

Residential Resource

December 2004

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

Problems and More Problems

by Robert L. Cain

No business is immune. Every business has problems. How they affect you and your rental-property business is determined by how well you prepare for them.

If we could just vaccinate ourselves so we would not get problems, that would be terrific. Fact is, we almost can. Vaccination comes through preparedness. You might get a little snuffle, but you will not get sick.

We are already pretty much prepared for the physical problems. If something breaks, we fix it or get it fixed. If our property needs painting, we paint it. If we want to buy more rental property, we find a good one, and find financing. If we want to sell one, we find a buyer and an exchange facilitator, so we can defer our capital gains taxes.

Physical problems are annoying, especially the ones where something has broken and we have to fix it rather than do something we would rather do, and spend money we had not planned to spend. We still feel as if we are in control. We know what to do, and we know that the same way we fixed it before it will work this time, too.

The problems that so many of us find excruciatingly irritating and, at times, overwhelming are people problems. They are less straightforward and cannot always be solved with the same procedure every time. Or can they?

Most businesses larger than two-man operations have human resources policies and procedures. They have those because that way there is no question about what to do whenever an employee dispute or question arises. The Equal Employment Opportunity Act and similar laws have made it a necessity for businesses to have written employee procedures.

Large property management companies have tenant policies and procedures, in addition to those for their employees. The Fair Housing Act has

made it a necessity for property management companies and large apartment complexes to have written procedures for handling as many tenant situations as anyone can think of.

Having tenant policies and procedures puts you in control. Without them, you make up rules as you go along depending on your mood at the moment, how good a story your tenant has, how many problems you have had in the past with him or her, and any number of other biases that will creep into the mix. Every one of those variables can put you on the receiving end of a Fair Housing complaint, and could irritate a good tenant, who feels he or she was treated unfairly, to the point of moving.

Written policies and procedures make problems *speed bumps* instead of *mountains*. Once you

have established written policies, reminding tenants of them is all you need to do. Then enforce whatever the policy is the same way every time for everybody. No guesswork, no claims of favoritism, no trying to remember what you did last time something like this happened.

Our problems are only as big as we allow them to become. Being as prepared for the "people problems" as well as you are for the "physical problems" can take about 10,000 feet off the height of the problem mountain.

Where do you get policies and procedures, or how do you create them? One source is other landlords. Your local rental owners, apartment, or landlord association is full of them. Ask what they have done to take and keep control of their rental properties.

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. Copyright 2004, Cain Publications Inc.

“Written policies and procedures make problems speed bumps instead of mountains.”

PRESIDENT'S MESSAGE

Dear Fellow NARPM Member:

Welcome to the most festive, gift giving time of year. I invite you to join with me in opening NARPM's 2004 proverbial "Box of Presents" from your Leadership Team:

- new networking opportunities with 336 new members through October;
- new meetings to share education in four new chapters;
- vacation opportunity with largest new chapter of NARPM's history—Oahu, Hawaii;
- 379 more professional property managers took designation classes;
- continuing education in eight states and coming soon to you;
- national board of directors visiting your chapter;
- action plan mailing communicating our strategic plan, budget, and team;
- 33 local chapter boards installed at the Leadership Symposium;
- introduction of TEAM NARPM at the Leadership Symposium;
- marketing company selected and plan approved to brand NARPM to the public;
- Baltimore Convention won rave reviews;
- national referral program approved;
- new Web site and more to come;
- more statewide spread of NARPM through seven state/regional conferences;
- NARPM's founder, Ralph Tudor, provides official portrait to the president;
- huge influx of new candidates recognize value of designations; and
- *Residential Resource* arrives timely and topically.

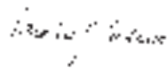
The "Box of Presents" above, arrived through the dedication and concerted effort of TEAM NARPM. They were united at the beginning and stayed to the end, to your benefit. Please take a moment to thank each of the team members for their contribution to the betterment of all. Know that the process continues on through our Strategic Plan and a new group of leaders.

