MUNICIPALITY LICENSING OF RESIDENTIAL RENTAL PROPERTIES—DEEMED UNCONSTITUTIONAL!

Frustrated Georgia landlords are battling for their and their tenants’ constitutional rights in a fight that could have far-reaching, nationwide influence. Your city could become the next battleground!

The story began in the year 2002 when several municipalities in the Atlanta Metropolitan Area passed local ordinances requiring registration of residential rental property. In all cases, the cities charged a fee for registration and required a physical inspection of the properties by a city-employed inspector.

Public outcry resulted in the state passing legislation in June 2003, which specifically prohibited local governments from requiring registrations and inspections. The state found this practice to be unconstitutional in that it permitted illegal searches of property. The state code also prohibited registration of rental property.

Despite the state law, there were a few municipalities who chose to proceed with registrations and inspections anyway. They changed a few terms and modified the process so as not to appear in direct violation of the law, but the impact was the same.

At present there are at least two city governments that have enacted new ordinances that require landlords to obtain a business license for each residential property. One city council argues that each property is a business and therefore must be individually licensed. According to the new city ordinance, in order to obtain a license, each property must be inspected by a city-trained inspector. The loophole they believe they have created is that they are not requiring registration but rather licensing and not requiring city inspections but rather private inspections from city-certified inspectors. Clearly the end result is the same to tenants and landlords.

A couple of frustrated, but apparently very able landlords felt “enough was enough.” To battle city hall, they founded a civic action group, the Association of Concerned Landlords. To date, the group is several hundred members strong and has attracted the attention of local real estate related professional groups such as NARPM, the Georgia Association of REALTORS®, and the Atlanta Apartment Association. Concerned Landlords wants to attract national attention because there is evidence that Georgia is not the only state experiencing this problem.

The Association contends that requiring a business license for each property is ludicrous and is the equivalent of registration. If the city’s stated objective was sincere, then they would, at most, require a single license of the landlord; and even this would be a violation of current statutes.

The Association contends that requiring a business license for each property is ludicrous and is the equivalent of registration. If the city’s stated objective was sincere, then they would, at most, require a single license of the landlord; and even this would be a violation of current statutes.

As for the inspections (illegal searches), the attempt to separate the city by requiring private inspectors as opposed to city employees, is equally transparent. These certified inspectors are actually agents for the city and wield significant institutional powers through this relationship. Check out some actual findings that were considered
Dear Fellow NARPM Members:

I hope the dog days of summer are finding you busy with renting those vacancies but also having enough time off to enjoy your families and friends. It is this time of year that usually finds property managers conflicted...wanting to take advantage of the best time of the year in getting vacancies filled but also discovering that summer is slipping away with not enough long weekends left to enjoy all the outdoor activities that the American way of life offers us. So how do you manage this annual conflict?

I just managed to combine the best of two worlds while visiting the Boise, ID chapter where they hosted a barbecue and pool party on a very warm afternoon. I had a wonderful time visiting with all the members in a lovely country club setting and learning about all the challenges that face our Idaho brethren (Guess what: It’s pretty much the same as all the rest of us)! As always, in any given group of NARPM members, out come the ideas for increasing profits and sharing experiences that help improve our professional lives. It was great to see this strong chapter come together in a casual, social environment and yet still display all the characteristics that are the hallmark of NARPM’s core values. I also managed to work in some great recreational time during this trip by joining Marc Banner’s family on a horseback pack trip into the back country of central Idaho. I purchased this adventure from Marc in the Habitat for Humanity silent auction at the national convention.

It was an amazing, memorable trip!

So again, how do you manage the inevitable conflicts that come with the ever-increasing demands of this business? One of the things that was reinforced to me this year was that attitude is what makes the difference in success or failure. It’s a more important ingredient than talent and effort. It’s truly about your perception of what is going on around you rather than the reality of the environment. Often we cannot control what happens to us, but we can always decide how we are going to view it. A good attitude in the property management business is required for longevity. The absolute best way to maintain one’s good outlook in this industry is to be among those who understand you best—your fellow property managers.

As I have repeatedly stated, NARPM certainly works well for me. It’s my “career sustainer.” So many members have told me the same thing, often in an awed voice, about the wonderful sharing, humor, and openness prevalent at all levels of our association. I get to experience this on a regular basis traveling to the various chapters throughout the country, and I always learn something new talking to NARPM members. Thank you for allowing me to serve as your National president this year. It has been such a pleasure being with all of you. I’ll see you in Baltimore in the fall.

Andrea G. Caldwell, MPM®
NARPM President, 2004
failing deficiencies. Try not to laugh too loudly, this is actually very serious. Real people are being impacted by these processes.

1. Smoke and CO detectors that were originally provided had been rendered inoperable by the tenant.

2. Dirty dishes in the sink were deemed unsanitary.

3. Dirty kitchen floors were deemed unsanitary.

4. Refrigerator interiors were deemed unsanitary.

5. Laundry piled in the laundry room waiting to be washed was deemed a fire hazard.

The above actual examples portend the true dangers in granting these powers to government. Where’s the common sense? There is no check and balance on these inspectors. They use their sole judgment in deciding a passing or failing condition. The landlord has only two courses of action: (1) address the deficiency and suffer re-inspection or (2) not address the deficiencies and go to jail; no really, jail!

In June 2004, the Association of Concerned Landlords succeeded in getting a county superior court to issue a temporary restraining order against one city administration. They have also made contact with an attorney at the Institute for Justice, based out of Washington, D.C., who may be joining the battle. That organization is contemplating further legal action on behalf of the tenants because of the city’s evidently illegal violations of the US Constitution’s, Fourth Amendment protections against illegal search.

It’s hard to get straight answers from the city about their motivations, so one is left only to speculate. The mayor says it’s all about protecting the rights of the tenants against irresponsible landlords who allow their properties to run down, creating unsanitary and unsafe living conditions. Some speculate that it is really just about creating a new tax revenue source. Some believe the motivation to be more sinister. They believe it is tied to a community redevelopment program. In such case, the city would benefit from driving landlords out by rendering renting unprofitable.

Whatever the motivations, if any one city is allowed to make this ordinance stand, the word will get out. We saw the chain reaction in the Atlanta Metropolitan Area prior to the state striking down the initial effort in 2003. In the short course of about 18 months, at least a dozen cities had adopted the now illegal practices. Allowed to stand you can expect to see similar efforts in a city near you, maybe even your own.

If you want to join the Association of Concerned Landlords, all you have to do is send an e-mail to the Association at concernedlandlords@yahoo.com. You will be put on the mailing list and kept updated on the Association’s activities and initiatives. You can also see the latest activities and upcoming events on the Internet at www.concernedlandlords.org. If you want to help in this effort, the Association is accepting donations to pay for publicity efforts and legal fees.

Dan Wilhelm is the chapter president of NARPM Atlanta.
Welcome new NARPM members! The following is a list of new members who joined NARPM from June 1 to June 30, 2004.

John Beck  
On Call Property Mgmt LLC  
1819 Main Street, Ste 110  
Sarasota, FL 34287  
941/356-5080

Michael Bentley  
Corporate Resources Inc.  
PO Box 21422  
Bradenton, FL 34204  
941/782-1232

David Chatburn  
Homecenter Realty  
6609 LaJolla St  
Orlando, FL 32818  
407/298-9075x22

Sandra Cullom  
Re/Max Alliance  
4701 Columbus St, Ste 200  
Virginia Beach, VA 23462  
757/456-2345

Bonnie Fallin  
Bonnie Fallin Realty  
8310 Cheshire Vale  
Houston, TX 77024  
713/453-1616

Sondra Hale  
S & S Southwestern Properties  
PO Box 13163  
Mesa, AZ 85216  
480/206-1844

Kim Heatley  
Montgomery REALTORS® Inc.  
1388 Country Club Rd  
Gulf Breeze, FL 32563  
850/932-5535

Eric Hoglund  
Estep Real Estate  
935 First St  
Benicia, CA 94510  
707/745-0924

Susan Hootman  
Management Specialists Inc.  
6480 SE Windsong Ln  
Stuart, FL 34997  
772/288-0511

Kempthorne Johnson  
7670 NW 29th St  
Margate, FL 33063  
954/575-8483

Shawn Kahawai  
Armstrong Properties  
98-185DJ Kaahumanu St  
Pearl City, HI 96782  
808/843-2201

