Show, informative workshops, excellent speakers, a relaxing dinner cruise, and a closing night celebration that included karaoke (we have some really talented members!). Please see page 12 for more details.

The committees were busy, and I wanted to give you a few of the highlights of where we stand this year and where we're going.

The Affiliate Committee is working hard on growing our affiliate memberships and providing more opportunities for vendors such as teaching workshops or holding user group sessions.

The Certification Committee is expanding the mentoring program and will be working with the Education Committee and Headquarters to enable more of you to have access to the classes and other assistance you need in order to obtain your designations.

The Convention Committee has worked many long hours fine-tuning what is shaping up to be a fantastic and unique event this September in Atlanta. We will offer many new topics and activities that should allow even the most diehard convention attendees an unprecedented learning and networking experience. With the advent of so many regional and state conferences, and the maturing of NARPM, it was decided at the last board meeting that future Midyear Conferences would not be scheduled. In its place, we will be offering the NARPM Leadership Conference, which will have its first event in January 2003 in Austin, Texas. This will offer many opportunities in leadership training, more intensive committee meetings, and a grand installation dinner. Many thanks to Past President Melissa Prandi, MPM®, and her ad hoc committee for the many hours and months of work that went into the formulation of this exciting new concept. We'll be getting more information to you shortly.

The Education Committee now has the first edition of the NARPM Speaker's Bureau in the Members Only Section of narpm.org. We will be continuously updating and improving the format of the list to make it searchable by instructor, area, subject, CE credits, etc. The committee also recently approved the writing of a new MPM® class in Owner/Client Relations that is scheduled to be taught for the first time at the Convention in Atlanta. The committee also approved a rewrite and updating of the RMP® Maintenance course.

The Legislative Committee is working and progressing on building relationships with other groups and on how to obtain and disseminate legislative information to our members.

The Long Range Planning Committee was tasked this year to do the long-range strategic plan for the association. As this is a really in-depth project, that committee will be meeting in May for three days.

The Marketing Committee spent much time in other committee meetings helping them develop ways to market their services. We also will have new and updated items ready for the NARPM Store before Convention.

The Membership Committee focused on communications, member benefits, chapter support, chapter grants, and redefining the use of the NARPM Logo. More details will be coming from this committee soon.

The Publications and Marketing Committees worked on republishing the various forms manuals to convert them to a "forms library" on the web. They also began work on a new customizable brochure for you to use when advertising your services to other real estate professionals. Both of these should be excellent member benefits available later in the year.

I would like to extend a personal thank you to all those in attendance. You greatly exceeded your one hour this month, and I know you all did your part to Make a Difference in NARPM.



Michael Mengden, MPM®  
2002 National President



NARPM President  
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# Benefits of NARPM Membership — Code of Ethics and Standards of Professionalism

By Marcy Walsh, MPM®, Membership Chair

Why would our founding members have established a code of ethics and standards of professionalism? Look at the Mission statement adopted by the Board of Directors in 2001: “The Mission of NARPM is to increase the professionalism and ethics of residential property managers.” The founding members established NARPM as a “professional” association when they adopted the Code of Ethics.

What do the Code and Standards mean to the members? By adhering to them, NARPM members are committed to the highest level of professionalism and ethics, which gives them a powerful marketing advantage with prospective clients. Picture that client shopping for a property manager to handle his investment property. He interviews the property manager across town that is not a NARPM member. The interview goes well, but then he comes to the NARPM member’s office. First, he sees a Code of Ethics and Standards of Professionalism hanging on the NARPM member’s office wall and does not remember anything in the other property manager’s office like this. The NARPM member greets him and the client notices the NARPM pin on his lapel. He asks about the services the NARPM property manager offers. The NARPM member, in discussing his/her services, ties them into the professional standards held important in his/her decision making. The

client sees that not only does this property manager post those standards for all to see, but he/she talks about them as part of his/her every day business. The first impression has been made!

As NARPM members, it is good practice to review the Standards and Code of Ethics regularly with staff. By making this a routine practice, we keep the focus of the daily routine and ensure that when we are talking with prospective clients, those standards will seem common practice in our business.

Both the Code of Ethics and Standards of Professionalism outline the duty we have as NARPM property managers to the public, our landlords (clients), the tenants, our competitors, and our company. We have a duty to disclose our expertise and remain educated. They also set the bar for professional behavior by discussing our role with relation to fair housing issues, price fixing, protection of funds, and property condition. Because we are NARPM members we strive to improve our profession by sharing with others our lessons or experiences for the benefit of all. The Code of Ethics and Standards of Professionalism are part of what sets us apart from the property manager across town. Being such a powerful marketing tool, all NARPM members should display and adhere to these standards.

*If you do not have copies of the Standards of Professionalism and Code of Ethics in your office, contact the NARPM store at Headquarters to purchase your set.*

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## The Dawning of A New Era

By Tami Welliver, MPM®

With the events that occurred just before Convention 2001, the Certification Awards Luncheon held even more significance to the 27 new Residential Management Professional (RMP®) and 11 Master Property Manager (MPM®) designees presented.

“Getting my designation was one of the few times in my property management career when I felt truly validated,” said one of our newest RMP® designees, Sandy Krehbiel. “Normally property managers are the ‘red-headed stepchildren’ of the real estate world, but this group has never failed to cheer me on, answer my questions, point me in the right direction, and always be there. Walking across the stage at Kansas City and being applauded by a room full of people was one of the most thrilling events of my career.”

Betsy Morgan, who was awarded her MPM® in Kansas City said, “When I first joined NARPM, I didn’t give any serious thought to attaining a designation. But as I worked at the chapter level in various elected roles and attended a few National conventions, I became more convinced that earning these designations would not only give me credentials to market my business, but would actually improve the way I worked and would benefit my clients. Once I recognized that, I was committed...and I enjoyed the process. I feel a very strong personal sense of accomplishment when I put on my pin and put the initials [MPM®] after my name in correspondence. I highly recommend this journey to other NARPM members.”