The time has come for this year and this presidency to end. As I write this last letter to you, I am overwhelmed by the rapid passage of time. My friend, former president Ray Scarabosio, warned me early on, that it would be over before it even starts, and so it is.

Serving as your national president has been a wonderful opportunity for me. I have gotten to know many of you and see what professionals you are as well as develop an even deeper appreciation of our association, as I saw its direct impact on you, the membership.

The selfless sharing and support that runs rampant through NARPM is what has had the greatest impact on me and is best exemplified by what the Santa Clara County Chapter provided to me this year. It was through the assistance of many of those members that I was able to serve as your president. Please, on my behalf, thank them, too.

I have always had a hard time saying good-bye to anything that I love, so I will simply say, "see ya next time." Thanks for joining with me this year in the great journey of "Opening New Doors." We can now securely step through into next year—"Ready, Set, Grow!"



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Front-End Education by Pam Taeuffer

After several years of being “on the edge” of significant growth, something always seems to happen to bring me back to less properties or income and begin the growth pattern again. Time and time again, my company and I were pushed back after leaping ahead. Two years ago, my son was in a horrific automobile accident that left him fighting for his life and the very core of himself. God blessed my husband and me with his miraculous survival. This left me, however, with an office of chaos, grumbling owners, vendors, and tenants.

You would think having employees would help secure my reputation and that they would be able to handle most matters. That was not the case, however, because property owners all *needed* to talk with me. They were sympathetic when they learned what happened, but when push came to shove everyone wanted or needed to talk with me and would not accept my employees’ answers or responses.

After much serious thought about all this, a light bulb finally went on. The answer is “Front-End Education.” This means that once they sign up with us, we inform them. Through newsletters, I could educate my property owners and fill them in on how the office operates, who their contact would be, how our procedures come into play, etc. I have come up with a sort of job description/checklist combination. You may decide on something different. The important thing to know is that be it owner, tenant, or vendor, they need to have someone they know (like portfolio management), who is trained and can answer their questions, or at least address their concerns.

Bottom Line: They do not panic when you, the owner, manager, or key employee is out.

When you are discussing this it is important that property owners know you are there for them, but only if they cannot resolve issues through your daily channels. It also helps to explain that it is important to have phone appointments instead of dropping in because just as you spent time with them initially (and periodically throughout the year) you have many other owners and clients that need your time as well.

Another idea time management asset is scheduling calls. You can say: Should you need to reach me, I am available Tuesdays and Thursdays from 1–3 every week or during office hours via e-mail. The parameters are for you to decide and make work, but make parameters.

You get the idea. Your office may be larger or smaller, but if the property owner, vendor, and tenant were to get a copy of your system, and have some time spent with them initially, the flow of success might be a bit smoother for you.

After implementing this system I lost four properties and gained 12. We’re off to a good start!

This article was written by Pam Taeuffer of Healdsburg Property Management

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Affiliate of the Year 2002

NEW MEMBERS

Welcome new NARPM members! The following is a list of new members who joined NARPM from September 1 to October 31, 2004.

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Seven Formulas for Writing Articles That Get Read!

by Alexandria K. Brown

Many of us have been asked to write an article at one time or another. Maybe it's a contribution to the company newsletter or a promotional article to gain publicity for ourselves or our companies. Some of us write articles regularly for clients.

No matter why you are writing an article, it is your responsibility to make it interesting—otherwise no one will read it. So how can you make your article interesting and engage your reader? It's all about the angle. First, pick your topic. For example, let's say your topic is something boring—"car wax." Here's where many people start writing.

Stop! You need an angle! What aspect of car wax do you want to write about? Is there anything new or sexy in the world of car wax that people are interested in? Some ideas: how the new generation of car waxes helps protect your paint job for twice as long, or, an overview of the best five brands of car wax on the market, or what the best type of wax is for your particular car. Get it? These are all angles.

Ready to brainstorm your angles? Here are seven article "formulas" to get you started. Some elements of each may overlap with each other, but each formula is truly a distinct animal.