David Kress  
Park Management & Realty Inc.  
7030 Centennial Dr  
Tinley Park, IL 60477  
708/532-6200

Susan Lusk  
Mountain Ridge Property Management  
3355 N 5 Mil, #250  
Boise, ID 83713  
208/866-4228

Felix Montez  
Camden REI Inc.  
36 S 9th St, #406  
Minneapolis, MN 55402  
612/529-8360

Victoria Romano  
Victoria & Associates Realty  
1585 Kapiolani Blvd, Ste 1118  
Honolulu, HI 96814  
808/947-2597

Richard Rose  
Sandia Realty & Property Management LLC  
3916 Juan Tabo Blvd, NE, Ste 31  
Albuquerque, NM 87111  
505/292-9606

Susan Russell  
Russell Properties, LLP  
400 Colorado Ave  
Missoula, MT 59802  
406/542-0243

Linda Sasaki  
Clark Realty Corporation  
75-5722 Kuakini Hwy, #214  
Kailua Kona, HI 96740  
808/329-5300

Steven Suen  
Byron Realty  
333 Gellert Blvd, #118  
Daly City, CA 94015  
650/992-2183

Anthony Williams  
Adventure Properties  
12945 Seminole Blvd, Ste 2-1  
Largo, FL 33778  
727/585-7221

Bill Williamson  
BRW & Associates Inc.  
PO Box 33534  
San Antonio, TX 78265  
210/590-0123

Delores Dovano  
Diversified Real Estate Services  
1777 Saratoga Ave, Ste 130  
San Jose, CA 95129  
408/257-9000

William Bower  
Contemporary Information Corporation  
25044 Peachland Ave, Ste 209  
Santa Clarita, CA 91321  
661/284-2731x213

Emily Coulter  
Securint  
PO Box 812289  
Boca Raton, FL 33487  
877/863-3282

Al Finnell  
Cutting Edge Painting Inc.  
921 Transport Way, Ste 6  
Petaluma, CA 94954  
707/769-2772

SUPPORT STAFF

AFFILIATE

Emily Coulter  
Securint  
PO Box 812289  
Boca Raton, FL 33487  
877/863-3282

Affiliate

William Bower  
Contemporary Information Corporation  
25044 Peachland Ave, Ste 209  
Santa Clarita, CA 91321  
661/284-2731x213

Emily Coulter  
Securint  
PO Box 812289  
Boca Raton, FL 33487  
877/863-3282

Al Finnell  
Cutting Edge Painting Inc.  
921 Transport Way, Ste 6  
Petaluma, CA 94954  
707/769-2772
Ambassador Program 2004

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 toward your annual dues or registration at a NARPM National Convention. It is 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 period to obtain the five new members starts the day the first new membership application is processed by headquarters.

★ When Headquarters receives the fifth new membership application, 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

June 2004 New Members

<table>
<thead>
<tr>
<th>New Member</th>
<th>Ambassador Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Chatburn</td>
<td>Jill Boles, RMP®</td>
</tr>
<tr>
<td>Eric Haglund</td>
<td>Candice Swanson</td>
</tr>
<tr>
<td>Richard Rose</td>
<td>Chesley Karr</td>
</tr>
<tr>
<td>Emily Couler</td>
<td>Marilyn Dochenetz, RMP®</td>
</tr>
<tr>
<td>Delores Dovano</td>
<td>John Dovano, RMP®, GRI</td>
</tr>
<tr>
<td>Felix Montez</td>
<td>Wallace Gibson, MPM®, CPM®, GRI</td>
</tr>
<tr>
<td>Anthony Williams</td>
<td>Andrew Harrington,</td>
</tr>
<tr>
<td>Susan Russell</td>
<td>Barbara Liss</td>
</tr>
<tr>
<td>Steven Suen</td>
<td>Arlene Lopes, RMP</td>
</tr>
<tr>
<td>Linda Sasaki</td>
<td>Meghan O’Brien</td>
</tr>
<tr>
<td>Victoria Romano</td>
<td>William B. Ramsey</td>
</tr>
<tr>
<td>Shawn Kahawai</td>
<td>Francine Villarmia-Kahawai</td>
</tr>
<tr>
<td>Sandra Cullom</td>
<td>Tina M. Bradley</td>
</tr>
</tbody>
</table>

Ambassador Awards:  
Ambassador Certificates—William Ramsey

AFFILIATE MEMBERS LISTED BY SERVICES

Business Products:
- Landlordsource.com
- Oliphant Financial Corporation
- Paychex Inc.
- PayLease Inc.
- Peachtree Business Products
- Professional Office Services of ID Inc.
- Starker Services Inc.
- Tenant Plus Corp.

Internet Tools:
- 123Rentahome.com
- Escapia Inc.
- Homepaiges
- HomeRentalAds.com
- HomeRentals.net
- Lease Place Inc.
- Rental Home Investor LLC
- RentClicks.com
- Runzheimer International Ltd.

Legal Services:
- Law Offices of DeVartini & Walker
- Law Offices of Heist, Weisse, & Lucrezi PA.
- Law Offices of Barnes Walker Chartered

Maintenance:
- Building Specs Inc.
- Cutting Edge Painting Inc.
- EnviroCare Inc.
- Handyman Matters
- Mr. Goodbar
- OnSite PRO Inc.
- Power Lift Foundation Repair
- Sherwin-Williams Company
- Tankless Hot Water

Marketing:
- Home Management Network LLC

Software:
- EFC Systems
- Logicbuilt Inc.
- London Computer Systems Inc.
- PROMAS Landlord Software Center
- Property Automation Software Corp.
- Tracker Systems Inc.
- Winning Edge Software Solutions
- Yard Systems Inc.

Tenant Screening:
- 700Credit Inc.
- Contemporary Information Corporation
- RentGrow, Inc.
- Securint

For more affiliate information, please visit the NARPM Web site www.narpm.org.
PART II—PRIME THE BUYER

Part Two of the article “Closing the Sale” considers how to prime the property owners with appropriate, nonmanipulating communication skills. Last month we shared four tips about prepping the sales field:

1. Everyone sells all the time.
2. Start by disqualifying nonprospects.
3. Work first on you, the salesperson.
4. Listen hard to the client’s concerns.

This month we will look at our last three “Tips from the Coach,” on how to...let your property management client tell you what you want to hear.

How? Again, just ask the property owner:

• “How will this benefit you and your property?”
• “Why is that feature important to you?”
• “How will you feel if you get this problem/situation solved?”
• “How will you feel if you don’t get it resolved?”

5. SHOW ‘EM YOUR UAFS

Once you have learned about the property owners’ challenges and concerns, enumerate the benefits the client will receive from your product or service. Then, in the course of your presentation, go over the Unique Attraction Features of your particular product or service. What perceived pay-off drew this property owner—in his mind—to you and your merchandise? Notice what they like or do not like. Take notes on the specific problem or challenge you know you can solve. Then offer the prospect the type of product or service that can solve their problem or challenge.

Ben Franklin was the first self-made millionaire in this country. He used a method that I have been using myself, and I have recommended it to my property management clients for years and found it extremely effective. The method consists of creating a pro/con list. Take a sheet of paper and draw a big T on it, putting pros on the left and cons on the right. You put the sheet in front of the client and together you fill out the pros side. Then you ask the client to fill the cons himself. Frequently, the pros outweigh the cons by far. You turn to the client and say, “Mr. Property Owner, it seems you have made your decision,” and in most cases he will tell you what you want to hear—“Yes, I have made my decision. I am sold.”

Tip: If your product or service is not right for them, tell them so. They will appreciate your honesty. You may lose a sale but you will win a friend.

Don’t just sell a product or service; sell solutions to the property owners’ problems and challenges. In a true sales match, we have something the other party needs. We either relieve pain or provide pleasure for our clients—sometimes both.

Whenever you provide a service or a product that a property owner can try at no risk, let them try it, experience it, feel it, and touch it. For example, I offer my clients a free coaching session so they can see how they feel about my service and how they can benefit from it.

Let the property owner recognize the value early on, so they can decide on the value, not the price. Never compete on price but on value of the product and service offered. Its real value is not what you think but the value perceived by the property owner to meet his most pressing needs.

