

Residential Resource

The Newsletter of the National Association of Residential Property Managers

March 2003

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The Mission of NARPM is to support professional and ethical practices of rental home management through networking, education, and certification.

How to CALM Irate Residents

by Roseann Sullivan

If your job requires you to interact with residents, chances are you've had the opportunity to deal with someone who was irate. Too often such situations leave you feeling overwhelmed and wishing you knew what to say to calm people down. Here is an easy-to-remember formula for maintaining your composure and CALM-ing even the most tyrannical resident.

CONSIDER HOW YOU WOULD FEEL IN THE RESIDENT'S SITUATION.

Disputes between managers and residents don't have to become Us versus Them scenarios. You are there to work *with* residents, not against them.

Consider how you would feel if your sink was backed up on Thanksgiving morning or you had to listen to noisy neighbors tap dancing on your ceiling. As soon as an irate resident confronts you, take a step back, breathe deeply, and ask yourself, "How would I feel if this were happening to me?" Decide how you would like to be treated, and then do unto others.

ACKNOWLEDGE THE WAY THEY FEEL.

Most residents contend that management doesn't care about them because they never take the time to listen to residents' concerns. This doesn't have to happen at your property. You don't have to agree with all the facets of a complaint to acknowledge that the complainer is feeling extremely frustrated, upset, irritated, agitated, irate...you get the picture! Get in the habit of saying, "I can see how frustrated you are about this situation, Mr. Jones,

and I can assure you I am going to do something about this problem right away."

LET THEM KNOW YOU ARE SORRY. The two little words "I'm sorry" can go a long way toward restoring good feelings between people. Avoid the temptation to offer explanations about why problems occur.

Explanations come across as excuses. The last thing an upset resident wants to hear is reasons why something happened. They just want to know what you are going to do about it.

A woman in a group I trained in the Midwest told me about an angry resident who burst into the manager's office screaming that he had slipped on the ice and wanted to hold the manager

responsible. Knowing that reasoning was not going to get her anywhere, the savvy manager simply said, "Oh, I am so sorry that happened to you." After hearing this sympathetic response, the resident cracked a little smile and calmed down. By offering an apology, you will make residents feel comforted and less defensive.

MAKE SURE YOU KEEP THEM UPDATED ON YOUR PROGRESS WITH THEIR REQUESTS.

Too many well-meaning property management professionals tackle problems wholeheartedly, but don't "bother" the complainer with the details of what they're doing. Unfortunately when complainers don't know that you're at



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PRESIDENT'S MESSAGE

Greetings!

It is with honor I write to you and express thanks and appreciation for all of the efforts and talents that are so freely shared within our organization.

As with anything in life, we have to grow to continue. NARPM is doing this well. It is so exciting to see the growth. We added 36 new members last month! Hats off to our Membership Committee and their dedicated volunteers! We have new chapters beginning, new leaders, and all with great passion. I attended a new chapter-in-formation meeting in southern Oregon, with much success. These events are so energizing!

Last month several of NARPM's officers, along with Roy Bohrer, our executive director, attended a CEO Symposium. This was a training session for the current national president and upcoming leadership. The discussion was titled "The Challenge of Leading an Association in Turbulent Times." The theme was "The Will to Govern Well," which encouraged associations to focus on these three things:

1. a reputation for value,
2. an enjoyable culture, and
3. a nimble infrastructure.

We spent time putting NARPM under the microscope of this test with favorable results for the most part. We do a lot of things well, but there is always room for improvement. The leadership of NARPM is focused on our newly adapted strategic plan and how it will enable us to "Build Your Future."

There are many state/regional conferences on our schedule. The Colorado State conference was held in Longmont, CO. in February. There were certification classes and wonderful workshops taught by talented members and instructors. The important thing is members coming together to share, bring down barriers, network, and continue to build our organization. Please go to our Web site at www.narpm.org to check for a meeting in your area.

Lastly, please save the dates for our 15th Annual Convention in Hawaii! Reserve the dates of September 17-20, 2003. This is one event you will not want to miss. It's located in a beautiful paradise. The speakers, workshops, and setting are unsurpassed. This convention has historical meaning and there will be special recognition for our 15th year.

Please become involved! Support your chapter, attend a class, get your designation, and join a committee. We need all of you and your talents as we are join together in Building Your Future!

I hope to see you soon!



Christopher Hermanski, MPM®
2003 National President



NARPM President
Chris Hermanski

OFFICERS

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

Andrea Caldwell, MPM®
President-elect
Finance Chair
By-laws Chair
agetto@aol.com
408/978-8100

Marc Banner, MPM®
Vice President
Convention Chair
mbanner@rentalsinboise.com
208/377-8889

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

Wendell Davis, MPM®
Secretary
Legislative Chair
wendeld04@aol.com
904/737-2455

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

DIRECTORS

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

Bill Jackson, RMP®
Education Chair
bill@protocolpropertymgmt.com
425/467-1436

Luke Kaufmann, MPM®
luke@partnersmgmt.com
404/876-8700

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

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

Robert Winger, MPM®
robert@sacramentorentals.com
916/446-6663

COMMITTEE CHAIRS

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

Betty Fletcher, MPM®
Membership Chair
betty@fletcherpm.com
501/907-7091

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

Harold Kalles, RMP®
Affiliates Chair
harold@kallesproperties.com
253/848-9393

Darryl Kazen, RMP®
Professional Standards Chair
dkazen@1stchoicepm.com
817/281-1300

Raymond Scarabosio, MPM®
Editorial 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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Adequate Fire Protection Key in Risk Management

by Joe Delawder of Patriot Firestopping

The proper installation of firestop systems is proven to prohibit the movement of fire, smoke, and toxic gases from one area of a building to another. Firestopping is part of a life safety system in any new structure or rehabbed building. There are three components to the life safety system, which include firestopping or the “containment” system: the sprinkler or suppression system and the alarm system.