1. THE HOW-TO

People love how-to articles! They lead the reader step-by-step through how to reach an objective. They also sometimes offer resources the reader can contact for more information. What expertise do you have to share? Turn that subject into an interesting how-to

for readers. Examples: "How to Make Your Employees Stick Around Forever," "How to Find the Best Dress for Your Figure," and "How to Promote Your Business for Free."

2. THE LIST

This is one of the most basic formulas and the easiest to write. Give a short one or two paragraph intro, then launch right into your list. Keep each item to a few sentences, max. People love numbers, so number your list and give your total number in the title! Examples: "31 Ways to Organize Your Office," "15 Tips for Pain-Free Feet," "Five Reasons Management Won't Be the Same in 2001."

3. THE "STRAW MAN"

Here you set up a premise and knock it down, showing the benefits of your alternative view or approach. This is ideal to use when you're discussing the drawbacks of a new practice or method that's controversial right now. Here's a great example we often see on the covers of health magazines: "Are High Protein Diets the Key to Fast Weight Loss?" You get all excited, thinking you have discovered an amazing dieting revelation. But the article reveals, point by point, that high protein diets are unsafe for the long term, and that of course the only reliable way to lose weight is through diet and exercise. Oh well! Back to the treadmill.

4. THE MINI CASE STUDY

Raise a provocative question and then answer it with three or four real-life examples. Example: For an article titled, "Should You Quit

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Your Job and Go Freelance?" you could begin with a few stats on how today's workforce is leaving the corporate world in search of solo bliss. Then you could feature a few real cases, each with different outcomes to show all sides of the issue.

5. THE INTERVIEW

Choose a credible expert to interview for your article. For example, if your topic is the latest trends in banking, you could interview a top banking industry analyst. Present it in either a traditional article format or do a Q&A format.

6. THE TREND

Trends are not just for fashion! Whenever a trend sweeps a certain profession, you'll suddenly see dozens of articles covering the topic. From the latest hairstyle to the latest tax shelter, people want to know all about these trends—their origins, benefits, and drawbacks.

7. THE STUDY FINDING

These articles report the results of a study or survey. If you do a bit of research, you can probably dig up a recent study on which you can base your article. Examples: "Blue Chip Companies Cutting Marketing Budgets Across the Board," "Armadillos Now Deemed America's Favorite Pet," and "More 20-Somethings Finding Love Online."

Alexandria Brown is president of AKB Marketing Communications. Her free monthly e-zine gives "how-to" tips on writing compelling copy for Web sites, brochures, and e-zines. Learn how to attract new clients and build customer relationships! Subscribe today by sending a blank message to: AKBMarCom-On@lists.webvalence.com.

With Sympathy

NARPM is saddened to announce the death of Steven Edwards, son of members, Laquita and Dusty Edwards, MPM®. Our sympathy is extended to the family.

SUBMIT AN ARTICLE TO NARPM TODAY!

E-mail all submissions to jjacobs@assnmgmt.com. If you are not the author of a story you think pertinent, send us the Web link, or fax a copy along with publication information so we can pursue reprint rights for use of the materials.



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NARPM Members Open New Doors

ACTION PLAN FOR 2004:

Strategic Goal #3: The public recognizes NARPM as the standard-setter for residential property management.

In January 2004, your NARPM board focused on the association Strategic Plan and selected six goals and objectives as the focus for NARPM's 2004 Action Plan. Each goal contained some examples of action steps that, when taken, could make the goal achievable. Reflecting back on some of those goals and action steps, it was realized that the hard work, professionalism, diligence, pursuit of excellence, and achievements of our members will help NARPM to realize goal #3.

Following, NARPM recognizes just a few of its members for their achievements this year and thanks them and all the members who strive to *Open New Doors*.