Although he’s had his MPM® designation since September 2000, Tom Stokes still remembers how it made him feel. “Getting the

Master Property Manager designation was a signature moment in my career.” In his earlier NARPM days, Tom looked to his partner John Mangham, MPM®, as a mentor and role model. “I remember when John earned his MPM® designation and how I was inspired by his work in NARPM first at the local level...John used his MPM® credentials in building a profitable business with great referral relationships centered around his NARPM affiliations. Together with other early MPM®, John helped create a market in Atlanta such that prospective clients asked, ‘What is that designation you have?’ That alone made me want the designation! John went a step further (and) became very active at the national level...He eagerly taught as a member of NARPM’s national faculty and instructed those who would later join him in the MPM® ranks. Today, John speaks to a hundred groups or more each year and guest hosts a local weekend real estate radio show — as a Master Property Manager.”

Different candidates find different motivations for seeking their designations, but they all seem to have a common thread — the pursuit of mastering their profession. Congratulations and appreciation goes out to each of you who have achieved your designation. Because of you, our industry continues to grow in knowledge and respect.

*Tami Welliver, MPM®, works at MacPherson’s R.E. Property Management out of Bellevue, WA.*



# How to Find a Good Carpet Installer — Part I of II

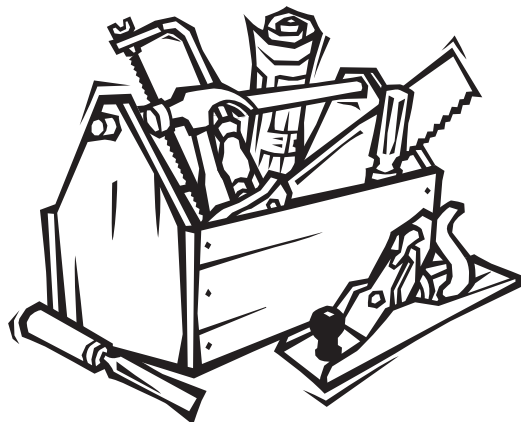
By Alan J. Fletcher

Finding a qualified carpet installer can be difficult. Especially when you consider that some carpet installation jobs are more difficult than others and would require a more experienced installer. For example, installing expensive carpet in a custom home requires much more expertise than does installing apartment-grade carpet in a rental unit. Of course everyone wants his or her carpet to be installed correctly, and hiring an installer with a minimum of five years of experience is where I would draw the line with a simple installation job. So, if you want to install a more expensive carpet or the job is difficult or tricky, then you should use an installer that has more experience. It takes at least 10 years before most flooring installers can truly begin to master their trade.

There is another little-known factor to consider when looking for a good carpet installer. The question you need to ask is “what type of experience do they have?” Here is what I mean:

## There are three basic levels of expertise with carpet installers.

1. *Property Management.* The experience of this type of carpet installer is obtained from installing lower grades of carpet in unoccupied apartments. They have limited experience with installing carpet on stairs and limited experience with difficult or tricky installations. They generally use lower quality installation products (glues, seam tape, tackless strips, transition metals) in order to save money. Property owners and managers often do not inspect the quality of work performed by installers doing apartment work. Many have become carpet installers as a result of being hired as a carpet layer’s helper, and few are formally trained or have completed an apprentice program. This is not to say that you should not hire them, but you need to be aware that many may lack the experience to perform all types of carpet installations. Installers who do apartment work are generally paid the least amount per yard.
2. *New Home Construction.* Installers with the bulk of their trade experience from new construction will have increased knowledge of installing different types of stairs (carpet can be very difficult to install on some types of stairs). They will have more experience with various styles and grades of carpet as well. They always have to satisfy the builder and the new homeowners with their performance, which makes them pay closer attention to detail. Builders usually pay less than the standard rate for this type of installer, but there is usually a greater volume of work available.



3. *Custom Homes and Residential Remodels.* By far, installers with experience derived from doing custom homes or residential work have the widest degree of expertise. They are the most qualified to perform the most difficult installation jobs using all types and grades of carpet. Most of these installers have had some type of formal training or were trained by someone who was a master craftsman. You can expect to pay more to hire this type of carpet installer, but the quality of work you receive will be worth it.

By determining the type of experience carpet installers have, you can better gauge their ability to handle completing your carpet job properly and the range of prices they may charge for their services. You can also lower your installation costs by hiring a less experienced installer if you have a simple job that a less experienced installer could easily perform.

Hiring an experienced carpet installer can offer you a lot more than just a good installation job. Installers usually know which carpet dealers are fair and who are not. Some carpet installers can buy carpet at near-wholesale prices and may be willing to help you save money on materials. Finding a well-established installer could help you get a really good price on your carpet, pad, and installation.

## Finding an installer

As with any trade, some installers are just not worth hiring. In fact, the good ones are the hardest to find. They often have a busy schedule due to a great word-of-mouth reputation. These professionals may not need to advertise in order to keep busy, so the only way to find them may only be through someone who knows them or who has hired them in the past. Ask your friends, relatives or co-workers whom they would recommend.

## Who to call

Local carpet stores generally will not allow you to hire their installers unless you buy the carpet from them. Carpet retailers often have a difficult time finding and keeping good installers because the best installers are busy enough due to their reputation alone and don’t need or even want to work for a retail carpet store. Many carpet stores make a profit on the installation charge.

Here are five places you may find a qualified carpet installer:

- You can find a good carpet installer in the yellow pages, under the heading of “Carpet.” There is sometimes a subheading for “Carpet Layers.”
- You can find qualified Installers in the service directory of your local newspapers. Look under the heading of “Floor Coverings” or “Carpet Services.”