The fire containment system is a huge advantage to the builder, owner, and occupants because, if properly installed, it will minimize the risk of fire, smoke, and toxic gases spreading throughout an entire building — causing unnecessary damage to the structure, personal property, and most of all, the lives within the building.

While the importance of a firestop system is recognized by many experts in the field of containment systems, it needs to be a top priority among building owners and those involved in the construction industry.

Unfortunately, in our day-to-day experiences as installers of such systems, we discover potential problems that can put tenants at risk of



injury or loss. Such problems also put at risk banks, builders, architects, contractors, owners’ reps, and the owners themselves who could be at risk for lawsuits.

Of course, safety is not the only concern. Liability is another big one, especially for insurance companies and banks that hold the mortgages for such projects.

It is not uncommon for a bank to have building plans reviewed by a third party before funding is provided, but it is not clear how many of those

companies doing such reviews actually work with a firestop expert to review the appropriate portion of the plans related to firestopping.

After last September 11, we are all well aware of the toll that a fire can have on lives and property — an event, like other tragedies, that calls for all involved in the building industry to assess their attention to prevention and risk management.

Joe Delawder is vice president of Patriot Firestopping in Baltimore.

Fire Extinguishers: Know How and When To Use Them Safely

There is no mystery to the safe and proper use of portable fire extinguishers. In fact, with a little bit of knowledge, almost anyone can use one. The most important considerations are knowing which one to choose and how and when to use it.

What’s burning? In order to choose the right extinguisher for the job, it is important to have at least some understanding of the classification of fire. It’s really quite simple. Fire is classified by the type of material that is burning.

Classes of fire: There are three basic classes of fires. All fire extinguishers are labeled with standard symbols for the classes of fires they can put out. A red slash through any of the symbols tells you the extinguisher cannot be used on that class of fire. A missing symbol tells you only that the extinguisher has not been tested for use on a given class of fire.

Class A: Ordinary combustibles such as wood, cloth, paper, rubber, and many plastics.

Class B: Flammable liquids such as gasoline, oil, grease, tar, oil-based, lacquer, and flammable gas.

Class C: Energized electrical equipment including wiring, fuse boxes, circuit breakers, machinery, and appliances.

Remember the PASSword. Stand six to eight feet away from the fire and follow the four-step PASS procedure. If the fire does not begin to go out immediately, leave the area at once. Always be sure the fire department inspects the fire site.

PULL the pin out: This unlocks the operating lever and allows you to discharge the extinguisher. Some extinguishers have other devices that prevent inadvertent operation.

AIM low: Point the extinguisher nozzle (or hose) at the base of the fire.

SQUEEZE the lever below the handles. This discharges the extinguishing agent. Releasing the lever will stop the discharge. Some extinguishers have a button that you press.

SWEEP from side to side. Moving carefully toward the fire, keep the extinguisher aimed at the base of the fire and sweep back and forth until the flames appear to be out. Watch the fire area. If the fire re-ignites, repeat the process.

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Convention Corner



by Marc Banner, MPM®,
2003 Convention Chair

A milestone in the history of NARPM started as a far-fetched dream, that dream being a convention and trade show in Hawaii. With the vision and hard work of dedicated members over the last several years, this

dream is now a reality. The 15th annual NARPM Convention is scheduled September 17-20, 2003, on the big island of Hawaii; our host hotel is the Marriott Waikoloa Beach.

The Convention Committee has developed a convention schedule that appeals to all points of interest and adheres to the mission and goals of NARPM. **Education** — From the dynamic workshop sessions to the exciting keynote speakers, the opportunity for valuable education is the highlight of this event. **Networking** — the time line allows ample time to network with fellow NARPM members in a setting that will warm the soul. **Certification** — NARPM has scheduled one MPM® class and three RMP® classes within the time line of the convention. **Trade show** — a well-rounded trade show complements the convention. Several national and local vendors will be available to enhance the profitability of the convention. **Special**

Events — NARPM has arranged a traditional luau at the cost of only \$49, which includes a free bar. An exciting beach party will be the highlight of the convention with Hawaiian storytellers and entertainment. **Extra-Curricular Activities** — walking on the beach, swimming in the surf, enjoying the pool, a round of golf, and visiting the spa are just a few of the activities that will balance the convention.

Hotel accommodations for the event are an incredible value with rooms starting at \$135 per night for a garden view and \$150 per night for a full ocean view (single or double). It is imperative that early reservations are made, as the room block will be decreased substantially in June. Visit the NARPM Web site (www.narpm.org) for up-to-date information on the convention (including registration available in late March).

Stay tuned for information on specific activities planned for this exciting event.

Marc Banner, MPM® is the broker/president of Realty Management Associates, Inc., in Boise, ID. Marc holds a master's of science degree in economics from Purdue University, 1978. Fresh out of school, Marc started his career as a REALTOR® and enjoyed much success selling real estate. Marc formed Realty Management Associates, Inc., in 1980 and has developed an inventory of over 320 dwelling units, a large mobile home park, and two commercial properties. He currently owns 37 residential dwelling units and two commercial properties. Marc currently serves on the NARPM National Board of Directors and is the 2003 Convention Committee chair. He is the founding member of the Southwest Idaho Chapter of NARPM.