MELISSA PRANDI, MPM® AUTHORS BOOK

Due for release in January 2005, "The Unofficial Guide to Rental Property Management," is the latest achievement of Melissa Prandi, MPM®. Always in the mainstream of the industry, Prandi was interviewed more than a year ago about residential property management as a career for a book citing various career opportunities in real estate. Eventually, she was contacted to

consider authoring a book about rental property management as another installment to Wiley Publisher's "The Unofficial Guide..." series.

Prandi "put her hat in the ring" with other contenders for the authorship and quickly realized this was going to be a whirlwind challenge. After submitting a resume promoting her qualifications, experience, and expertise, as well as, a summary of the topics she believed should be covered in the book, Prandi received a call a few days later, while on vacation, notifying her that she was one of the top candidates. Within two days, she worked via email with her company's staff and submitted a full table of contents to the publisher. Still on vacation, Prandi received another call from the publisher stating that they were thrilled with her work but they now needed her to submit a full chapter (minimum of 10 manuscript pages) within four days. She immediately returned home, wrote the chapter and submitted it by the deadline. Two days later, Prandi was notified that she was the top candidate and if all went well to expect a contract in her email within a couple of days. Prandi received a call a few days later from her "book agent" congratulating her and telling her the offer was coming via email.

On May 10, 2004, Prandi officially accepted the offer and has experienced deadline upon deadline ever since, including, 1/3 of the book completed by June 8, 2004, the second 1/3 completed by July 20, 2004, and the final part completed by August 31, 2004. Known to be an energetic and fast-paced person, Prandi has embraced the tumultuous nature of this incredible opportunity. She was practically able to hand select her own technical reader. After fellow NARPM member and friend, Sylvia Hill, MPM® volunteered to be Prandi's research assistant, Prandi recommended Hill to Wiley Publishers to be the technical reader. "I have a lot of people employed by Wiley that are part of this process and the exciting news is Wiley Publishing has hired Sylvia Hill to be the technical reader and they are paying her to do what she loves," said Prandi.

At Hill's suggestion, Prandi has arranged for the very first books "off the press" to be shipped to NARPM headquarters to be available at the NARPM Third Annual Leadership Symposium, January 20-22, 2005, in Austin, TX. Prandi will be doing a book signing at the Symposium and will continue her leadership role in NARPM by being one of the presenters.



SANDY COPE HONORED BY VAR

Earlier this year, Sandy Cope, GRI, RMP®, of ERA-Anchor Properties, was honored as the 2003 Property Manager of the Year by the Virginia Association REALTORS®. One of the few state-level REALTOR® associations to fully acknowledge the residential property management industry, VAR is cutting edge by offering the "Property Manager of the Year" award, which began in 2001.

Cope received her real estate license in 1970 and has been engaged in residential property management for almost 15 years. She is an active volunteer at the state and local levels of the real estate industry. Cope serves on several committees and has taught property management and leasing courses for the Fredericksburg Area Association of REALTORS® (FAAR) for several years. She was named as a "Distinguished Property Manager" by FAAR and formerly served as FAAR's treasurer. Cope is currently the chair of the FAAR Property Management Committee, vice chair of the VAR Property Management Council, and treasurer of the Central Virginia Chapter of NARPM.



URIE NAMED SEVRAR'S REALTOR® OF THE YEAR

Earlier this year, Steve Urie, MPM® was recognized as the SEVRAR's (South East Valley Regional Association of REALTORS®) 2003 REALTOR® of the Year. With over 7,200 members, receiving the award was a huge honor. Urie has been a member of SEVRAR since 1996. He has been a very active member of SEVRAR's Government Affairs Committee, by bringing public policy issues to the committee.

Urie is one of the original founders of NARPM and served as NARPM's third president, 1990-1991. The concept of "local NARPM chapters" was his brainchild, as he created the first protocol under which local chapters were established. Urie is still active in NARPM serving on committees, teaching workshops, and serving as an unofficial mentor to the leadership.