- Larger cities may have a Local Carpet Layers Union. Union workers are paid by the hour, not by the yard. This may be a great way to find a qualified Installer.
- On the Internet, you can search the Web for installers in your area by accessing the yellow pages online. There are also Web sites that list prescreened contractors. Do a keyword search for carpet installers, carpet installation, or contractors.
- Call a local flooring supply company. Carpet layers have to buy supplies from businesses that sell flooring supplies. They might be able to give you a few names to call. They often have a corkboard where carpet installers can place their business cards. Find these businesses in the yellow pages under the “Carpet” subheading of “Carpet Sundries,” “Flooring Materials,” or “Carpet Equipment and Supplies.”

*Alan J. Fletcher has more than 25 years experience in the flooring profession and currently provides flooring consulting services to property management companies. He has authored two books about carpet and floor coverings, “Carpet Buying Secrets Revealed”, a great resource for homeowners and “Landlord Floors,” carpet and vinyl management for rentals. His books are available at amazon.com or at his Web site at Landlordfloors.com.*

## **Maintenance & Management Corner**

### **Foundation Cracks**

*By Rick Ebert, MPM®*

As concrete shrinks when it dries and cures, some cracks are to be expected and some cracks are causes for alarm. The property manager should investigate visible cracks of any size greater than 1/16” inch when any shifting is associated with the crack(s). This is especially true if the tenant informs you, and you verify that the doors are sticking and that windows are not opening and closing normally. In these instances you have a possible life/safety issue to contend with, and that is a very serious matter. There are many reasons for severe foundation cracks, among the most common are: (1) organic material in the fill, (2) moisture in the lumber, and (3) clay soils that can expand and contract. A possible solution that has been mentioned throughout the years is to water the foundation or install perforated pipe with a riser around the foundation. Some experts swear it will work, and some experts state that this is not the solution. There isn’t a single easy solution to solve a cracked foundation. Your role as the property manager is to evaluate the problem and offer viable solutions to the owner, such as obtaining an engineer’s report or having a house-leveling firm evaluate the structure for possible repairs.

*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.*

Advertisement not  
Available for Online  
Purposes

# Search Engine Evolution

By Mike Anderson

Since we last discussed search engines almost 18 months ago, the entire landscape has changed. Many search engines have disappeared, others have merged into larger companies, and all of them have modified the way they work. In fact, today's search engines bear little resemblance to the search engines of a few years ago.

## The Change in Revenue Models

Gone are the days of the endless freebie. Formerly, search engines subsisted on the revenue from ad banners alone. Decreases in the number of online advertisers and increases in the places they can advertise has driven down ad banner revenue to a level where it can no longer support a large business.

The biggest changes in this area have to do with sponsored links and pay-for-inclusion. Sponsored links means that a company pays a certain amount to have their Web site come up in a special location (normally near the top of the page) on a particular keyword search. For example, you could sponsor the term "rentals in Timbuktu" on a certain search engine. When a visitor types that in, your site will show up in the sponsored links section. Pay-for-inclusion is generally a concept that applies to directories like Yahoo!, not to search engines. This model means that if you want your Web site to show up at all, you've got to pay. Both of these changes can be extremely costly to someone seeking traffic from search engines. A third variation of this new revenue model is preferred routing. This is where the search engine or directory will try to get you to click on their own link where they can earn revenue from you. For example, when you look for a Web site hosting company through Yahoo!, you may be shown their own Web site hosting subsidiary before any other links are presented.

## The Change in Placement and Indexing

With the growth in the number of Web sites online and new technology available, search engines have modified the way they

position sites. In the good old days, you would simply construct a good page, enter some quality meta tags, and submit your site to the search engine for indexing. Nowadays, that's a great starting point, but alone it will not do much for you.

Today's search engines use complex algorithms factoring in two major components: relevancy and longevity. Relevancy is a measure of how well your site relates to its title, meta tags, and content. This can be determined by analyzing click through behavior or by comparing your site against a predefined set of norms. The actual process performed can get pretty complex, but at the bottom line it's much more difficult to 'trick' a search engine than it used to be. Applying tricks can actually get your site penalized and placed lower in the results list. Longevity is a measure of how long your site has been online in its present incarnation. In the days of yore, you could submit your new site and expect high rankings in weeks. This is no longer the case. Expect to wait six weeks before your first glimmer of a response from major search engines, and realize you may not get way up there unless your site has been online for some number of months.

## Industry Consolidation and Connection

It used to be every search engine for itself. This worked to establish a few leaders, but all the contenders who did not finish first, second, or third had to rethink their strategy. Now every search engine is an interconnected mass of databases. Chances are when you search from a particular site; the results are coming from three to five interconnected systems. Searching Yahoo! provides you with results from Yahoo!'s directory plus Google's search engine. Searching MSN returns results from Looksmart, Inktomi, and Direct Hit. Searching AOL gives you the results from DMOZ, Overture, and Inktomi. Most of the major search engines are providing results from other databases. All this consolidation means you have to keep on top of things — thorough submission to fewer places will get you much better results today.

Understanding the underlying search databases and their rules will return a manifold response; a single database may feed to many search engines. It's tough to keep on top of these things, but there are reports and classes available that focus on keeping you updated on the state of the search landscape.

## Good News for Us

Fortunately, there is good news for those of us who want to drive traffic to our Web sites.

First, there are some truly pure search engines emerging as leaders. Google and DMOZ, the two most popular underlying search engine databases, are completely pure in their results. This does not always mean the best site shows up first, as computers don't think the same way people do. But it does mean the results are not convoluted and skewed. What you see is what you get.

*continued on page 10*

### Contribute to the Residential Resource

<u>Issue Date</u>	<u>Submission Due Date</u>
July .....	May 15, 2002
August.....	June 15, 2002
September/October .....	July 15, 2002
November .....	September 15, 2002
December .....	October 15, 2002
January .....	November 15, 2002

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# NARPM Designations Are Effective Trade Tools

By Greg Fedro, RMP®, Certification Chair

As more and more NARPM members achieve their designation, we should begin to shift our focus to how all of the hard work and education can be applied in the workplace.