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Confessions of a Respondent, Part II of III

by Judy Cook

In a previous column, you learned that, regardless of your involvement in an alleged discriminatory act, you can be named as a respondent in a housing discrimination claim.

HUD's position in fair housing complaints is, by policy, consumer-oriented. In a 1994 internal memorandum by Roberta Achtenberg, assistant secretary for Fair Housing and Equal Opportunity, Ms. Achtenberg instructs the intake staff to "translate" information given to them by complainants onto a complaint form, rather than send a blank form for the complainant to fill out. Additionally, the memo instructs staff to "broadly interpret" jurisdiction when accepting complaints.

SO, WHEN A COMPLAINT IS FILED, HOW DOES IT WORK?

Respondents (say, YOU) first receive a notification letter with a copy of the complaint signed by the complainant. You have 10 days to respond. Your response is considered a "position statement."

Next, HUD sends you a data request letter written to reflect the allegations in the complaint. Questions in this letter would seek to accumulate data as it relates to the alleged act of discrimination. These questions will include (1) the number of units managed and (2) the number of families with children occupying (if a familial status complaint).

The respondent's answers to the "data request letter" are then compared to census data for the region in which the housing is located. A considerable difference between the census data and the respondent's data would certainly raise a red flag as to the likelihood that housing discrimination is taking place.

A TENNIS MATCH

Next is a series of personal interviews with all parties connected to the complaint. You can expect a minimum of two interviews during the investigation process and generally more. The first will be to go over your position statement and a second to review the complainant's "rebuttal." Additional interviews are conducted as necessary. The interviews are not tape-recorded, but the investigator takes extensive notes on what is said.

"It's like a game of tennis," said Jesse Webster, the chief of the Enforcement Branch of HUD's San Francisco regional office. "We go back and forth between the complainant and respondent."

"Conciliation is ongoing," Webster added. HUD investigators ask the complainant what he/she wants to settle the complaint and presents that information to the respondent. The respondent may then come back with a "counter offer" that is then communicated to the complainant.

Webster told me that although HUD "mandates" an investigation time limit of 100 days, the volume of complaints is tremendous. When the investigation is going to take longer than 100 days, both the respondent and complainant get a letter explaining why the case is then being considered an "aged case."

EXPANDED SETTLEMENT

What happens when the parties (respondent and complainant) agree on a dollar figure, accommodation or other resolution? Is that the full settlement? Most likely, not. HUD generally adds its own "public interest" requirements to the settlement. Included for the public's interest may be mandated education and periodic reporting of your property management activity (quarterly for one to five years).

Can HUD expand a complaint to include discriminatory acts other than what was originally alleged? What happens if the complaint is not settled? What's the best way to avoid being named in a complaint? What's the "Number One" complaint? We'll explore these and other issues next time.

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 not an attorney, but a speaker and trainer in property management issues. This article is written from that perspective, and is not to be construed as legal advice.



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New Member Spotlight



This month the new member spotlight shines on Seri P. Wood of Bray & Company in Grand Junction, CO. Seri has been employed as a residential property manager for four years with no previous real estate experience. Her current portfolio includes a 180-unit complex, a 54-

unit complex, and about 75 single-family duplex and fourplex combos. We caught up with Seri at the Colorado Conference in Longmont, CO where she agreed to our spotlight interview.

Q. HOW DID YOU HEAR ABOUT NARPM?

A. A phone call from another property manager inviting us to a continuing education class.

Q. WHAT WAS THE DECIDING FACTOR IN YOUR DECISION TO JOIN NARPM?

A. To get more involved in the areas of property management, the exposure, and the idea that there are people out there doing the same thing I am and having the same problems. I love that ideas, solutions, and experiences are shared between the members. It is an excellent way to educate property managers.

Q. WHAT IS YOUR POSITION WITH YOUR CHAPTER?

A. I do not hold a position with the Grand Junction chapter, but I am willing to do so once our chapter gets organized.

Q. HAVE YOU ATTENDED A NATIONAL, STATE, OR REGIONAL EVENT?

A. I have not attended a national event but would love the chance to go to Hawaii. I enjoyed the recent conference in Longmont, CO.

Q. WHAT WOULD BE YOUR ADVICE TO NEW NARPM MEMBERS TO INCREASE THEIR NARPM EXPERIENCE?

A. Take advantage of the great opportunities that NARPM provides. Get involved; it benefits both your clients and residents. I am going to take this advice myself!

Q. WHAT DO YOU FEEL IS THE BEST BENEFIT, SO FAR, OF YOUR NARPM MEMBERSHIP?

A. The education classes! Every previous real estate class I attended pertained more to selling real estate than property management. I also learned a great deal from listening to other property managers' ideas and experiences (most importantly those experiences that we all try to avoid!)

Welcome Seri, and thanks for sharing your perspective. We look forward to seeing you at future events (maybe even Hawaii?) as you Build Your Future in NARPM.

CERTIFICATION CORNER

The Certification Committee is pleased to announce the following new candidates. Good luck!

RMP® CANDIDATES

Rose Ann Duffy, Aapex Property Management, Kansas City, MO

Joyce Giandolfi, Blue Heron Realty, Panama City, FL

Michelle Horneff, Property Management Systems, San Francisco, CA

Barbara Smith, Smith Realty, Salinas, CA

Nancy Bernel, Nansco Management, Inc., Woodland Hills, CA

MPM® CANDIDATES

Elizabeth Mowry Hull, Property Management Experts, Stockton, CA

MEMBERSHIP CORNER

NEW NARPM RMP® RECEIVES AWARD AT STATE REALTOR MEETING

Hugh R. Cross, RMP®, CRS, GRI, of Cross Management in Suffolk, VA was awarded the VAR Ann Swearingen Residential Property Manager of the Year award for 2002 during the Virginia Association of REALTORS® (VAR) annual awards banquet in Richmond on February 7, 2003.