6. SUMMARIZE AND CLOSE

Nobody can force the sale to close, especially in today’s economy. Pressure does not make a good sale. Have your property owner talk it out. After they state the benefits of the product/service and realize how it will help them find a solution to their challenges, summarize by repeating back to them the value they have just discovered. Remind them of the single most important solution, both at the beginning, and again at the conclusion of your summary.

Simply ask for the business by trying one of these approaches:

• “You see how your property would benefit from our product/service? Now let me help you start getting those benefits right away.”
• “You see how our product or service can help you conquer the challenges you and your property face? I would love to work with you on overcoming these challenges.”
• “Let’s go ahead and get you started on that today.”

7. ASK FOR REFERRALS

Whether you close or not, always ask for a referral.

• “Which friends or associates do you know who might benefit from our product/service?”
• “You see how our product/service can offer solutions to property owners’ challenges like yours? I’m sure you know two or three property owners who could also benefit from them.”
• “Would you please give me their names and contact numbers?”
• “May I mention your name when I call?”
• “Is it possible for you to let them know I will contact them?”
Now you have seven tips for closing the sale made simple, without all that awkward pressure or sense of obligation either party may have felt in the past.

**Tip:** Your new relationship techniques will make you stand out from the crowd of solicitors. This very natural process has a logical outcome. So, involve your property owners in the sale—every step of the way.

I teach real estate and property management professionals the cooperative way of selling. It begins when customers agree to talk to me. The closing only deepens our relationship. I help them come to a decision or confirm a commitment.

Through the years, I have developed and instructed the cooperative sales process with my real estate and property management-coaching clients. I genuinely care about their success. When I coach, I help my clients grow their business and develop their business skills. I share with them solid ideas that lead to new professional achievements ...and friendships. These solid ideas enable them to serve, sell, and succeed.

Karim founded and operated 19 successful companies in eight countries, and made his first million dollars at the age of 26.

For over 35 years, he has been a business and real estate consultant/coach to business and property owners, as well as other professionals. Over the years, Karim has helped hundreds of clients develop their skills, grow their businesses and achieve peak performance while having fun in the process.

For the last 40 years, Karim has developed, invested in, financed, brokered, and managed real estate properties and acted as a consultant in eight countries. These properties have ranged from single-family homes to commercial and industrial properties. He has built properties from scratch, remodeled and fixed up properties; and converted buildings to different uses in order to maximize their value. His mission is to help you benefit from his experience and reduce your mistakes.

He coaches by phone and in person. He can be reached at 310/471-4185, e-mail coachu@businesscoach1.com, or Web site: www.businesscoach1.com To receive a free Smart Coaching™ Newsletter send an e-mail to coachu@businesscoach1.com.
Construction Management for the Property Managers  
by Amy Johnston, 2004 Baltimore Convention Speaker

When owners hire you to manage their property, it’s most likely because of your good reputation as a responsible steward of rental properties. You lease them to responsible tenants, maintain them inside and out, and take care of the books. But at some point in every property manager’s life, there comes the surprise duty of managing a construction project. Maybe a kitchen fire wipes out a unit, a pipe freeze ruins the floors, a storm takes out some roofs, or several properties just need boilers all at once. Though you deal with managing your own maintenance crew and hiring small subcontractors on a regular basis, you’re suddenly thrust into the big league. You want this job to be done for a fair price, on time, and on budget. You want the work to be durable and high quality, and for the owner to be happy about the project well into the future.

So how do the pros do this? And how can you do it as successfully and efficiently as possible when it’s not the main focus of your job description? The power is in the planning. Here are just a few tips for running a project from start to finish.

**Design Basic 101:**

The hallmark of an unsuccessful project is lots of change orders, increases in the price of the work. This is often the result of a “design as you go” approach, letting work begin before your project is ready. So plan! Work with the owner and your maintenance staff to come to an agreed-upon scope of work. Then, to convey that to a contractor, you need plans and specifications (specs). These can range from hand sketches and some notes to a full set of blueprints and a manual of instructions. The point is that anyone looking at them should understand what it is you want done and with what materials. Think of it this way: If you want to make a cake, you most likely turn to a cookbook. In this case the cake is your scope of work, the picture of the cake is the plan, and the recipe has the specifications.

If you’re using a professional, like an architect or engineer, to help you design, find the right match for you. That’s usually not someone who has the specifications.

As a property manager, your role may be as liaison between the owner, the contractor, funding sources, insurance agent, tenants, and your maintenance people. In this capacity, you can be a great asset to the success of a project, so be wary of just delegating the project to the facilities staff. Be sure the people who will maintain the work have a say in its design.

**Contract Structures**

It may surprise you to know that you have several options for ways to hire a contractor and you can buy stock contracts for any of them. Below are the most common methods. The popularity of each ebbs and flows with the building market. Each has advantages and disadvantages to the contractor and owner, some favoring the contractor some favoring the owner. Can you figure out who has the upper hand in each of these and which one is right for you?

**Competitive Bid:** You give the plans and specs to three or more contractors who compete for the work by submitting prices. This approach is often required if public money is involved in a project, but it’s also a great way to get the lowest price and to have several sets of qualified eyes review your project before you commit to anyone.

Tip: If the numbers you receive vary widely, it’s likely that your plans and specs have gaps in them that the contractors had to interpret. Clean them up before committing.

**Construction Management:** This can mean a lot of things these days, but typically, a contractor runs your project for a fee or a percentage of the project cost. He lets you see the cost of materials and all labor prices and bids submitted to him by subcontractors.

Tip: “Construction Management” has become a catch all for all sorts of unconventional methods. Beware of those that don’t benefit you.

**Negotiated Bid:** You select a contractor and give him, and only him, your plans and specs for pricing and negotiating that price with you.

Tip: This method requires the most careful selection of a contractor, because you are committing before you see his numbers or his work.

**Design/Build:** You select a contractor who helps you with design and pricing and then carries out the work.

Tip: Break this approach into two phases, with the understanding that you can take the design to someone else to build if you so choose.

**Time and Material:** This is usually used for small jobs, repairs, and work that cannot be well determined in advance. The contractor charges at an hourly rate for labor, plus the cost of materials, plus a mark-up on those materials.

Tip: Get a definition of “time” in advance. Does it include travel, lunch breaks, etc.? Find out what the mark-up will be on materials and other subcontractors’ labor up front. Then closely monitor the time worked and compare it to invoices submitted.

Amy Johnston will be presenting a workshop on “Bidding” construction work at the NAPRM 2004 Conference in Baltimore. In the U.S. and Canada, Amy offers one- and two-day seminars on The Essentials of Construction Management, designed expressly for property managers. The training is fast-paced and full of insider information that will make you and your staff savvy consumers of design and construction services.

Amy is an owner’s representative/construction manager based in Burlington, VT. She has coordinated the construction or renovation of over 2,500 housing units and works closely with property managers. She is the author of What the Experts May Not Tell You about Building or Renovating Your Home (Warner Books, 2004). Amy appears regularly on CNN and speaks publicly on construction and historic preservation matters.
Dangers of Desktop Publishing

You are so excited. You have just spent wads of money to own your own Desktop publishing system. Now you can produce your own newsletter, brochure, letterhead, business cards—in fact anything a typesetter can do, you can now do. You’ll have great looking pieces at a fraction of the cost.

Not necessarily.

Although we, too, have jumped on the desktop publishing bandwagon and purchased our own equipment and software, this does not necessarily result in printed masterpieces.

For one thing, it takes many hours to learn the intricacies of a software program to produce professional, error-free masters. Is this really the best use of your time? Or would it be better spent working on what you do best—improving your professional skills. It doesn’t take long to get the basics of a program, but it’s the nuances that keep you tweaking and modifying those masters till the wee hours of the morning.

Another factor that has struck me clearly upon seeing the plethora of desktop published materials circulating nowadays, is that you can usually tell they were desktop published.

The one important component of being left out when producing materials is the graphic artist. People are spending many hours producing master copies, and much money on professional printing, only to produce homemade looking materials. Admittedly, they are better looking homemade materials, but homemade-looking just the same.

When you’re producing important pieces (e.g., brochures, letterhead, business cards), hire a graphic artist to help design the look that reflects the image you want.

For example, type styles speak volumes. A well-trained graphic artist can advise you as to which style fits your needs. She or he can also suggest layouts, colors, paper weights and designs, things you may have no idea about. Each of these elements communicates a different message, and whether chosen wisely or poorly, speaks volumes to the receiver before they have read a word. The question is, does it say what you want it to? Does it make you look good?