“The RMP® designation is helpful when I am presenting our services to a client,” says Jim Hammond, RMP®. “After discussing the benefits of NARPM and the criteria required to obtain the RMP® designation, he or she seem to feel more comfortable reviewing and signing the property management agreement. Thank you, NARPM, for the extra edge over the competition.”

After Susan Melton, RMP®, was awarded her designation, she decided to contact one of the regional newspapers. “To my surprise,” said Susan, “a writer from the real estate section contacted me, interviewed me, and published a great article about my business, complete with a picture of Denny Snowdon, MPM® and Kit Garren, MPM® presenting me with my designation at the NARPM Convention. Several new property management accounts were a direct result of that article. I still send copies of it to prospective new owners.” Susan added, “The friendships, education, and practical information I’ve received from NARPM are invaluable. Obtaining my designation has just been the icing on the cake.”

“There are many reasons to acquire the NARPM designations,” revealed Jim Waddell, RMP®. “For me, being chapter president for the past three years made it a necessity. You need to learn in order to lead and grow! Having obtained my Residential Management Professional designation makes it easier to encourage others to do the same.” He added, “Most clients are looking for educated professional managers to care for their valuable assets and how better to get the point across than to display your designation at the end of your name. As we grow individually, our organization will become more recognized and the public will demand more from us. Finally,” Jim concluded, “the self-achievement one derives from working hard to attain such a prestigious designation says it all. I challenge all members who do not already have their designations to start working on this. You will never regret your decision.”

Jody Beal, RMP®, uses her designation as a tool for referrals. “I work for a real estate office with over 7,000 agents. I used the press release information in our in-house agent newsletter and since then, every person who calls me for anything has mentioned how impressed they were that I’m one of only 300 in the nation. I’m not sure they know ‘one of what’, but they sure are impressed with the one of something limited! I also sent out a letter to my owners and clients letting them know that the press release would be coming out and included a copy of the text, and I got lots of nice ‘we knew you were the best’ comments back from them.”

“We proudly display (our designations) in every marketing piece we produce, as well as on our business cards and letterhead,” included Tom Stokes, MPM®. “We are often asked by clients and prospective clients to explain what the designation means. We’re happy to tell them a little about NARPM and the designations we’ve worked to attain. By doing so, we feel that we do our part in fulfilling the NARPM mission of enhancing the professionalism and ethics of the residential property management industry.”

*We would like to encourage other designees to share how they have used or are planning to use their designations. Please send comments and ideas to Certification Chair Greg A. Fedro, RMP®, at [greg.fedro@reca-realtors.com](mailto:greg.fedro@reca-realtors.com).*

## Affiliate Members Listed By Services

### Access Controls:

Marwest Access Controls, Inc.  
Risco Lock Box Company

### Accounting:

Thomas C. Roberge & Company

### Advertising:

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

### Business Products:

Peachtree Business Products

### 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.

### Marketing:

Home Management Network

### Software:

CMS Inc. (PROMAS)  
Property Automation Software Corp.  
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](http://www.narpm.org).



# Welcome New NARPM Members

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

Shauna Broderick  
Secure One Properties  
4055 E Thousand Oaks Blvd. #125  
Westlake Village, CA 91362  
805/379-1686

Alana Clark  
Prudential Carruthers Realtors  
513 Emily Lane  
Winchester, VA 22602  
703/938-0909

Leslie Cooper  
R.P. Management, Inc. CRMC  
1714 E Hennepin Avenue  
Minneapolis, MN 55414  
612/379-7890

Rebecca Copeland  
Cowne, Oden'hal & Plaster, Inc.  
8898 Mathis Avenue  
Manassas, VA 20110  
703/369-5777

Charlene Dunning  
Windermere Real Estate/  
San Juan Island  
PO Box 488  
Friday Harbor, WA 98250  
360/378-3601

Sandra Fields  
Ponderosa Realty Associates  
PO Box 68  
Red Feather Lakes, CO 80545  
970/881-2195

Chris Garner  
Garner Property Management  
23940 Eureka, Ste. 200  
Taylor, MI 48180  
734/287-6619

Antonio (Tony) Giandolfi  
Blue Heron Realty  
429 S Tyndall Parkway, Ste. F  
Panama City, FL 32404  
850/215-9942

Christine Goodin  
Prandi Property Management  
1321 Third Street  
San Rafael, CA 94901  
415/482-9988

Robert Hammack  
Residential Property  
Management, Inc.  
10 S Cole Road  
Boise, ID 83709  
208/322-7979

Shelly Hopkins  
Browning-Gordon & Company, Inc.  
3015 Poston Avenue #101  
Nashville, TN 37203  
615/383-3999

Frank Jackson  
Prudential Carruthers Realtors  
301 Maple Avenue W, Ste. 4-C  
Vienna, VA 22180  
202/393-1111

Brad Jaeger  
Windermere Property  
Management, Inc.  
2540 E Hills Drive  
Langley, WA 98260  
360/675-0174

Jonathan Lampitt  
Prosper Management  
6650 Lusk Blvd., Ste. B208  
San Diego, CA 92121  
858/453-6721

Larry Lenderman  
Norris Management  
816 West Highway 84, Ste.A-1  
Casa Grande, AZ 85222  
520/836-2056

Curtis Lowe  
Century 21 Duncan and Associates  
7410 S US 1, Ste. 100  
Port St. Lucie, FL 34952  
772/878-6131

Gayle Maisel  
Prudential Carruthers Realtors  
1692 Chimney House Road  
Reston, VA 20190  
703/522-5900

MaryAnn McDermott  
Prudential Carruthers Realtors  
3701 S George Mason Drive  
#1311-N  
Falls Church, VA 22041  
703/522-5900

Stew Meagher  
Commonwealth Realty Services  
Corporation  
7852 S Elati Street #102  
Littleton, CO 80120  
303/794-9191

Louis Mendes  
Prudential Carruthers Realtors  
628 Frederick Street SW  
Vienna, VA 22180  
703/938-0909