The award is named in honor of Virginia REALTOR® and NARPM member Ann Swearingen and is presented to a Virginia residential property manager in recognition of individual achievement in the industry.

Cross has been in real estate property management for 27 years. An active volunteer at the state and local level of the REALTOR® Association, he serves on several committees and is a well-respected property management course instructor. He was recognized in his community as the Handicapped Professional of the Year in 1999 and received the statewide Handicapped Person of the Year award from the Pilots Club. In 2002, he received the Hampton Roads REALTORS® Association's Chairman's Award for Outstanding Service. Hugh is a charter member of the NARPM Hampton Roads chapter and served as chair of the VAR Property Management Council. He received his RMP® designation at the 2002 NARPM convention in Atlanta.

“True-North” Leadership by Deb Bronson

It has been estimated that we spend over 70% of our adult lives working and/or doing work-related things such as commuting, thinking, or talking about work, and so on. If you are like me, that statistic does not make me feel warm and fuzzy inside; it stops me — cold.

It has also been said that upon dying no one will ever say, “I wish that I had spent more time in the office.” Agreed.

All that being said, most of us have not been blessed with a bank account that affords us the opportunity to stop working for income and instead devote our time and talents to more worthy causes. So, what are we to do?

Upon careful reflection over the last several years, I have come to concretely believe that we choose whether or not we live a life of significance and purpose. This principle applies directly to our professional life as well as our personal life.

For those individuals in a leadership role there is a profound opportunity to make a difference in the lives of those who look to you for direction.

All too often, however, leaders manage their staffs into mediocrity. In a quest to organize, standardize, quantify, and minimize risk (all worthy endeavors in their proper place), creativity, innovation, and a passion for excellence are usually squelched.

In some cases, those employees with a spirit of “why not?” or “let’s try this!” are looked upon with suspicion by their supervisors or given indulgent smiles. Leadership that focuses on significance would instead, skillfully guide and grow that budding solutions-orientation into a seasoned talent that initiates excellence rather than waits for it to happen.

“True-North Leadership” is a phrase that I use to describe a style of leading and guiding others by absolutes. To better understand “true-north leadership,” let’s explore the analogy.

If you were leading a group over some unfamiliar territory and found yourself lost, a compass would be a helpful tool. Wouldn’t it?

The interesting thing about a compass is that although the magnetic poles correspond roughly with the actual geographical poles, a compass is susceptible to a number of factors — interfering magnetic material, the ever-changing flux of magnetic north, etc. And by the way, the north magnetic pole is located at approximately 78.9° N latitude and 103.8° W longitude, over 600 miles from the geographical North Pole.

Direction relative to the geographic North Pole is regarded as TRUE NORTH. True North, geographically speaking, is fixed.

Now a variance of up to 600 miles, depending on your perspective, may be close, but still no cigar. And frankly, I wouldn’t want to be following you on a trek if you thought being that far off the mark was “okay-dokey.”

How often in business do we start off our day or begin working with a new team member or close a fiscal year and find that we somehow ended up where we did not want to be or discover that we became so busy that we forgot which way was up?

One of the oldest and yet most accurate ways of finding true north is using Polaris (the North Star) as a guide. Another option is to do some mathematical equations (if you can remember them) and make up for the variances between magnetic north and true north.

True-North Leadership is a style of leading and guiding others by absolutes. For the sake of minimizing mathematical equations and room for error, let’s focus on locating your professional Polaris (North Star). Fixed points that will, if you choose to set your course by them, provide a journey of significance and purpose.

ALIGNMENT

Compass Reading: Surveys and focus groups indicate that your customers and your team members are satisfied. You decide to keep managing things as status quo.

True North Reading: What do your customers (investors, residents, and employees) REALLY want? What type of service would not just satisfy their expectations, but actually earn their loyalty? It is people’s actions that count, more than what they say. For instance, I can visit your restaurant and if you provide me with a clean, tastefully decorated environment, delicious food, and attentive service, I am satisfied during this experience. The next time I am hungry, I may come to your restaurant again or if the drive is a little too far or there is a closer place that is less expensive or has my favorite food, I will go there. Loyalty, however, induces me to drive further, or pay more, or discard other options because you have somehow connected with me emotionally, intellectually, and experientially.

Application: Be sure that your actions align with a true-north goal, like earning loyalty rather than simply satisfying the expectation.

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Northern Electric, Inc.
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Home Management Network

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PROMAS Landlord Software Center
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
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For more affiliate information, please visit the
NARPM Web site www.narpm.org.



Ambassador Program

The Ambassador Program was designed a few years ago to reward our current members for referring new members to our organization. Who better to spread the word of the benefits of NARPM than its members? If you refer five new members in one year, you will receive an award certificate that may be used toward your next year's dues or for events for the coming year.

When you achieve ambassador status and receive your \$195 NARPM credit, it can be used towards your annual dues or apply it towards the 2003 Hawaii Convention Registration. It's flexible! Just follow the simple steps outlined here:

- ★ 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 Award 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 Award Certificate can be used to pay NARPM annual dues, or like amount can be applied toward National Convention.
- ★ It must be used in full at the time of use and attached to your dues or registration for Convention. The value of the Award Certificate is equal to what the national dues were at the time the Award Certificate was issued. It also must be used within 12 months of the issue date.
- ★ A member can earn more than one Award Certificate per 12-month period.