Tell the graphic artist you would like to hire him or her as a consultant for a few hours to help determine the look you want. Then, if you decide to create the piece on your desktop publishing system, you will be maximizing the effect of your materials.

But if you are a novice at desktop publishing, hire the graphic artist to complete that important project, as she or he will know about the intricacies of printing materials, and you’ll have a truly professional piece, rather than one that looks homemade.

Rebecca L. Morgan, CSP, is a dynamic speaker and seminarist. She is the author of four books, TurboTime: Maximizing Your Results Through Technology, Calming Upset Customers, Life’s Lessons: Insights and Information for a Richer Life, and Professional Selling. For information on her speaking services, books, and tapes contact her at 1440 Newport Ave., San Jose, CA 95125, 408/998-7977, 800/247-9662, fax: 408/998-1742, rebecca@RebeccaMorgan.com, www.RebeccaMorgan.com. Please contact Rebecca for permission to reprint or repost this item.
How to Plan for a Crisis

“i f you don’t know where you are going, you might wind up someplace else.”—Yogi Berra

How do seasoned executives plan for a crisis? While each crisis may be different than the one before, they know another one is going to happen. They just don’t know when. It’s similar to having kids. Neither crises nor kids come with a manual. Although most people just go with their guts and follow their instincts, just like our parents taught us, some tried-and-true rules apply.

**Experience Is the Best Teacher**

There are two types of businesses—those that live through crisis and those that don’t. The ones that continue to learn, continue to live. That means, even if the management team doesn’t have all the answers from within, they seek it out. They hire expertise. There are many seasoned consultants and even interim CEOs who are available to lead organizations through crises and challenges. There are even government organizations like SCORE (Service Core of Retired Executives) that help CEOs and other top executives. Alternatively, top management can continue to learn by joining a CEO or peer group, preferably before a crisis occurs. Participating in a Mastermind Group can save executives from reinventing the wheel and spinning yours as well.

**Crisis Management Skills**

While every crisis is different, practicing executives who practice these skills usually get through the challenge more quickly and easily than those who don’t.

1. **Remain Cool**

Behavior is an extremely important tool. Do you lose it in a crisis or do you, as Thomas Jefferson suggested, “Remain cool and unruffled in all circumstances?” Company personnel will reflect your behavior. Executives who are distant or anxious create that same demeanor in their employees. It’s tough leading under pressure. That’s why it’s advantageous to have an executive coach or even a therapist to lean on. If you’re telling tales of woe to a bartender, it may be time to sell out.

2. **Become Idea Prone**

Some leaders get great ideas in a crisis. Do you? If you don’t, engage in brain-storming tactics. Companies that use idea-generating techniques usually get through the challenge more quickly and easily than those who don’t.

3. **Learn to Communicate**

It’s the most important element in a crisis. Ninety percent of serious controversies result from misunderstandings. When situations become problematic, choose your words and messages carefully. They can help mitigate the challenges that arise.

If perception dictates reality, the management person involved must be perceived as in control and as having the ability to use this crisis as a springboard. Some quick but effective communication tips include banning bad attitudes, conducting team building activities and remaining available to the staff. Some executives think communication is a soft issue, but remember what a miscommunication did to Microsoft.

4. **Understand the Grieving Process**

After a significant change, every company needs an adjustment period. Companies that don’t make room for this psychological necessity find it more difficult to move ahead. Encourage and support your people to recognize and experience the loss, even if it’s the loss that comes from giving up the “We’ve always done it this way” syndrome. Grief includes five key stages (denial, bargaining, anger, depression, and acceptance), that may come in any order except for acceptance, which is always the final stage. Guide the team through the process, giving them room to express their feelings. Make sure to do the same for the leaders.
5. EXPRESS PASSION
It can make the difference between surviving and dying. It did for Holocaust survivors. It was their passion that allowed them to survive under the worst conditions imaginable. A company crisis cannot be nearly as bad; but the leader’s passion has to be nearly as strong. Team members will look to their leader to guide them through the challenges ahead. If a leader momentarily loses their passion, they need to reach down to the depths of their being and pull it up. It is their reason for being, their responsibility to their team and their drive to succeed. If leaders are unable to find it, they need to seek consultation. If they still can’t find it—they need to find someone who can, and put them in charge.

6. PRACTICE VISUALIZATION
Good leaders hold their company’s vision. Great leaders visualize their company’s future. Imagine the power that could come when the entire team visualizes a successful outcome to its current crisis. That same power can propel your business to the next level of excellence. Use this time to reinforce this incredible and underutilized tool. If it can help cancer patients, it can change a business.

7. RELEASE YOUR STRESS
Play golf, do yoga, run. Whatever it takes to release stress, do it. Don’t keep frustration bottled up. Talk with someone about feelings and fears. As long as some steam is let off on a regular basis, pressure isn’t a killer. Don’t gloss over this point, as much as 80% of all terminal disease can be related to stress.

8. CREATE A SOUND STRATEGIC PLAN
A good strategic plan has a contingency clause. The team that creates the plan will have discussed possible challenges, everything from a major market downturn, to a competitor stealing a large account, or even the phones going out. Look at as many scenarios as possible, run simulation exercises and role-play a crisis. Team members will learn a lot about how they will react under pressure and about each other, as well as the strengths and weaknesses of the organization, during these exercises. In addition, this type of training is a great confidence builder.

These tools are lifesavers in a crisis. They are the best practices of the most successful business people on the planet. In graduate school they teach that if ideas are taken from one source, it’s plagiarism. If they are taken from many—it’s research.

There are very few problems that others haven’t experienced. Learn from them, be prepared and persist.

For more than two decades Fortune 500 companies, educational institutions, and government organizations world-wide have relied on Dr. Barton Goldsmith to help them develop creative and balanced leadership. He is a highly sought-after speaker and business consultant, and presents to numerous companies, associations, and leaders worldwide. He works regularly with The Young President’s Organization (YPO) and The Executive Committee (TEC). He also writes for numerous books and trade publications, including the Los Angeles Business Journal.

Dr. Goldsmith is CEO of Goldsmith Leadership Development and president of Focal Point Marketing. He has served as chairman for TEC Worldwide, director of Organizational Psychology for Streamside Consulting and vice president of Universal Education Centers. He is also on the faculty at Ryokan College. Considered an expert on leadership, he has given over 1,000 professional presentations and has spoken to audiences worldwide. Dr. Goldsmith has a unique understanding of entrepreneurs and those striving for success and coaches them in achieving their goals. He can be reached at 618/879-9996 or visit the Web site at www.BartonGoldsmith.com.
Advertising Vacancies

Advertising is often the only way to attract qualified prospective tenants to a property. The methods property managers traditionally use vary from a simple sign in the window, to slick brochures, ads, and mailers. What works best often depends on the type of property, competitiveness of the market, and even on the time of year. Many new landlords are surprised to learn that, on average, 54% of tenants respond to signs on the property and only 20% to expensive classified newspaper advertising. Today, however, more and more mobile people use the Internet to search for new jobs and housing in the next town before they ever leave their current ones.

Whatever advertising media are used, property owners must always be aware that housing discrimination laws apply to all forms of advertising relating to housing offered for sale or rent. Fair Housing Laws make it illegal to print or publish any real estate advertisement that indicates a preference, limitation, or discrimination based on race, color religion, national origin, sex, handicap, or familial status.

HUD has even selected 67 words that they believe should be prohibited in advertising for housing. They are listed on our Fair Housing Advertising page.

Vacancy Listing on the Web

The newest and perhaps the best way to advertise rental housing vacancies is to post them on a searchable vacancy listing site like RHOL’s VacancyList.net (free searching to anyone and free posting to RHOL members). The Internet allows landlords, tenants, buyers, and sellers to post their information directly into a searchable database that can be accessed by others from anywhere in the world. They can search for your listing by using keywords like: country, state, city, metro area, price, housing type, description, and a large number of other variables.

If you are a landlord or property manager who also owns and/or manages commercial property, you should visit our www.HavesWants.com Web site.