Urie has been active in his local community regarding agricultural preservation and has served on numerous civic organizations including the Maricopa Association of Government's 2025 Committee. He served as the president of his homeowner's association, where he is still active. Active in the local government of his hometown, Gilbert, AZ, Urie served as the Vice-Mayor during 2002-2003, was reelected to the

Gilbert Town Council in 2003, and recently explored the possibility to run for mayor (he decided against it for now since he realized he could accomplish just as much or more as a councilman).



DAVIS WINS FAR OFFICE

Wendell Davis, MPM®, is on the ladder that leads to the top of the Florida Association of REALTORS®. Davis was recently elected the 2005 secretary of the Florida Association of REALTORS® at the annual FAR convention in Orlando. If the progression runs its traditional route, Davis would next run for treasurer and then president-elect, and could be the FAR president as early as 2008. He would become the second FAR president from Watson Realty

Corp. in a decade. Davis was on a slate proposed by a FAR nominating committee with input from each of the state's regional boards.

As regional vice president of Watson Property Management and President of Watson Maintenance Services Inc., Davis stays involved to enhance the industry. This month, Davis ends a three-year service to NARPM's board: director 2002, secretary 2003, treasurer 2004. In May 2005, Davis will conclude his board service to FARPM (Florida Association of Residential Property Managers), as he was the association's 2003/2004 president and 2004/2005 past president.

RECENTLY ELECTED 2005 BOARD

- President:* Marc Banner, MPM®
- President-Elect:* Rose Thomas, MPM®
- Vice President:* Sylvia Hill, MPM®
- Secretary:* Erika K. Green, MPM®
- Treasurer:* Karen Carlson, MPM®
- Past President:* Andrea Caldwell, MPM®

DIRECTORS:

- Greg Fedro, MPM®
- Betty Fletcher, MPM®
- Harold Kalles, MPM®
- Mary Love, RMP®
- Peter Meer, MPM®
- Robert Winger, MPM®

Contribute to the Residential Resource

<u>Issue Date</u>	<u>Submission Due Date</u>
February 2005	December 15, 2004
March 2005	January 15, 2005
April 2005	February 15, 2005
May 2005	March 15, 2005

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@assn mgmt.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.



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43 Time Management Tips for Property Management Professionals

by Ernest F. Oriente

Having spent 16,130 hours as business coach, I am often asked by my property management clients and their executives about the best ideas and systems for time management—the tips that really work! This article is a collection of the best ideas you can use to improve your time management skills. Remember, there is no such thing as a perfect time management system, but there is a time management system that is perfect for you!

MAXIMIZING EACH DAY

1. Begin each day with 15 minutes of silence to focus on the most important goals for each day. Think with a pen in your hand.
2. Print a birthday list of those on your property management team and post this list to your daily planner.
3. Carry a list of frequently used telephone, fax, and cellular phone numbers.
4. Master the software systems provided by your property management company, learning the five most frequently used skills.
5. With e-mail software, learn how to send a message to large groups in one keystroke.
6. With fax broadcast software, learn how to fax one message to an entire group in one keystroke.
7. Use powerful contact management software such as ACT! or Goldmine to keep important information and records at your fingertips.
8. Learn how to synchronize your contact management software with a pocket organizer so your information can be wherever you are.
9. Program your cellular phone, your office telephone and your company fax machine with the most commonly needed numbers.
10. Take a speed-reading course to double your reading and learning capacity.
11. Be selective in what you read.
12. Use an accordion file marked A–Z to file or store information alphabetically.
13. Use an accordion file marked 1–31 to file or store information by the day of the month.
14. Replace written notes by using a tape or digital recorder.
15. Instead of in-person meetings, which require your property management team to travel from around the country, use teleconference calls to maintain regular communication.