René Miles  
Coldwell Banker Sunstar Realty  
1980 Kings Highway  
Port Charlotte, FL 33980  
941/255-1249

Nancy Pinson  
Prudential Carruthers Realtors  
301 Maple Avenue W, Ste. 4-C  
Vienna, VA 22180  
703/938-0909

Lonnie Plaster  
Cowne, Oden'hal & Plaster, Inc.  
8898 Mathis Avenue  
Manassas, VA 20110  
703/369-5777

LouAnne Reagle  
Realty Services of the  
Treasure Coast  
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Port St. Lucie, FL 34952  
772/335-5154

David Roberts  
The Management Group  
7710 NE Vancouver Mall Drive  
Vancouver, WA 98662  
360/397-0324

Jimmie Roberts  
MRA Realtors  
345 W Centerville Road  
Garland, TX 75041-5409  
972/840-0794

Kenneth Robertson  
Century 21 Southern Idaho Realty  
PO Box 824  
Mountain Home, ID 83647  
208/587-9021

Brian Robinson  
Reid Property Management CRMC  
9564 Silverdale Way, Ste. 200  
Silverdale, WA 98383  
360/698-4026

Ron Sudman  
Management One  
620 Newport Center Drive, 11th Fl.  
Newport Beach, CA 92660  
949/721-6695

John 'Darren' Sudnick  
Total Realty Services, Inc.  
13030 Gulf Blvd.  
Madeira Beach, FL 33708  
727/393-2534

Susan Toribiong  
Umpqua Property Management, Inc.  
842 NW Garden Valley Blvd.  
Roseburg, OR 97470  
541/672-3434

Betty Vanderschaaf  
Noah's Frederick  
Management Corporation  
421 W Patrick Street  
Frederick, MD 21701  
301/663-4442

Audrey Williams  
MacPherson's Property Management  
555 S Renton Village Place #110  
Renton, WA 98055  
425/228-7337

Sue Ann Willison  
Property Management People, Inc.  
82A Worman's Mill Court  
Frederick, MD 21701  
301/694-6900

Brooke Zepp  
Pompano Properties  
725 N Riverside Drive #303  
Pompano Beach, FL 33062  
954/943-9093

## Affiliates

Mayaco Marketing & Internet  
Steve Morales  
6333 Pacific Avenue #521  
Stockton, CA 95207  
209/957-8629

Risco Lock Box Company  
Jon Koeller  
8901 Rosehill Road  
Lenexa, KS 66215  
800/929-0193

Stephen Smith  
ServiceAccess, Inc.  
PO Box 38748  
Germantown, TN 38183  
866/981-8201



## Continuing Education Classes in May

The Northern Colorado Chapter of NARPM is sponsoring two Colorado State Continuing Education classes on May 22, 2002, which will give the student a total of eight CEUs. Oliver Frascona, Esq. is the instructor for both of these classes, which have been approved by the Colorado Real Estate Commission and are always very informative and fun.

The first class is the four-hour "Property Management for the Real Estate Licensee." The second four-hour class is "Legal Issues Update-Millennium," which focuses on Colorado legal issues, current issues, etc. The first class is from 8 a.m.-noon and the second class is from 1-5 pm. Both classes will be held at the Lincoln Center in Fort Collins, CO.

Please call Sharon Howard at 970/224-4446 ext 121 for more information. NARPM members can take each class for \$50 or take them both for \$85, nonmembers pay \$60 for each session or \$105 for both.

## Salesperson Applications Now Available Online

Individuals wishing to apply for a Texas real estate salesperson license now have the convenience of making application online and paying with a credit card. Application forms are available at the Texas Real Estate Commission Web site ([www.trec.state.tx.us](http://www.trec.state.tx.us)), and payment is made through the Texas Online payment portal linked to the TREC Web site. To be eligible to apply for a real estate salesperson license, an individual first must furnish the Commission evidence of successfully completing the required 120 hours of core real estate classes and an additional 60 hours of related courses. Further information on educational requirements for licensure can be found at the TREC Web site.

Online license applications are the most recent addition to the services available from the Texas Real Estate Commission via the Internet. Currently licensed brokers and salespersons have been able to renew their two-year licenses online since August 2000. Licensees can verify the real estate courses, including continuing education, on file with their records at the Commission. Consumers may also look up information on licensees and obtain general information about real estate transactions at the TREC Web site.



## Ambassador Program

NARPM continues to grow and you are a 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 us 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

### February 2002 New Members

#### New Member

Shauna Broderick  
Rebecca Copeland  
Lonnie Plaster  
Stew Meagher  
Lou Ann Reagle  
John "Darren" Sudnik  
Curtis Lowe  
René Miles  
Kenneth Robertson  
Robert Hammock  
Betty Vanderschaaf  
Sue Ann Willison  
Shelly Hopkins  
Alana Clark  
Gayle Maisel  
Mary Ann McDermott  
Louis Mendes  
Nancy Pinson  
Brian Robinson

#### Ambassador Member

David Kidd, MPM®  
Melissa Prandi, MPM®  
Melissa Prandi, MPM®  
Robert Aldredge, RMP®  
Kathleen Corcoran  
Betsy Morgan, MPM®  
Lou Ann Reagle  
Gretchen Smith, RMP®  
Marc Banner, MPM®  
Lyle Sall  
Joyce Moody, RMP®  
Rose Thomas, MPM®  
Beverly Browning, MPM®  
JoAnn K. Piekny  
JoAnn K. Piekny  
JoAnn K. Piekny  
JoAnn K. Piekny  
JoAnn K. Piekny  
Misty Price

## Mr. Internet

continued from page 6

Second, we are in an industry where our competitors are not spending scads of money to outpace us in search engines. If we were selling computers or diamonds or insurance, we would have companies spending millions of dollars a year to get listed above us. In our industry, thankfully, there are not many residential property managers who have a multimillion-dollar advertising budget. This means that we can compete in the search engines without huge expense.