Ambassador Program

December 2002 New Members

New Member

Matthew Greeves
Sue Kibby
Jude Guyer
C.C. Harris
Julie White
Terri Galdi
Robert Lyle
John Sisbarro
Tracie Sweeney
Martha Woods
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Andrew Barkis, RMP®
Raye Mayhorn
Joyce C. Moody, RMP®
Michael Hodges
Michael Hodges
Michael Hodges
Michael Hodges
Michael Hodges
Anthony Kaskey
Anthony Kaskey
Anthony Kaskey
Anthony Kaskey
Anthony Kaskey
Suzanne Kress
Elizabeth Morgan, MPM®
Carolyn Austin, RMP®
Mike McCall
Melissa Prandi, MPM®
Jennifer Franklin
Donna Murphy-Doney
Beverly Browning, MPM®

January saw an increase in NARPM membership of 31. Of this number, 23 were referred to NARPM through our Ambassador program. We also wish to congratulate the three new Ambassador Award Certificate recipients for having sent us five new members: Patty Sneed, Panama City, FL; Mike Hodges, Jacksonville, FL; and Anthony Kaskey, CPM, Longwood, FL. There is no better way to promote NARPM than thorough personal referrals. Thank you for supporting the Ambassador Program.

Screening 101

by Dixie Shaw

Why do most housing providers screen applicants before renting to them? The simple answer is to assess risk to determine if renting to the individual/family makes good business sense. Property owners and managers have the right to determine if a prospective tenant is able to pay the rent based on their current income and to assess whether they have a history of timely rent payment. It's important to look at rental history to evaluate if the prospective tenant will maintain your property in a satisfactory manner and to determine if they have a history of rule violations or whether they have received complaints from neighbors for things such as noise disturbances. Some property owners/managers also choose to do criminal background checks. The important thing to remember is that while screening is necessary to ensure you get qualified responsible tenants who pay their rent on time, you must screen in a manner that is reasonable, consistent and complies with fair housing laws.

The first step in the screening process is to have a clear, written screening policy, and make sure that all employees involved in the rental process are aware of and follow the policy consistently with all applicants. If you need assistance in policy development, contact the government or private nonprofit fair housing enforcement agency in the jurisdiction where your property is located. Additionally, there are many Web sites that offer information about fair housing laws. For example, www.metrokec.gov/dias/ocre, offers a helpful section entitled "Fair Housing: frequently asked questions about applications and tenant screening." If you use a tenant screening agency, make sure

they are consistently aware of your screening policy. Assure that the agency is aware of and complies with fair housing laws.

While it is important that your screening policy is applied consistently, there may be some prospective tenants that require special consideration. Persons with disabilities may need reasonable accommodations and/or reasonable modifications to either go through the application/screening process or to make the property available to them. If you have a policy of not renting to individuals that have had a history of police activity at their residence, evaluating applicants that have been the victim of domestic violence in the same manner may be considered discriminatory. New immigrants to this country present challenging screening issues. You may want to look at alternative methods/documents in determining whether they meet your screening criteria.

Regardless of what your screening policy is, make sure that prospective tenants are aware of your policy and the criteria that will be used in evaluating their application. Applicants should also be made aware of the cost and the timeframe of your screening process. Make your rental decisions in a fair, objective, and consistent manner. Most importantly, communicate your decision to the applicant honestly and quickly. Remember, how you treat the applicant will be the determining factor in whether they perceive that they have been treated fairly.

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True North

continued from page 7

Asking is good, noting actions, and processing them into a competitive advantage that breathes and can expand is on target. Alignment requires adjustment, flex, and consistent check-ups. Earning loyalty is time-intensive, it can even be costly, but assumptions and going on "auto-pilot" in business can bankrupt you.

Quote: "Money will buy a pretty good dog, but it won't buy the wag of his tail." — Josh Billings

ALLIANCES

Compass Reading: As a supervisor, you must know as many of the answers as possible and be able to unclog the work flow pipelines whenever they break down or fix the floods that happen. You are a problem solver and have the experience to make results happen under your watchful eye.

True-North Reading: If your job as a leader is mainly comprised of fixing situations, people, or projects, something is seriously off base. In times of true emergency, autocratic leadership is generally best until the situation has stabilized, but what about all the times urgent issues arise that masquerade as a crisis? It takes strength to say, "Take the next day or two and put together a solution or a plan of action to handle this. We'll sit down and review it, and I'll mentor you and support you through all the way. I believe in you."

Sure. You could handle the "urgent problem" with your eyes closed. You could rattle off marching orders that, lickety-split, solve the issue and allow everyone to draw a sigh of relief because there is no discomfort or stress involved. No thinking, growing, or stretching required. Plus, if the solution fails, the blame lies with you, not them.

Application: True-North Leadership requires that you build alliances or partnerships with your team. Give them opportunity to risk, demand on-purpose action, and most certainly, growth will occur. Work towards developing a "swat team" (team of experts). Work toward creating an alliance of team members where each individual knows their attributes, is confident in your commitment of mentoring them, and disarms their self due to your dedication to supporting them on their individual (and team) areas that need improvement. The team will learn to trust you and walk on their own two feet heading true-north, not because you'll "catch them if they don't,"

but because you have taught them that to believe anything less than their best effort is beneath their value and potential.