16. When leading a meeting, begin and end on time.
17. Accumulate telephone calls and/or voice messages and return them during a designated time each day.
18. Be certain your verbal and written communication with your property management team is clear so each project, task, or request can be done correctly the first time.
19. Groom and grow those you lead so they can handle projects and tasks with increased productivity.
20. Move the decision-making process to the lowest level within your property management company, and tie compensation to these decisions.
21. With those on your team, ask them to bring you multiple solutions to any problems they want you to help them with.
22. Ask yourself, “what am I doing right now that does not need to be done by me?”
23. Ask yourself, “am I doing genius work today, the kind of work that only I can do—the kind of work that delivers maximum revenue and profits?”
24. Master your delegation skills.
25. Create a training system for new employees that allows error-free learning and anticipates their questions or obstacles.
26. Run your meetings standing up, which means they will be shorter in length.
27. Double your meeting preparation and cut the actual meeting time in half.
28. Use a carefully planned meeting agenda and be selective in who participates.
29. Prioritize the papers in your office by “ABC” stacks.
30. Clean your desk and work area at the end of each day.
31. Remove everything from your desk except the information you are currently working on.
32. Handle every piece of paper, every E-mail, every fax page—only once
33. Master the system of the four-Ds—Do it, Delegate it, Decide, or Dump it.
34. Learn to say “no” when a request is not vital, and say “no” often.

35. Use temporary employment services if you are short-staffed or are working on a large project that needs to be completed in a short period of time.
36. Hire a personal assistant to take care of personal projects or errands that need to be done while you are working.
37. Shift your most important projects/tasks to the time in the day when you have peak energy. Set a deadline for every task.
38. Discard your to-do list and place every project/task in your daily planner as a scheduled appointment.
39. When working on a large project or task, start with the big steps first and use this momentum to quickly finish the smaller steps.
40. Go to bed early and wake-up early, seven days a week because your body loves a consistent schedule.
41. Establish a regular exercise program as a healthy body makes for a healthy mind and increased time efficiencies.
42. Move your home closer to work or work closer to home to reduce your commuting time.

43. Simplify everything in your professional and personal life—less is more!

TIP FROM THE COACH

It's true, the list above is huge and can be overwhelming. As a first step, try to weave one or two of these ideas into each day. Remember, it takes 21 days to develop a new idea into a habit. Next, try to assimilate a few more ideas from this list and then begin to create your own best ideas. Lastly, share this article with those on your property management team because when they incorporate these time management ideas, your entire team will benefit.

Ernest F. Oriente, The Coach, is the founder of PowerHour® a professional business coaching/recruiting service and the author of SmartMatch Alliances™. He has spent 14,760 hours [since 1988] delivering customized training, by telephone, in leadership, tradition/Internet marketing and sales for property management companies, apartment locator/corporate housing services and multihousing sales/service companies worldwide. PowerHour® specializes in global distance learning by telephone, using their state-of-the-art conference call system for interactive and dynamic TeleForums. Twice-monthly TeleForums link 10-100 executives/professionals/individuals who are geographically dispersed, in a time efficient and profitable format. PowerHour® is based in Park City, UT. Contact The Coach at 435/615-8486, by e-mail at ernest@powerhour.com, or visit the TeleForum Web site at www.powerhour.com.



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 multiple Award Certificates in the 12-month period.

AMBASSADOR PROGRAM

September/October 2004 New Members

<u>New Member</u>	<u>Ambassador Member</u>
Darren Deffenbaugh	Wallace Gibson, MPM®, CPM®, GRI
Daniel Godfrey	Chandler Scarborough
Bob Huneycutt	Courtney Warnock
John Jacobsen	Dave Fletcher, RMP®
Susan Jager	Christine F Hart, RMP®, GRI, LTC
W. Kyle Jones	Mark Busher
Frederick Kellogg	Courtney Warnock
William Krebsbach	Gail Moncla, MPM®, CPM®
Elizabeth Loop	Dolores Bedard, RMP®
Frank McKinney III	Chuck Warren
Nancy Megill	Marianne Genetti
Patricia Polk	Thomas C Blair
Ron Ramza	Tony A Drost
Sylvia Scalabrini	Trish Densham
Jay Spurgeon	Franklin Hall, III, RMP®, ABR
John Uyemura	Steve S Saito
Robert Waldron	Dolores Bedard, RMP®
Brenard Wilson	Beverly Browning, MPM®, CPM®
Genora Wilson	Beverly Browning, MPM®, CPM®
Carroll Winn	Audrey Cooper, MPM®

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 DeMartini & Walker
 Law Offices of Heist, Weisse, & Lucrezi P.A.
 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
 On-Hold Concepts Inc.