Third, the Internet has organized into primary sites where people look first. A few years ago if we wanted to buy a computer, we'd go to Yahoo! and type in "computers." Now users are more likely to go directly to "IBM.com," "Dell.com," or "Gateway.com." The same is true across the Internet. Many users have learned through advertising, word-of-mouth, or common sense where they are likely to find rental listings and property managers, so they navigate directly to those sites rather than doing a search. Add to this the tortuously long lists of inaccurate search results some search engines are providing, and there is additional incentive for users to find and remember the major industry Web sites.

The last piece of good news is that search engine use is declining, and more people are navigating directly to Web sites. Only seven to eight percent of Web site visitors come to a site through a search engine. Forty one percent find a site by linking to it from another site, often the "portal" or "vortal" sites described above. An astonishing 52 percent of Web site visitors go to a Web site

through direct navigation — by typing the URL directly into their Web browser.

### The next step

Knowing what we know about search engine evolution, what do we do next? First, stop fretting about positioning in search engines. Spend a reasonable amount of money to hire a professional who knows and understands the ongoing changes in search engines and their underlying databases. Don't do it yourself — you'll spend way too much time learning for the results you'll achieve. On the other end of the spectrum, don't mortgage the farm to hire someone who will guarantee you top placement in Yahoo! and AOL. Use good sense, and hire a person based on their knowledge of search strategies, their knowledge of your industry, and the proof that they have already achieved high placement for their clients.

Most importantly, knowing 52 percent of people type a Web site name (URL) directly into their computer, make sure your Web site name is everywhere. It should be on your business card, your letterhead, and even your envelopes. It should be in your yellow pages ad and in your newspaper classifieds. It should be on every vacancy list you publish and every fax you send out. It should definitely be on your voice mail greeting. This is the real secret to Web site traffic. If you are looking to dramatically increase traffic to your site, implementing these suggestions will boost your traffic beyond your wildest dreams!

*Mike Anderson of HomeRentals.net prepares this column. If you have a question you would like answered, e-mail him at [mike@home-rentals.net](mailto:mike@home-rentals.net).*

## 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

### Use Them As

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

To order go on-line to the NARPM website at [www.narpm.org](http://www.narpm.org) or mail your check to NARPM at PO Box 140647, Austin, TX. Please allow two weeks for delivery.

# Helpful Hints for Getting a NARPM Designation

By Greg A. Fedro, RMP®, Certification Chair

If you have not yet earned a NARPM designation, there's no better time than the present to get started. Much like the tasks you perform everyday as a professional property manager, pursuing a designation can be challenging and fun. You will meet new peers, gain new confidence, and feel honored and proud each time you display the initials behind your name.

Here are a few helpful hints in getting a NARPM designation...

**When in doubt, don't throw it out!** Even if you are not considering a designation today, you may soon change your mind. Play it safe by setting up a folder for your chapter involvement, as well as folders for each National event you attend. Save your registration letters and proof of your involvement on committees or elected office.

**Just do it!** The hardest part of getting started is getting started. Start today by completing an Application for Candidacy. Once you receive the confirmation from Headquarters, you will become more committed to completing the requirements and getting your packet ready to submit. And your assigned Certification Mentor will become your coach to motivate and remind you of what's needed along the way. Remember, you have three whole years to complete your designation...but most candidates complete their task in about two years after starting the process.

**Determine your starting point.** When you first receive the Self-Managed Checklist for Designation, go through it and pencil in the things that you have already completed. Most of the members who choose to pursue a designation tend to be the same members who are already attending the National meetings, already serving on National and chapter committees, or already taking classes that

focus on improving their profession. In short, you are doing the work and may already have everything needed for a designation!

**Send forms early.** It seems that most candidates wait until the final month to send out their recommendation forms to their owners and the RMP®/MPM®s. When you start to assemble your candidacy packet, you don't want to discover that your completion is being held up by someone else's procrastination. Be proactive and mail the forms out the day you receive them from Headquarters.

**Copy the certificates.** After you attend a NARPM designation class, be sure to photocopy them and put them in your folders. These will document the educational requirements for your designation, while allowing the signed originals to be displayed in your office if you should choose.

**Let a mentor be your guide.** Communicate openly with your Certification Mentor. They are ready to help you, coach and motivate you, or simply look over your packet with you before you send it in. Getting to know your mentor is also a fun way to get to really know another NARPM member.

As the Association continues to grow and more members are designated, the standard of excellence also continues to be raised. The quality of certification packets just keeps getting increasingly better, as the content of work demonstrated within them shows. The next time you attend Midyear or Convention, stop by the area where the packets of our newest designees are being displayed. You will get ideas for your own packet and be able to know that you also will soon be displaying a packet among those top industry leaders.

## Convention Corner



By Andrea G. Caldwell, MPM®,  
Convention Chair

The exclusive Buckhead area of Atlanta is poised to welcome property managers from all around the country the third week in September 2002 to one of its most luxurious hotels, the Swissôtel. Each room features appointments that are lavish yet modern, with dual phone lines, plush robes, an in-house spa and an amazing collection of original art that rivals most museums. This is a site that attracts celebrities and frequent travelers seeking the comforts and hospitality of the Old South yet desiring all the amenities of instant access and high tech features of this most modern city. Getting there is a no brainer...from the airport, hop on Marta (rail system), and you arrive a block away!

You won't be disappointed by what we have planned for you at this exquisite hotel!

This convention is featuring **three** general session speakers, all highly in demand and capable of entertaining as they instruct. Six sessions of breakouts will include expert panels in each session, four individual sessions addressing mold, and new and different topics never presented before. As education is one of the key benefits of our association, these 36 sessions of current information will enhance your professionalism and profit while increasing your protection from liability.

Make the commitment to your industry to "Make a Difference" in Atlanta, 2002. We have made the commitment to you, the member, by offering one of the best events of this millennium. See you there!