Print Advertising

Newspaper classified advertising is the traditional medium used for rental housing. It should briefly describe and sell the primary benefits of the property, but must not contain any discriminatory language. Classified advertising should contain the following:

- Description of the rental property (“2 BR home-duplex/apartment”).
- Features and benefits of the property (“garage, basement, fence yard, special discounts”).
- Price of the unit. (Stating the price will eliminate those who cannot afford the unit.)
- Address of building. (Including the address will limit your calls to those who want to live there.)
- Phone number to call for more information.

There is a real estate axiom that if they call on a for sale or rent sign, they probably can’t afford the house; if they call on the price in the ad, they won’t like the house when they learn the address and drive by it. Save yourself a lot of wasted time by always listing both the price and the address in your advertising.

To avoid charges of discrimination, property owners should adhere to the following advertising guidelines:

Do not use words such as “desired” or “preferred.” Using that kind of language can indicate a discriminatory preference. For example, “working females preferred” indicates discrimination against...say, male dead-beats. “Singles desired” obviously indicates a discriminatory preference against families.

Always avoid words that imply discrimination against families or children. “Security deposit for children,” “adult building,” or “retirement community” is generally discriminatory, unless the property qualifies as housing for the elderly by conforming to one of the few legal exceptions.

Do not use ethnic and religious connotation. An ad that reads, for example: “Village Manor Apartments are located near the Catholic Church,” indicates a preference for Catholics, and implies that non-Catholics would be happier elsewhere. “Convenient to Chinatown” may indicate a preference for Asian tenants.

Don’t use photographs of people. Using people in advertisements can indicate a preference for the kind of person depicted. If a particular protected group is not represented in the advertisement, discrimination may be inferred.

“Absolutely no pets” could indicate to a prospective tenant who is blind that you will not even allow seeing eye dogs. Using the phrase “no pet policy,” is acceptable because it does not imply a strict prohibition against all animals. Besides, responsible, but lonely, older adults who make great tenants, often fill their lives with caring for a pet. No pet policies can therefore be expensive and short-sighted.

Avoid discrimination in the selection of places to advertise. It is usually a good idea to place your advertisements in general circulation print media, read by the public at large. Newspapers targeted to Hispanic, Haitian, Korean, Polish, or any other group could lead to possible expensive allegations of discrimination. However, if you own property near a hospital, factory, or college, there is nothing wrong with advertising in their newsletters. In fact, it is often the best place to advertise.

Use the Fair Housing Logo. It indicates that you know and obey the law.
OTHER KINDS OF ADVERTISING WORKS TOO

“For Rent” signs are usually effective and are the reason most tenants apply for a particular rental unit. Friends and family of your property’s neighbors are always your best prospects. “For Rent” signs should be clearly visible, simple, attractive, and well-maintained, but they must not contain anything discriminatory. The number of bedrooms, the words: “For Rent” and a phone number to call is generally adequate.

Apartment guides or magazines are effective in some areas, particularly for larger high-end apartment complexes, but they are not designed to fill just one current vacancy. Guides are usually published monthly, printed on attractive glossy paper, in color, so advertising rates tend to be relatively high.

Apartment locator and vacancy listing services can be effective in areas where such companies are well established, or in a high-vacancy rental market. These services typically charge the owner a fee for each successful referral. Fees can equal one-half to a full month’s rent.

Direct mail of flyers and brochures to tenants in other nearby properties can be an effective marketing tool. Although that may be upsetting to your competition. You can also post the material in supermarkets, stores, Laundromats and other places frequented by area residents.

Word of mouth advertising from existing tenants is often the best advertisement. If state laws permit, many landlords pay a finder’s fee for each successful referral. Some states classify finder’s fees as commissions, which may be paid only to persons holding a real estate license. Landlords who want to establish a referral payment program may be able to contact their local real estate board to learn whether finder fees are legal.

Employers in the local rental market. Try to contact human resource managers to get permission to place notices on company bulletin boards or in workplace newsletters.

In a tight rental market many successful property managers advertise an open house at the vacant property and make a party out of it, rather than arrange for separate private showings. When several prospects show up together, they will occasionally bid against each other for the chance to rent an attractive unit and even pay more than the advertised price to get it. It is good if you are careful to always offer the property to the “first qualified tenant” who will pay the price, not the “most qualified.”

SPECIAL MARKETING

If you are an enlightened landlord who has discovered the value of allowing pets, cash in on it by marketing your pet policy. Target your ads to pet owners by describing what pets you are willing to accept. If you allow cats and dogs, particularly large dogs, say so. Your pet policy itself will draw a large group of mostly responsible older tenants that are not welcome elsewhere. Use a picture in your advertising. Perhaps with a caption that you accept people, too.

There is a great deal of new information on the value to landlords of accepting pets that is covered on our Pet pages. It will likely pay you very well to learn how the professionals are dealing with the issue.

Rental Housing On Line (http://rhool.org) is the Internet’s most comprehensive real estate investing and management information site, with hundreds of pages of resources including landlord-tenant law, forms and agreements, discussion forums, and a vacancy listing service (VacancyList.net). Information subjects include buying and selling, tenant screening, fair housing, security deposits, evictions, collections, and many other topics.

NARPM Affiliates—All-time High Membership

by Jim Reimer, RMP®

As of the end of June 2004, NARPM has 42 affiliate members and is still growing. Fifteen of those 42 members have joined since January 2004. This is a higher than normal growth rate.

The affiliate committee has had many challenges since the beginning of the year. A monumental task for the committee this year, to say the least, has been the approval and introduction of the new affiliate membership pricing, a la carte pricing, and convention sponsorship opportunities. These pricing formats offer a great value to our national affiliate members and has been a worthwhile change.

It is important that our NARPM members realize how valuable affiliates are. Because they are so important, the committee continues to follow-up on prospective affiliate members so that NARPM members can have as many valuable resources available as possible. Affiliate members have a wealth of information and are knowledgeable about the products and services they offer. One of the goals of the affiliate committee is to have every NARPM member support at least one national affiliate by giving them the opportunity to supply their goods and services. Get to know your affiliate members because they are a valuable asset. Let’s all do business with those who actively support NARPM and its members.

We are planning a great Trade Show in Baltimore. There are several national affiliates and local vendors attending whose skills are tailored to your professional needs. They are eager to demonstrate their products and services.

EXHIBITOR GRAND OPENING WEDNESDAY

Our Trade Show grand opening will be held on Wednesday, September 22, 2004, from 6 p.m. to 8 p.m. and will include an opening reception. The ribbon cutting for the Trade Show will be done by HomeRentals.net, the 2003 Affiliate of the Year.

VOTING ON THE 2004 AFFILIATE OF THE YEAR AWARD

Please make sure to vote for your national affiliate of the year for 2004. If you have not received the voting information, please contact NARPM headquarters for the list of eligible national affiliates that meet the membership award criteria.

THANK YOU

The organized and hard working members of the affiliate committee deserve thanks and praise for their tireless efforts in providing NARPM members with a greater variety and selection of product and service providers. They are truly making a positive difference in our organization.

Special recognition is also extended to NARPM’s first official Convention Partner, RentClicks, for making the commitment to partner with NARPM for the entire convention. When in Baltimore, please express your thanks to RentClicks and all the trade show participants by visiting their booths and learning about the products and services they offer.

See you all in Baltimore!

Jim Reimer, RMP®, Owner of Management One Inc., currently serves as the 2004 NARPM Affiliate Committee Chair.
Meet Your NARPM Leaders

Suzanne Cameron, MPM®, is Certification Committee chair of the National Association of Residential Property Managers (NARPM). She became the chair in January 2004 after serving on the committee for four years, including vice chair in 2003.

Ms. Cameron is president/broker of Around The Clock Inc., CRMC®, located in Kent, WA. The firm manages single-family, small multiplexes, townhouses/condos, and homeowners’ associations. The company also engages in real estate sales.

Ms. Cameron is actively involved in various aspects of the company including managing the office staff, updating forms, creating and maintaining office systems, reviewing all contracts, conducting agent office meetings three times a month and staff meetings once a month, and conducting off-site company retreats twice a year. She also manages a small portfolio of properties that includes five homeowners’ associations.