Software:

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

Dues Proration for the 'Newest' NARPM Pro

by Betty Fletcher, MPM®

Webster's definition of "proration" is "to distribute or divide evenly." Hmm—Sounds like what we do everyday!

In a perfect world, tenants move in on the first and out on the last day of the month. (And of course they always leave the place cleaner and in much better shape than they found it!)

However, in the real world, tenants move into or out of a home every day of the month! So to more effectively manage my sanity and cash flow we prorate their rent to fall due on the first of the month.

Your NARPM dues are prorated in exactly the same way. If you joined NARPM during 2004 in any month other than January you have now received a *prorated* dues renewal. It's really very simple, the annual dues are divided by 12 and multiplied by your number of membership months.

Paying this renewal notice will keep your membership and your benefits intact throughout all of 2005. To insure that every new member receives a full 12 months of benefits, the NARPM database is updated monthly.

Carefully check all information listed on the notice. Has your e-mail address changed? How about your office address or phone number? Did you get a new or dedicated fax number this year? Have you received your RMP®, MPM®, or CRMC® designation? Be sure to note any needed corrections so the new directory and the NARPM Web site will have up to date information!

Send in your 2005 dues renewal today—Do not miss out on

- the monthly *Residential Resource* full of industry-specific information, legislative updates, and tips for increasing your profitability;
- educational opportunities offered through NARPM's one- and two-day courses covering such topics as operations, habitability, technology, owner/client relations, risk management, marketing, tenancy, and personnel practices;

- opportunity to network with the most successful and talented property managers from across the country at both the Annual Convention and the Leadership Symposium;
- *2005 Membership Directory*—a great source of referrals. Deadline for inclusion in the directory is March 1, 2005;
- achieving or maintaining your RMP®, MPM®, or CRMC® designation—setting you apart as a true professional in the management industry;
- your free listing on NARPM's Web site at www.narpm.org, giving you international exposure;
- the marketing advantage of NARPM membership confirming your commitment to the highest level of professionalism and ethics;
- access to NARPM Affiliates offering services to assist you in every aspect of the daily operation of your business; and
- the opportunity to join a NARPM chapter and network with local management colleagues.

The benefits of your NARPM membership will be in direct proportion to your involvement. However, it's important to remember that your benefit is zero, zip, zilch, naught, nada, nil unless you do renew your membership. So do not delay—send your renewal today!

Betty Fletcher, MPM®, is owner and principal broker of Fletcher Property Management Inc in Little Rock, AR. She is founding president and an active member of the Central Arkansas Chapter of NARPM. On the national level, Betty serves as 2004 Membership chair and as a director on the National board.

FIVE-STAR ARTICLES

Paying Attention to Business Means Building Relationships by Mark Kreditor, MPM®

Article reprinted from the July 1996 issue of the Residential Resource.

Whether you like it or not our industry does not sell tangible goods. We are not in the software business with its inherent intellectual property value, or the packaged goods business where market share is easily evaluated. You and I are in the service business. Please understand that this is certainly not a negative statement in that the service industries of this country are the most rapidly expanding of all. Former NARPM President Kit Garren, MPM®, said it best when at our New Orleans convention in 1994 he looked at his young family and said that when “they grow up they’ll think their father was a real pioneer being a residential property manager in the 1990s.”

Any service business, from lawyers to consultants, involves relationships, and we must begin to direct our efforts in building upon these relationships everyday. As a property manager we have so many different types of relationships. The four that come to mind are: employer/employee, vendors, residents, and, finally and most importantly, our owners. Each requires a distinct and carefully planned relationship development strategy that our business can develop from.