*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.*

# The Top of the World

By Susan Albern

Imagine if you will, the hull of a ship as it glides silently through water, the subdued sounds of merrymaking and music emanate from the ships cabin and seep through the quiet evening, joining harmoniously with the sound of the wake as the vessel splits the current.

An earthy scent, indigenous only to climes near the sea, wafts on the gentle breeze. The soft sway of the great ship gracefully lulls passengers, content to simply partake of the experience. A man breathes deeply and steps up on the bow, arms extended as if about to take flight, face joyous and confident, and exclaims, "I'm on the top of the world!"

WHAT?? <sound of record scratching>

Midyear wasn't in Newfoundland...It was in *Portland*!!

Ok, ok ... so it wasn't the Titanic. It didn't sink (thank goodness). Celine Dion wasn't singing, *however*, Kerry Yansak *was* performing on the piano. The merrymaking wasn't from the elite of the roaring almost 20s but from the <pause> like, you know, <pause> totally awesome aristocracy of American property management.

The ship was parked — no, docked (sorry). The water was a *river*, not an ocean, and the nearby ocean wasn't the *Atlantic* but rather the Pacific. The crossing was a 3-hour tour (get the pun?) and not a trans-oceanic voyage. Oh, and I almost forgot (since they look so much alike and their names both end in rhyming *multiple*

vowels), the Italian on the bow wasn't Leonardo DeCaprio but Ray DeScarabosio!

And one last *important* fact – the ship was cleaner when we left than it was when we moved in! My, but perception is reality to some of us (hehehe)!

If you did not go to Portland for the Midyear Conference, you should have! Not only did you miss this desert-dweller's perception of the beauty of Oregon and the true facts rather than embellishment of the story, you also missed:

- superb learning opportunities offered in RMP® Tenancy and Marketing, Ethics, and MPM® How to Operate a Maintenance Company and Personnel Practices and Employee Relations;
- workshops including Communication, Mold Issues and Mitigation, PDAs in Property Management;
- the outrageously funny luncheon speakers, Marilyn Grey sharing her wisdom on beepers and vibrating pagers and John Kollaer, RMP®, lecturing on the historic escapades of Lewis and Clark and Clueless and Lark;
- your chance to win *big* on the 50/50 raffles including over \$1,100, scores of valuable gifts, and the continuing saga of "Mike" and his travelogue/diary; and equally important,
- networking and learning with and from gurus of your profession.

Each time we property managers spend time together, I walk away with incredible ideas and tidbits of wisdom that elevate my business above the non-NARPM competitors in my market area. You may think this arrogant, but we *are* smarter, we *are* better, and we *are* more capable of providing a better return on owners' investments than those who do not choose to benefit from NARPM.

Imagine if you will (and this time's for *real*) stepping up onto the bow of the property management ship in your town. *Feel* the wind beneath your sails powered by the confidence that you are providing a service that is not just adequate but superb. *Smell* the opportunities within your grasp because you are one of the most knowledgeable and valuable managers in America. *Hear* the kudos of praise from your owners (and believe it or not, your tenants) who realize and benefit from the rewards of your expertise. *See* the return on your time investment from classes and networking that grow your bank account through improved time management and better overall property management practices, and *taste* the sweetness of success through the fruits of your labor.

If you aren't planning go to Atlanta, rethink it and make your reservation. Every NARPM convention has been worth the trip and has been an extraordinary experience for me. Invest your time and "Blaze new Trails" not just for the initials beside your name or to say you are affiliated with a national group, but because the value of your association with NARPM inspires and compels you to achieve the highest level of professionalism in the property management industry — to be on top of the world, literally!

Now, start eatin' grits and black-eyed peas, practice saying "y'all," and break out the petticoats or waistcoats and corsets or cumberbunds! Atlanta, here we come! See y'all in September!

## Attention Florida Members!!

Did you know that FARPM® offers:

- Legislative Representation
- Quarterly Newsletters
- Annual Conventions
- Annual Member Directory

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# The Non-Secret of Successful Management

By Dr. Barton Goldsmith, CEO, Goldsmith Leadership Development

A business can turn to dust or to magic depending on the talent you rub it with.

What does it take to become a successful manager? Start at the top, with total management commitment. Creating a “best practices” management program is a strategic process. Posters, slogans, and seminars won’t make it happen. How many companies do you know who talk about excellent management, but their skills (and bottom line) don’t match up to their words? Without a true commitment to strategic management, an individual or individuals, regardless of education, training, and experience, can never hope to achieve excellence in management skills.

## The Most Valuable Lessons I Have Learned

Once the commitment is made, there are ways to raise the bar of management excellence. For example, the number one mistake is not complimenting employees — often. Leaders (managers, executive staff, CEOs, and owners) are celebrities to their staffs. A pat on the back can uplift and motivate your team to reach higher than ever. It is a simple task, but many managers hold back praise. They believe that being too “nice” will give team members permission to slack off. Quite the opposite is true. Studies at the UCLA’s Anderson School of Management show that a little praise and recognition from an executive will create more motivation than money. Lesson: *Publicly reward team members who have good ideas or perform beyond expectations.*

Treat team members as you do your boss. Some managers, when they are promoted, let their insecurity get the best of them and begin to lead by intimidation. Excellent managers create a team where staff members feel valued and equal. The pay off is more energy, respect, and a greater desire to work together, not to mention the bottom-line results. Lesson: *Eliminate the word “employee,” use “staff” or “team member” and treat them as such.*

Don’t worry about *who’s* right, worry about *what’s* right. The first step in problem solving is to find out what the real problem is. Great managers ask themselves if they are part of the problem. Facing the issue and gaining awareness are the next two steps. When blame is cast, learn to look at the blamers. What are they pretending not to know? Lesson: *Don’t believe the blamers. Get the whole story before making a decision.*

Lead by example. It’s more valuable than advice. The three most important aspects to leadership are: Example, Example, and Example. If the leaders are apathetic or condescending, that attitude will flow through the entire company. The results are poor performance and ultimately a decrease in profits. Leaders need to roll up their sleeves and join forces with the team. For example, consider the example set by Herb Kelleher of Southwest Airlines who is known for loading luggage on Thanksgiving or that of Andy Grove of Intel, whose office is a cubicle like the rest of the staff. Those teams rise to the occasion. Lesson: *Always act as you think these (or your) chairmen would act — no matter what the situation is.*

## The Dynamics of Support: Building an Effective Team

In today’s marketplace it is very rare to find any success story that doesn’t involve partnership or teamwork. Even on the rare occasion of a one-person operation climbing to the top, you’ll usually find that person having some sort of strong support, be it financial, emotional, or spiritual.