Entering the real estate industry in 1978, Ms. Cameron began managing properties in 1981, obtained her Broker license in 1984, and partnered with Mary Tungsvik in 1990 to open their current company. She joined NARPM in 1994 and has served the association in a variety of capacities including: the National board of directors from 1995 to 1998, two years as the first Legislative Committee chair, one year as the Publications chair, a regional membership coordinator of the National Membership Committee, and the 2002 Midyear Conference chair. In 2002, Ms. Cameron became a national designation course instructor and rewrote the RMP® Office Operations Course. She is also a member of the King County Chapter of NARPM and served as their first president in addition to being an active member of the Washington State Chapter of NARPM.

Ms. Cameron has been active in several associations through the years, including a director for the Kent Downtown Partnership (a business organization certified with the National Trust for Historic Preservation’s Main Street Program) for four years serving in various capacities and as this year’s president, as well as, a member of the Kent Rotary. As an industry leader, she also provides a property management workshop to a real estate investment group.

Jim W. Reimer, RMP®, is the 2004 Affiliate Committee chair of the National Association of Residential Property Managers (NARPM).

Mr. Reimer is president of Management One Inc., located in Boise, ID. The firm manages various types of rental homes including single-family, townhomes, and condominiums, as well as, homeowners’ associations.

Entering the real estate industry in 1986, Mr. Reimer has been actively involved ever since. He joined NARPM in 1998 and served the association as a member of the Certification Committee and as the Affiliate Committee co-chair. Mr. Reimer is also a member of the SW Idaho Chapter of NARPM and in addition to currently being in charge of the chapter’s membership, he has previously served as the chapter’s Web site administrator, president-elect and president.

Mr. Reimer is currently an active member of IREM, Idaho Rental Owners & Managers Association, and the Boise Chamber of Commerce. For the past nine years, he was actively involved with coaching Optimist Football and is currently playing and coaching men’s ASA Softball.
When an Owner Discounts Your Services

by Steve Urie, MPM®

Article re-printed from April 1995 issue of the Residential Resource.

It would seem that a property manager who could quickly and easily solve an owner’s problem in one day as compared to another property manager who took a week to solve the same problem could command a premium for his or her services. Unfortunately that it is not true. One of the ironies of the service industry, and particularly in the property management business, is this: Just because you can solve an owner’s problem quickly and easily does not mean that your owner appreciates it. In fact, a lot of owners discount the value of your services, which appear to the owner to be rendered too quickly and easily.

For example: I had a property which was damaged by fire through tenant neglect resulting in an insurance claim. The insurance company requested I gather together the best price bids for a reconstruction. I had just finished an identical project with another insurance company not more than a few weeks before. Consequently, I had all the business connections and relations in place to accommodate the insurance company’s request. I called the owner to inform him what the insurance company had requested and stated to the owner that in the management agreement it authorized the management company to be paid a stated percentage of the winning bid or bids as compensation for the company’s services. In addition, the insurance company stated that it would pay the percentage compensation. The owner agreed to the charges, and I proceeded to solicit bids from the different vendors.

The next day, I verbally presented the bids to the insurance company and received authorization to proceed. I then called the owner to present the bids to him for his information. The owner was pleased with the bids and the efficiency of our management company. However, it wasn’t until he calculated the management company’s compensation that he became angry. It made no difference to him that the insurance company was paying for the service. He thought the compensation was excessive.

It would appear that owners feel they have an obligation to discount a property manager’s service. Owners are not the only people guilty of such an offense. I once had a persistent problem with a power steering pump. I took the car to three mechanics who each kept the car a minimum of one day, charged a service fee, but could not find the problem. Reluctantly, I took it to the dealership. Within one hour, the problem was solved. But, I had a bill for $400 of which $200 was labor. I was livid. No mechanic is worth $200 an hour! But when I caught myself, I wondered, “would I have felt better if he had kept it for a few days or a week?” I realized that I was doing the same thing to the mechanic that my owners do to me. I was discounting his expertise, professionalism, and knowledge.

There are several solutions to the problem of owners discounting your services. The first suggestion is to not make your service or expertise look too easy. I have found that when an owner calls me about a problem, I do not give the answer at that time. I tell the owner, “I’ll have to get back to you on that.” Even though I know the solution, I bite my tongue. I want to give the owner the impression that I am going to spend some personal time on solving his problem. In about a day or two, I call the owner back with the solution. It is the same solution that I would have recommended in the first phone call. However, it appears that I have worked for my money.

A second solution is to educate the owner on the process that you as a property manager went through to solve their problem. This may be touting your own horn. But if you do not toot your horn, who will? Inform the owner of the number of phone calls that you made, the time spent, the difficulty in getting bids to be comparable. Tell the owner of the research that you had to do, the trips to the property at no or little charge to the owner. Remember, the only owners who really appreciate you are those who once managed their own properties before you.

A third alternative is to give the owner a reality check. The owner of the property mentioned in the above fire insurance claim accused me of making “just a few phone calls” and then charging an outrageous fee. My response was, “Okay, I will mail you three quarters and you make the phone calls.” He then realized how inept he would be at this venture and consented to my compensation.

Finally, call an owner’s bluff. There are owners that no matter what service is rendered will discount the price and complain about the quality. This type of owner will make your life miserable unless you gain control of them. I had an owner that complained bitterly about every repair and the associated cost. This went on for about a year. Finally, I got tired of him and said, “Mr. Owner (not his real name), at any time you feel that you are paying too much for your property management services—feel free to give us a 30-day notice and terminate our management agreement.” He responded by saying, “But, I am getting such a good deal!” To which I responded, “Then what are you complaining about?” I have not heard from this owner for two years, and we still manage his property. If he had continued to complain, I would have cancelled the management agreement with him.

Remember, the only thing that you have to sell is your time and expertise. An owner will, out of habit, ask you to discount your services. However, if you do not place sufficient value or do not believe you are worth the fees you are charging, why should anyone else?

Steve Urie, MPM®, Mesa Verde Property Management, Gilbert, AZ. He is a past president of NARPM

---

**www.HomeRentalAds.com**
Property Managers have placed over 13,000 ads
Ask about our VIP discount

**www.RentList.com**
Property Managers Directory – Great source for new owners and to showcase your rental ads.

Robert Fowler, Master Property Manager
Home Rental Ads, Inc. 770-663-8695
**Convention Corner**

**Hear, Hear! NARPM Members on Convention**

**Eddie Davis, MPM®**

Being able to just talk to various property managers from all over the country at these conventions and having them understand all of the day-to-day frustrations we go through was very therapeutic to me (not to mention the lifelong friendships I have made by being a member of NARPM and the knowledge that I take back each time that I attend). I will still not forget parading down the streets of New Orleans in 2000, the baseball game in St. Louis in 1999, losing two ladies on a bus trip in Seattle in 1998, and receiving my MPM® designation in Orlando in 1997.

**Sylvia Hill, MPM®**

As a frequent speaker and National Instructor, I never give more than I get from the NARPM conventions. At my first conference, I came back with six or seven immediate action items. After nine years of attending these conventions, my list is shorter when I come back, but I still learn something new to either protect my clients or to help me be more professional. I’ve made lifelong friends from all over the country that I can call on for answers—or to commiserate. Thank You, NARPM.

**Mark Kreditor, MPM®**

If NARPM is a mountain climb, attending the National Convention is like having the world’s greatest guides lead you up Mt. Everest. For 14 years I have improved my business by sitting in every available workshop and listening. There is no better place on earth if you’re in the property management business to be than at an annual NARPM convention. This year, we have many convenient airports to arrive at, great speaker line-ups, and the sights and atmosphere of Baltimore, MD. And what can one say about the friends you’ll make along the way? There is no better place after my family’s dinner table that I would rather be than among my fellow property managers and friends at NARPM. Laughter heals the pain of being in this industry, and we all do laugh a lot at these events. Laugh and learn. What could be a better combination and reason not to miss this event.

**Steve Urie, MPM®**

I have attended all 15 NARPM Conventions and I always learn something new. It is a great place to network with other property managers and solve the challenges of the industry. You can always find someone who has just implemented what you are thinking about doing.

**Luke Kaufmann, MPM®, CPM®, RPA**

Again I am looking forward to the convention this year in Baltimore. When I consider the benefits I have received, both personal and financial, from networking and educational opportunities, the investment in time and money to attend convention is the best bargain in property management. My annual investment of about three days and $1,200 has returned many thousands of dollars in income. Every convention I attended offered something that, when implemented in business, increased efficiency, professionalism, and/or revenue. Convention offers an incredible return on a small investment to those who attend.