Quote: "He has the right to criticize who has the heart to help." — Abraham Lincoln

AUTHENTICITY

Compass Reading: If you blow it, it is better to play it cool. Perhaps, the people following you won't notice or if you talk in circles about a delayed decision or a dropped ball, they will eventually shrug their shoulders and say, "Whatever." You believe it is the supervisor's responsibility and burden to "protect people" from bad news and to "play down" your mistakes; after all, you're the supervisor.

True-North Reading: You will blow it. Daily. Most people are not fooled, and they do care. It generally seems safer politically for the employee to pretend not to notice or care. Instead, take advantage of those "dropped balls" and use them as yet another opportunity to "be real." Earn respect and be credible when you make a mistake. Own it. Work out a solution. And then, get over it. Your team will. Quickly. Why? Because they have learned from watching your actions that they can count on you to be authentic. You have become a role model demonstrating how they should act when they blow it (in case you haven't noticed they will make mistakes, daily). Rather than "protecting people" from news that is less than favorable, in most cases it is wise to let them be a part of the remedy.

Application: Being authentic and dropping the mask is a pretty rare quality. It has everything to do with character and nothing to do with politics. I've spent the last 10 years as a performance consultant, and I can tell you that one of the greatest challenges executives face is being willing to show enough vulnerability to earn the respect and loyalty of their customers (both internal and external). I'm not advocating a daily unloading of faults and foibles. I am challenging you, however, to be the kind of leader you wish you would have had throughout your career. The individual who not just teaches you the ropes, but also shows you the scars from rope burns and is wise enough to learn from you as well.

Quote: "Real generosity to the future lies in giving all to the present." — Albert Camus

CONCLUSION

Since you most likely will be spending over 70% of your adult life working, I encourage you to not simply survive your career. Rather than spending your time in a blur of activity — pause, reflect, find your Polaris, and engage, no, invest yourself in choosing to be a leader who is on purpose. Forge ahead, true north, to living a life of significance.

©Deb Bronson & Associates, 2002

Grace Hill Inc., one of Deb Bronson's industry partners has recently released her acclaimed workshop, "Help Wanted! How to Hire, Keep & Inspire Quality Team Members" into a dynamic class online, (class also available as a CD-ROM).

Deb not only provides multifamily essentials (marketing, training, etc.) she specializes in branding, strategic positioning, and developing multilevel training programs. As an experienced professional (spanning over 15 years), she has written a weekly column for a major city paper, presented to over 18,000 individuals, and worked with over 175 public and private firms, including local, state, and national trade associations. To contact Deb: 800/35-TRAIN v. mail, 248/446-0435-direct.

Contribute to the Residential Resource

<u>Issue Date</u>	<u>Submission Due Date</u>
May, 2003	March 15, 2003
June, 2003	April 15, 2003
July, 2003	May 15, 2003
August, 2003	June 15, 2003

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.

NEW MEMBERS

Welcome new NARPM members! The following is a list of new members who joined NARPM from January 1 to January 31, 2003.

Joe Collier
Bryan, Ward and Elmore Inc.
PO Box 60038
Nashville, TN 37206
615/262-0441

Glenda Jones
Watson Realty Corp.
228 Third Avenue N
Jacksonville Beach, FL 32250
904/249-3801

Shirley Rigo-Brooks
Coldwell Banker
280 Beach Drive NE
St. Petersburg, FL 33701
727/821-3322

Erica Torrez
Nielsen Property Management
2530 I Street
Sacramento, CA 95816
916/446-2898

Dave Collins
Village Realty
2500 Recker Highway
Winter Haven, FL 33880-1935
863/299-6767

Sue Kibby
Property Management Experts
200 W Harding Way
Stockton, CA 95204
925/575-1509

Nellie Salansky
Premier Group Realty, Inc./GMAC RE
6800 Gulf Blvd.
St. Petersburg Beach, FL 33706
727/368-0500

Margaret Turnquist
Watson Realty Corp.
3948 AIA S
St. Augustine Beach, FL 32086
904/471-9976

Wende Davis
Watson Realty Corp.
3943 Baymeadows Road
Jacksonville, FL 32217
904/737-2455

Joan Loven
Desert HomeCheck
53-755 Eisenhower Drive
La Quinta, CA 92253
760/564-7455

Robert Sanders
Olde Town Brokers, Inc.
11 N Summerlin Avenue
Orlando, FL 32801
407/425-5069

Marla Webb
Cambrian Asset Management
Company
2201 Glen Helen Circle
Carrollton, TX 75007
972/417-9933

Terri Galdi
Watson Realty Corp.
155-4 Blanding Blvd.
Orange Park, FL 32073
904/269-5033

Robert Lyle
Watson Realty Corp.
3943 Baymeadows Road
Jacksonville, FL 32217
904/737-2455

John Sisbarro
Watson Realty Corp.
435 S Yonge Street
Ormond Beach, FL 32174
386/673-0677

Julie White
Guardian Properties, LLC
10 N Jefferson Street #405
Frederick, MD 21701
301/694-9600

Jayci Grana
Watson Realty Corp.
7601 Conroy Windermere Road
Orlando, FL 32835
407/532-0308

Joe Manausa
Century 21 First Realty
2365 Centerville Road
Tallahassee, FL 32308
850/386-2001

Randal Stepleton
4-U Property Management
730 W Kinghorn Drive
Nampa, ID 83651
208/463-8816

Helen Wilkins
Windermere Property Management
2413-C Pacific Avenue
Olympia, WA 98501
360/943-4189