The business economy is becoming more complex and global in nature. The simple truth is: we need each other. The deeper truth is: we need to deal with each other. There are many common albeit unnecessary mistakes made in a few basic areas that if dealt with or approached from a different and more creative angle could heal most problems in today’s workplace.

The dynamics that go on inside most companies are incredible. They include everything ranging from highly productive yet excessively angry, backbiting coworkers (a poisonous environment) to the other end of the scale, a too-laid-back, unorganized workplace, where deadlines are missed because nobody wants to “be the bad guy.” Both scenarios are losing propositions because resentment usually takes over and decays the infrastructure. Coaches, mentors, and connected team members are a necessity to create and sustain a winning company.

## Reward and Recognition

“Thank you.” These are the two most important words in the English language. Yet many people are absolutely oblivious to thanking others for the magnificent jobs they do day in and day out. It is simply astounding. What’s even more astonishing is that most people not only don’t recognize others, they fail to recognize themselves and the contributions they make to their companies.

*continued on page 16*



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# Credit History Reports Can Reveal a Lot about Prospective Tenants

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to attract  
more owners  
and fill  
vacancies  
quickly?

Link

AY!

## 2002 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
May 20	FARPM	RMP® Tenancy	Peter Meer, MPM®
May 21	FARPM	RMP® Operations	Peter Meer, MPM®
May 21-22	FARPM	MPM® Personnel Practices	Sally Backus, MPM®
May 22	FARPM	RMP® Marketing	Raymond Scarabosio, MPM®
May 22	San Jose, CA	RMP® Operations	Suzanne Reeder, MPM®
June 19	Colorado Springs, CO	RMP Operations	Mark Kreditor, MPM®
July 10	Los Angeles, CA	RMP® Marketing	Raymond Scarabosio, MPM®
July 19	Southwest Idaho	RMP® Operations	Suzanne Reeder, MPM®

### 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](mailto:mbanner@fiberpipe.net). Marc 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

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

MPM® Classes	Preregistration*	On-site†
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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## Successful Management

*continued from page 13*

Perhaps people have confused fame with recognition, and the result is that only the famous (like Bill Gates and Martha Stewart) are recognized. But who are the heroes you encounter on a daily basis? How about the HR manager who juggles 150 personalities, not to mention the reams of paperwork attached to that many employees? What about the PR team that makes your company simply shine in numerous press releases, brochures, and sometimes speaking engagements? Or the engineers who literally knock themselves out figuring out a solution to a software problem, one that could fold your company, but one that will never even be a concern for you because those everyday wizards take care of it “all in a days work”?

As human beings, as professionals, people need to be recognized. In a world where there is so much media attention and globalization, it's all too common for so many to go unrewarded. Your people, the people you work with side-by-side everyday need to know that they are valued. That goes beyond the standard paycheck at the end of the week. Think about it. When it comes down to it, as an employer you simply rent your employees time, they give you their hearts. You don't own them. Renting time may not sound like such a big deal until you realize it is the single most precious commodity in the world — our time on earth. Ask anyone who has lost their spouse whether they would prefer \$50,000 salary for another year or one more day with the life partner who has been taken away from them.

Recognition, appreciation, and reward are crucial to survival in the marketplace today. It is simply good business. A pat on the back or a mention of thanks can literally move mountains in the working world. Most people are hard working, capable, and take pride in the work they do. Loyalty has to be earned. To earn it, effective managers have to acknowledge a job well done. Productivity rises for teams that are rewarded for the work they do. It's a simple fact. Your bottom line increases with a team that feels appreciated.

Recognition need not be fancy or formal. Try it! Write a glowing letter of recommendation on company letterhead to reward a valued employee. Leave a small note of thanks on someone's desk or in their mailbox to lift them in ways you may never imagine. Even a thank-you note on the back of a business card can work wonders.

Recognition also keeps communication open, which again is your lifeline to your staff. Silence can be easily misinterpreted. How many cases have resulted in an upper-level management executive losing his or her right hand person simply because of the lack of communication? Think about it. If a valued staff member never hears word one, good nor bad, about the quality of his or her work, the assumption is likely to be that the individual is not pleasing his or her boss and that his or her work is unsatisfactory. What's likely to happen is that the individual will become frustrated and an easy target for recruitment by a rival company.

That's why it's important to keep communication alive and vibrant with your staff. Attack problems when they arise. Trust your intuition. If you “feel” like there is a white elephant in the room no one is talking about, talk about it. Open the lines of communication, and stay in touch with your staff's needs and desires. Foster an atmosphere of cooperation, and give credit where credit is due. In return, you will have a team that will go the extra hundred miles for you, and the returns will be tenfold. Remember, when you are passionate about their involvement and contributions, there will be no limit to the success you can achieve.



*Dr. Goldsmith combines his unique and whimsical humor with practical real-world knowledge to inspire and motivate. Clients like General Dynamics say that our programs are "the best we've ever had", and "offer great tools for implementation" (Williams Worldwide).*

*If you would like more information about Dr. Goldsmith's presentations or our articles, please visit our web site at [www.BartonGoldsmith.com](http://www.BartonGoldsmith.com) or call us toll free at (866) 522-7866, and we will be happy to answer any questions you may have.*