**Opening New Doors in Historic Baltimore**

**NARPM 16th Annual Convention and Trade Show**

Hyatt Regency Hotel—Inner Harbor
Baltimore, MD
September 22–25, 2004
Opening New Doors at the Baltimore NARPM Convention in September

LOCATION
Our 2004 Annual Convention and Trade Show will be at the Hyatt Regency Baltimore-Inner Harbor, 300 Light Street, Baltimore, MD 21202. The Hyatt Regency Baltimore is located in the crown jewel of the city, the Inner Harbor, and connected by skywalk to Harborplace attractions.

The hotel features a complimentary exercise facility, outdoor pool, whirlpool sauna, two tennis courts, basketball court, putting green, and jogging path.

Convention attendees will enjoy the special rate of $159 single/double, $179 triple, and $199 quad, plus tax, by calling the hotel reservation department at 800/233-1234 or 410/528-1234, before the group cut-off date of August 20, 2004. After this date, reservations will be on a space- and rate-available basis. Check-in is 3 p.m. and check-out is noon. Hotel parking is $17 per day self-parking or $22 per day valet.

ORDER CONVENTION PINS AND T-SHIRTS IN ADVANCE AT DISCOUNT PRICES
There will be a 2004 NARPM Annual Convention Commemorative Pin that you can purchase in advance on your enclosed Registration Form at $4, a $1 discount from the on-site price of $5. Also we will have NARPM Convention T-shirts for sale at the Convention for $14; you can purchase them in advance on your Registration Form for only $11. Be sure to mark size(s) and quantity needed. These order-in-advance discount prices are only good with registrations received by August 31, 2004. All items will be delivered at the Convention.

WEDNESDAY EXHIBITOR GRAND OPENING
Our Grand Opening of the Exhibits and Opening Reception will be held on Wednesday, September 22, from 6–8 p.m. The ribbon cutting for the Trade Show will be done by the 2003 Affiliate Member of the Year, HomeRentals.net.

SILENT AUCTION
For the past several years, NARPM has raised money for its special community project, Habitat for Humanity. Last year’s fund-raiser through a Silent Auction was so successful, we are making it a tradition. This year, you can help the Chesapeake Chapter by placing generous bids on valuable items such as: wonderful vacations, fashionable jewelry, collectibles, tickets to Baltimore Orioles’ games, dinners, tours, and more. So bring your checkbooks and help this most worthy cause! Auction items will be listed in your convention packets. The Auction opens on Friday, September 24, at 8 a.m. and closes Friday at 2:45 p.m., just prior to the close of the Trade Show. Auction winners will be announced at 3 p.m.

★ CONVENTION SPECIAL EVENTS REGISTRATION FORM ★
All of these are optional, not included in the registration fee.

(Please print or type)

Name __________________________________________________________ Spouse/Guest Name, if attending ________________________________________________

Company ______________________________________________________________________________________________________________________________________

Address __________________________________________________________________________________________________________________________________________

City ____________________________________________________________________________ State ______________ Zip ______________________________________

Telephone __________________________________ Fax ____________________________________ E-mail __________________________________________________

☐ Golf Tournament (Level/Handicap______) ___@$160 $_____

☐ President’s Tour (Ride the Ducks): ___@$45 per person $_____

☐ “Crustacean Celebration” Crab Feast: ___@$50 (by August 1) ___@$55 (after August 1) $_____

☐ Star-Spangled Gala: ___@$55 (prior to August 1) ___@$60 (after August 1) $_____

TOTAL $_____

Method of Payment (Payment for optional events can be combined with other convention payments—just enclose this form with Convention Registration Form)

☐ I have enclosed a check for $ ______________________ CK/M.O. #_________________________ Date _______________

☐ I authorize NARPM to charge my credit card.  

☐ Please charge my credit card in the amount of $__________ as follows: ☐ Visa ☐ MasterCard ☐ Discover ☐ American Express

Card Number ________________________________________________________________________ Exp. Date ________________________________________________

Billing Address __________________________________________________________________________________________________________________________________

Name of Cardholder ______________________________________________ Signature ____________________________________________________________________

I authorize NARPM to charge my credit card.
# 16th Annual Convention Registration Form

**National Association of Residential Property Managers**

**September 22–25, 2004 • Baltimore, MD**

## 1. REGISTRATION (Please type or print)

<table>
<thead>
<tr>
<th>Name</th>
<th>Name for Badge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
<th>Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phone</th>
<th>Fax</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Check your designation:  
- RMP®  
- MPM®  
- CRMC®  
- Candidate:  
  - RMP®  
  - MPM®  
  - CRMC®

NARPM Chapter

Are you a Chapter leader?  
- Yes  
- No

If yes, what position do you hold?

### 2. REGISTRATION FEES

<table>
<thead>
<tr>
<th>Convention Registration</th>
<th>Early Bird Discount</th>
<th>Postmarked by</th>
<th>Fees Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Postmarked by</td>
<td>After August 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>August 1</td>
<td>$495</td>
<td>$_____</td>
</tr>
<tr>
<td></td>
<td>After August 1</td>
<td>$495</td>
<td>$_____</td>
</tr>
</tbody>
</table>

| Single Day Registration: | $200 | $200 | $_____ |

<table>
<thead>
<tr>
<th>Extra Guest Tickets (included for registrants in Convention Registration)</th>
</tr>
</thead>
</table>
| Breakfast:  
  - Wednesday:  
  - Thursday:  
  - Friday:  
  - Saturday: $15 each day | $_____ |
| Lunch:  
  - Wednesday:  
  - Thursday:  
  - Friday: $30 each day | $_____ |

### 3. CERTIFICATION CLASS FEES

<table>
<thead>
<tr>
<th>Certification Class</th>
<th>Member</th>
<th>Nonmember</th>
<th>Fees Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMP® Tenancy (Sept. 21)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Applying Technology to Property Management (Sept. 21)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Habitation Standards and Maintenance (Sept. 22)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Operations (Sept. 25)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>MPM® Risk Management (Sept. 20-21)</td>
<td>$395</td>
<td>$450</td>
<td>$_____</td>
</tr>
<tr>
<td>Ethics Class (Sept. 24)</td>
<td>$45</td>
<td>$60</td>
<td>$_____</td>
</tr>
<tr>
<td>MPM® Risk Personnel Procedures and Employee Relations. (Sept. 25-26)</td>
<td>$395</td>
<td>$450</td>
<td>$_____</td>
</tr>
</tbody>
</table>

| Retake:  
  - RMP® ($100)  
  - MPM® ($300) | $_____ |

| RMP®/MPM® Designees:  
  - RMP® ($97.50)  
  - MPM® ($197.50) | $_____ |

### 4. 2004 NARPM ANNUAL CONVENTION COMMEMORATIVE ITEMS

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-shirt</td>
<td>$11 each</td>
</tr>
<tr>
<td>Pin</td>
<td>$4 each</td>
</tr>
</tbody>
</table>

| Sizes:  
  - S  
  - M  
  - L  
  - XL  
  - XXL  
  - XXXL | (check one or more) | $_____ |

### 5. TOTAL FEES

| $_____ |

### 6. 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

<table>
<thead>
<tr>
<th>Card Number</th>
<th>Exp. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Cardholder</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Billing Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City, State, Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**I authorize NARPM to charge my credit card.**

---

**PREREGRATIONS**:  
Preregistrations must be postmarked or faxed by August 31, 2004. After August 1, send higher fee shown in second column. Do not send registration after August 31, 2004, please register on-site.

**Join & Register**:  
Join NARPM, and Register for the conference at the reduced member rate. Check the "Join NARPM & Register" option on the registration form and submit the membership application enclosed, with this form.

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

**Favorite T-shirts and Pins**:  
T-shirts and pins are available at the convention.

**Special Assistance**:  
Special assistance is available for persons with disabilities. Please contact info@narpm.org for more information.