Matthew Greeves
EJF Real Estate Services
5100 Wisconsin Avenue NW #514
Washington, DC 20016
202/537-1801

James McCullough
John L. Scott Property Management
2219 W Sims Way
Port Townsend, WA 98368
360/379-4598

Tracie Sweeney
Watson Realty Corp.
1961 S Woodland Blvd.
Deland, FL 32720
386/734-4575

Martha Woods
Watson Realty Corp.
1504 S Atlantic Avenue
New Smyrna Beach, FL 32169-3102
386/428-7368

Jude Guyer
T.J. Guyer, Inc.
164 Brockway Road
Chehalis, WA 98532
360/748-4683

Dale Morrison
Watson Realty Corp.
296 Palm Coast Parkway
Palm Coast, FL 32137
386/445-0129

Maryland Swensen
Tamalpais Land Company
591 Redwood Highway, Ste. 2135
Millvalley, CA 94941
415/381-3619

C.C. Harris
Regency Properties
2700 S Fort Hood Street #F
Killeen, TX 76542
254/628-7658

Lawrence Pollin
Smith & Associates Realtors, Inc.
3801 Bay to Bay Blvd.
Tampa, FL 33629
813/839-3800

Jane Hopf
At Home Realty
5837 Dahlia Drive
Orlando, FL 32807
407/273-4663

Joyce Reynolds
Amador County Property
Management
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Fax: 512/454-3036
E-mail: narpm@assnmgmt.com
<http://www.narpm.org>

To all members interested in being on the 2004 NARPM National Board of Directors:

Thank you for your interest in serving on the board of our organization. This is the time of the year when we are accepting applications to serve on the NARPM National Board of Directors. The Director Application can be found on the NARPM Web site at www.narpm.org in the Members Only section. Please fill it out in its entirety and submit it to the Nominations chair no later than April 10, 2003. The Nominations chair will send you a confirmation e-mail of receipt of the application. All applications are to be submitted to the Nominations chair in electronic form. Please contact the Nominations chair in any of the following manners with any questions you may have.

Mike Mengden, MPM®, Office 713/895-9966 ext. 305, Fax 713/895-9320, e-mail mmengden@terraresidential.com

After receipt of all applications on April 10, the Committee will review the applications and will schedule a teleconference interview for each director candidate to be held in late April or early May. As a prospective candidate, please realize the following:

The criteria to be a director candidate are 1) to be a NARPM member in good standing; 2) to have served as an officer or director for a district, state, or local chapter; or have served as chair, vice chair of a NARPM National committee or task force; or served in active capacity on a NARPM National committee for a minimum of two (2) years; 3) to have attended a minimum of two (2) of the last four (4) NARPM conventions or National conferences; and 4) to have successfully completed candidacy for a recognized NARPM designation.

The Director term beginning January 1, 2004, could be for either one or two years. As we are changing from one-year to two-year staggered terms, directors in 2004 will serve either one year or two years, determined by a blind drawing conducted by the Committee prior to the election.

Typically there are three Board meetings throughout the year, one during the Leadership Conference and Winter Business Meeting held in January, another held sometime in late spring or early summer, and the last held at the Annual Convention in September. Lately, the two meetings held at National events have been divided into two parts, with half just before and half just after the event. Additionally, there is board training in January and there may be several conference calls scheduled as needed, as well as, e-mail communications.

You will be expected to attend the board meetings in Hawaii during the annual convention as a guest. These meetings are currently scheduled to be on Tuesday, September 16, from 3 – 6 pm, and on Saturday, September 20, from 1:30 – 5:30 pm.

Currently, NARPM offers its directors a maximum of \$400 to cover reimbursable expenses for each board meeting attended. No other expenses are reimbursable.

Additionally, NARPM provides its directors a board dinner before each event (spouses included), and sometimes meals are provided during the board meetings.

I look forward to receiving your application.

Mike Mengden, MPM®
2003 Nominations Chair

Setting S-M-A-R-T Goals

By Michael Angier

Goal setting is a skill, and unfortunately, it's not something that's usually taught in school. Studies have shown that less than 3% of people actually write their goals down. And it's this SAME 3% who accomplish more than all the others put together.

If you want to get better at setting and achieving goals, here's an acronym that will help you focus and have more success reaching your objectives.

Set *SMART* goals. *SMART* stands for:

S_{pecific}

M_{easurable}

A_{ction oriented}

R_{ealistic}

T_{imely}

SPECIFIC. Achieving goals demands focus. Our mind needs specific targets to work effectively. It can't operate well with vague generalities. State exactly what you wish to accomplish.

MEASURABLE. Many people set goals they'll never know whether or not they've attained. "To be successful—to be more knowledgeable," aren't goals because there's no benchmark. Be sure to have measurable goals with a deadline.

ACTION ORIENTED. It's much easier to measure things being done. What are the action steps you'll take in the process of achieving your goal?

REALISTIC. This is your call. What's realistic to you may not be to someone else. Your objective has to be within the realm of YOUR believability. If you can't envision yourself doing it, you won't.

TIMELY. A goal must have a target date. If you desire to make a million dollars, but don't set the timeline for it, it won't be motivating. A deadline too far in the future is too easily put off. A goal that's set too close is not only unrealistic, it's discouraging.

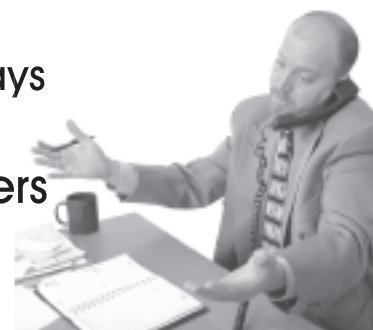
If you keep these things in mind as you plan your goals, you'll meet with more success and have more fun doing so.