---

**SPECIAL ASSISTANCE**

- I will require special assistance  
- I have special dietary needs

**Check your designation:**

- RMP®  
- MPM®  
- CRMC®  
- Candidate:  
  - RMP®  
  - MPM®  
  - CRMC®

**NARPM Chapter**

**Is this your first NARPM Convention?**

- Yes  
- No

**Preregistration Fee**

- $200  
- $200  
- $_____  

**3. CERTIFICATION CLASS FEES**

<table>
<thead>
<tr>
<th>Certification Class</th>
<th>Member</th>
<th>Nonmember</th>
<th>Fees Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMP® Tenancy (Sept. 21)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Applying Technology to Property Management (Sept. 21)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Habitation Standards and Maintenance (Sept. 22)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>RMP® Operations (Sept. 25)</td>
<td>$195</td>
<td>$250</td>
<td>$_____</td>
</tr>
<tr>
<td>MPM® Risk Management (Sept. 20-21)</td>
<td>$395</td>
<td>$450</td>
<td>$_____</td>
</tr>
<tr>
<td>Ethics Class (Sept. 24)</td>
<td>$45</td>
<td>$60</td>
<td>$_____</td>
</tr>
<tr>
<td>MPM® Risk Personnel Procedures and Employee Relations. (Sept. 25-26)</td>
<td>$395</td>
<td>$450</td>
<td>$_____</td>
</tr>
</tbody>
</table>

| Retake:  
  - RMP® ($100)  
  - MPM® ($300) | $_____ |

| RMP®/MPM® Designees:  
  - RMP® ($97.50)  
  - MPM® ($197.50) | $_____ |

**4. 2004 NARPM ANNUAL CONVENTION COMMEMORATIVE ITEMS**

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-shirt</td>
<td>$11 each</td>
</tr>
<tr>
<td>Pin</td>
<td>$4 each</td>
</tr>
</tbody>
</table>

| Sizes:  
  - S  
  - M  
  - L  
  - XL  
  - XXL  
  - XXXL | (check one or more) | $_____ |

**5. TOTAL FEES**

| $_____ |

**6. 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

<table>
<thead>
<tr>
<th>Card Number</th>
<th>Exp. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Cardholder</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Billing Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City, State, Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**I authorize NARPM to charge my credit card.**
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 month’s 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.

---

**2004 RMP®/MPM® Certification Classes**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Class</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept 20–21</td>
<td>Baltimore, MD</td>
<td>MPM® Risk Management</td>
<td>Dave Holt, MPM®</td>
</tr>
<tr>
<td>Sept 21</td>
<td>Baltimore, MD</td>
<td>RMP® Tenancy</td>
<td>Peter Meer, MPM®</td>
</tr>
<tr>
<td>Sept 21</td>
<td>Baltimore, MD</td>
<td>RMP® Applying Technology to</td>
<td>Jean Storms, MPM®</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Property Management</td>
<td></td>
</tr>
<tr>
<td>Sept 22</td>
<td>Baltimore, MD</td>
<td>RMP® Habitability Standards</td>
<td>Kit Garren, MPM®</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and Maintenance</td>
<td></td>
</tr>
<tr>
<td>Sept 24</td>
<td>Baltimore, MD</td>
<td>Ethics</td>
<td>Suzanne Cameron, MPM®</td>
</tr>
<tr>
<td>Sept 25–26</td>
<td>Baltimore, MD</td>
<td>MPM® Personnel Procedures/</td>
<td>Sylvia Hill, MPM®</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employee Relations</td>
<td></td>
</tr>
<tr>
<td>Sept 25</td>
<td>Baltimore, MD</td>
<td>RMP® Operations</td>
<td>Suzanne Cameron, MPM®</td>
</tr>
</tbody>
</table>

To register for classes, complete the registration form and mail or fax with payment to NARPM Headquarters.

For more information or to receive Ethics registration form, call Headquarters at 800/782-3452.

---

**RMP®/MPM® Class Registration**

<table>
<thead>
<tr>
<th>FEES</th>
<th>Early</th>
<th>Registration</th>
<th>Registration</th>
<th>RMP® Classes</th>
<th>MPM® Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMP® Class</td>
<td></td>
<td>$195.00</td>
<td>$225.00</td>
<td>Member</td>
<td>$395.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$250.00</td>
<td>$280.00</td>
<td>Nonmember</td>
<td>$450.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$100.00</td>
<td>$130.00</td>
<td>Retake</td>
<td>$300.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$97.50</td>
<td>$127.50</td>
<td>RMP®/MPM® desee</td>
<td>$197.50</td>
</tr>
<tr>
<td>MPM® Class</td>
<td></td>
<td>$250.00</td>
<td>$280.00</td>
<td>Member</td>
<td>$450.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$200.00</td>
<td>$230.00</td>
<td>Nonmember</td>
<td>$500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$100.00</td>
<td>$130.00</td>
<td>Retake</td>
<td>$350.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$97.50</td>
<td>$127.50</td>
<td>MPM®</td>
<td>$252.00</td>
</tr>
</tbody>
</table>

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

**CLASS INFORMATION**

- On-site registration begins at 8:00 a.m. Class hours are 8:30 a.m. to 4:00 p.m.
- 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. If NARPM cancels a class, registration fee could be credited to a future class or fully refunded upon request.

---

(Please print or type)

Name __________________________________________________________________________

Company _______________________________________________________________________

Address ________________________________________________________________________

City/State/Zip __________________________________________________________________

Telephone __________________ Fax __________________

E-mail __________________________________________________________________________

List Classes

<table>
<thead>
<tr>
<th>Name of class</th>
<th>Class Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

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.

---

**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.
How to Get a Good Tenant in a “Bad” Neighborhood

by Robert L. Cain, Copyright 2004, Cain Publications Inc.

What do you do if you live in a bad area but you have a nice townhouse to be rented out? I have a 3 bedroom, 1-1/2 bath, central air, alarm system, 6’ privacy fence, 1-1/2 car garage, but when I tell people the address it deters them from even looking at the property.

Good tenants live in every area, as do bad ones. Obviously many prospective tenants are turned off by an address in an area that has a reputation for being an undesirable place to live. But lots of people still live there, not all of them career criminals, gang members, or drug addicts. That’s why the most effective way to market a property in a less-than-desirable neighborhood is to make it look exponentially better than the properties competing with it.

How do you do that? All it takes is a bit of attention, elbow grease, and very little money.

People buy the package before they buy the product. First impressions are everything. You have to get them to stop their car. They have to say to themselves “I wouldn’t mind living there.” The front of the townhouse needs to shine with fresh paint, trimmed shrubbery, and defined edges. Defined edges means the grass next to the walkways is edged so it is sharp and crisp looking. The flower beds have to be nicely edged. If the management isn’t doing a good enough job, you have to do it yourself.

If it is allowed, paint the front door a different, bright color. Polish the brass hardware. Wash the windows. Put larger watt light bulbs in each socket—where there was a 60-watt bulb, put in a 75; where there was a 75-watt bulb, put in a 100. Make sure the interior is spotless and bright, especially in the front room, the first thing people see when they walk in.

What you have to persuade them of, is that if they are going to live anywhere, it’s going to be in your rental property.

Newspaper ads to attract tenants to the property are just a waste of money. Mostly you will get the “don’t want to live in that neighborhood” response you are already getting. You have to attract the people who want to live in the area, and there are plenty. People who have family and friends there, for example, think it is, if not a terrific neighborhood, at least one that fits their needs.

You get their attention by using advertising methods that really don’t cost much money, but that zoom in on that area of town.

One method is flyers. Create an advertising flyer that you can put in front of the townhouse that tells all about the property. You can get complete information about how to create and use flyers in our report “How to Use Flyers to Attract Prospective Tenants,” available on the Rental Property Reporter Web site. These are extremely inexpensive and will give a prospective tenant lots of information, or a prospective tenant’s family or friend something to take to give the prospective tenant regarding properties for rent in the area.

One free method for getting the word out is bulletin boards. You would be surprised how many bulletin boards there are in grocery and other types of stores in the area, as well as libraries and other public buildings. Use an abbreviated version of the flyer you place in front of the property to attach to the bulletin boards. Tack up either several flyers or one with phone-number tabs.

You can attract prospective tenants to a property in a “less-than-desirable” neighborhood, and in fact you can do it far less expensively than you can by simply running ads in the newspaper. Best of all, put a “magic” sentence at the bottom of your flyer that will keep the bad tenants from even calling you. It is one you could never afford to put in a newspaper ad: “So that our properties remain great places to live, we check references carefully.”

Robert Cain is a nationally-recognized speaker and writer on property management and real estate issues. For a free sample copy of the Rental Property Reporter or Northwest Landlord call 800/654-5456 or visit the Web site at www.rentalprop.com.