Written by Michael Angier. ©Copyright Success Networks International. Success Net is a worldwide association committed to helping people become more knowledgeable, productive, and effective.

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Fax: 512/454-3036 E-mail: info@narpm.org
Web site: www.narpm.org

A Tenant's Right to Privacy

Violating a tenant's privacy is one of the most common and emotion-filled issues in rental housing (right next to disputes over rent and security deposits). These issues often arise over a landlord's right to enter a rental unit without reasonable notice and cause, and a tenant's right to be left alone at home.

A typical lease allows a landlord or agent to enter the premises for normal maintenance and repair with 24-hour notice, or in case of emergency. Amateur landlords often think that since they are the owners, they may go into a rental property any time they wish. That is not true. A tenant has a right under the law to "quiet enjoyment." A major point of contention over a tenant's right to privacy in recent years results from onerous new rental property only inspection ordinances being adopted by various municipalities across the country. In many cases the local rental inspection laws do not acknowledge the tenant's right to deny access to anyone, even city rental inspectors, "without probable cause to believe that a crime has been committed" (as is required under the Forth Amendment to the U.S. Constitution). However, the same local officials are quick to acknowledge that they are prohibited from entering an owner-occupied residence without permission or a warrant.

There is a great deal of money from what are called "fees" and a lot of additional power, that flows from information on property owners and their tenants, at stake for municipalities; so the issue will have to be decided at the local ballot box, or eventually by the U.S. Supreme Court. Winning local elections with more intelligent and reasonable candidates is cheaper and easier by far.

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CALMing Irate Residents

continued from page 1

work to resolve their complaints, they only become more irritated. Without information, they'll assume the worst: that nothing is being done to solve their problem. This only leads to misunderstandings. If you manage a multifamily property, you may soon find that bad word of mouth is spreading about you.

Resolve this by giving complainers regular updates in the form of notes or answering machine messages. If the solution to their problem is going to take a while, maintain regular contact until the problem is solved.

Roseann Sullivan trains property management professionals throughout the country on how to stay on top of the field and compete in any market. Her information packed programs provide the useful techniques, creative ideas, and real-life examples that managers, leasing agents, and executives need to excel in every situation. Reprinted with permission of Diamond Publications.

2003 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
March 21	Bow, WA	RMP® Applying Technology to Property Management	Jean Storms, MPM®
April 10	San Antonio, TX	RMP® Applying Technology to Property Management	Jean Storms, MPM®
April 25	Winchester, VA	RMP® Habitability Standards and Maintenance	Wallace Gibson, MPM®
May 20	St. Augustine, FL	RMP® Applying Technology To Property Management	Jean Storms, MPM®
May 20-21	St. Augustine, FL	MPM® Owner/Client Relations	Wallace Gibson, 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.

Find out more by calling Bill Jackson, RMP®, at 425/467-7785 or e-mailing bill@protocolpropertymgmt.com. Bill 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.

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A Box of Chocolates for the Property Manager

by Karen Ebert, MPM®

A little over 15 years ago, 13 property managers had a belief that sharing what they did in their property management businesses would benefit them and their property management peers, clients, residents, and those with whom they did business. They believed their networking would lead to more success, efficiency, less stress, and a less litigious profession. The final product was the beginning of the National Association of Residential Property Managers (NARPM).

What followed was indeed like a box of chocolates. Each year, since NARPM's inception, has produced a myriad of surprise morsels. Members never knew quite what they would get, but one thing was for certain — whenever you opened the box you would find at least one delectable delight that would satisfy the current appetite or need.

As we prepare to celebrate our 15th anniversary, there must be some reflection on where we have come individually and as an association since the first networking produced that “box of chocolates.” All of us have experienced measurable successes from our involvement in NARPM. We have also experienced events that would tickle the funny bone of even the most somber. And we have experienced challenges that have been overcome perhaps only due to our involvement in this association.

This is an opportunity to share those “chocolate morsels” with fellow members, to recharge our belief that this association has been life changing and life lifting for all of us. We are in the process of writing a book entitled *A Box of Chocolates for the Property Manager* for our 15th anniversary. The purpose is to create a renewed sensation of euphoria; hilarity; inflation; nostalgia; appreciation; passion; love;

appreciation; and celebration of our association, our profession, and our fellow members. All are invited to participate. We are asking for stories, anecdotes, and scenarios that are humorous, life changing, innovative, growth producing, and so on. Contributions must relate to every-day property management and could fall within the following categories of morsels:

- Truffles: *Humor*
- Chocolate Crunch: *Changes*
- Chocolate Peppermint: *Renewal*
- Chocolate, Nut, Caramel: *Networking*
- Chocolate Almond Mounds: *Growth*
- Chocolate Creams: *Smooth transitions*

Contributions are hereby solicited for the various categories or any other you may cook up. The editor may alter original contributions for grammar, spelling, structure, and context. All contributors will be recognized in the book. The length of contribution should be less than 500 words. Original cartoons, sketches, and photos are accepted. No blue humor please.

Contributions should be sent no later than May 1 to Karen@alpsmgmt.com, faxed to 512/794-3997, or mailed to Karen Ebert, MPM®, PO Box 202344, Austin TX 78720. Pictures will not be returned. Picture attachments should be in GIF format. For questions, call Karen at 512/794-8171 Ext. 15.