Certainly we are all challenged with the same natural events that occur within our service industry. How can it ever be easy to give an employee a negative review or charge a vendor back for damages they may have done while servicing your rentals? Even more difficult is the collection of a late charge from one of your favorite residents and, finally, making those bad news calls to your owners which almost always drains the life out of you and makes you feel awful (but never responsible).

The development process of effective relationship building begins with communication. Invest in a good “employee manual” software product. Review job descriptions and policies with the same consistent approach you take to the lease closing. Your greatest liability is not always from your residents and clients, but perhaps from your employees. Making employees feel good and having open lines of communication is the theme of a great book every employer should read called *1001 Ways to Reward Employees* by Bob Nelson. Mr. Nelson offers many great ideas to lift the spirit and loyalties within any management firm.

Your subcontractors (vendors) also present challenging service predicaments and next to your residents offer some of the most difficult relationships. Once again, communicate with these contractors as to what you and your residents expect from them. Carefully develop a subcontractor agreement that any vendor performing service work for your company will abide by. Make it simple, specific and even with penalty. Clear instructions should be given about leaving door hangers, using resident telephones, and even returning keys (if you let your vendors handle keys).

The greatest relationship building tool I use with vendors is cash, plain and simple. We pay all vendors the same day and offer interest-free loans for them to procure insurance, parts, tools, etc. In return our clients are charged much lower rates, and our residents get their maintenance calls answered first. This is what I call a vendor relationship!

Taking our renters out of apartment communities where everything was done for them and placing them into a rental house is a great challenge. This is often where relationships immediately break down unless the differences are clearly disclosed up front. “What is to be, and what is not to be repaired,” as well as “what happens if...?” scenarios are monumental

to the initial building of these relationships. I want no resident ever to be surprised with actions taken on their behalf or actions taken against them.

Throughout the rental term newsletters should be developed as an ongoing training program for your residents, certainly to disclose seasonal changes and the effects upon their rentals. All correspondences should be written from a customer service standpoint, even a late notice—which apologizes if the payment has already been sent.

Residents need to receive letters evaluating service repair follow ups and professional-looking renewal packages. Always have a place for them to complain if they’re unhappy. Showing concern is 80% of solving a resident problem even if you tell them the same thing your collector just finished telling them. A great new book hits the nail on the head. It’s called “Selling the Way Your Customer Buys” by Marvin Sadowsky and Jon Caswell. Never lose sight of the fact that this renter is your customer.

In relationship development nobody is more important than our clients, the owners of our rental properties. I used to try to distance myself from my owners never wanting to buy insurance or other things from them. But after 15 years in business my owners are really some of my best friends and now I go out of my way to interact and transact with them. This all started happening several years ago when I realized the power of newsletters. No single communications device is more powerful in solidifying your client relationships than your newsletters. In their eyes you become a supreme expert and the information available through your interaction with other NARPM members provides great information to share with your owners.

Go out of your way to return calls quickly, send personal notes, and remember important events. Utilize a database sensitive software program like ACT! to track important contact management issues. Your clients will be impressed you remember. Offer e-mail as a form of communication for your out of state and out of the country owners. Send them gifts when they have babies and offer condolences to loved ones when they die. Really treat your owners as royalty, and you’ll be surprised how much better bad news will sit with them. Empathize with their situation and help them with options when faced with management decisions. Build these relationships and your entire business growth is guaranteed through referrals. Some great books to help you build relationships with your owners are “Positively Outrageous Service” by T. Scott Gross, and Tom Peter’s “The Pursuit of Wow.”

The cement that builds the foundation for your firm’s success is relationship-building communication. Work this plan and see your management company grow to new levels everyday.

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Meet Your NARPM Leaders



William P. (Bill) Jackson, RMP[®], is a director of the National Association of Residential Property Managers (NARPM). He became director in January 2003, and his current term of office will run through December 2004.

Mr. Jackson is senior property manager of Protocol Property Management, in Bellevue, WA. The firm manages various types of residential rentals including single-family, small multifamily, townhomes, and condominiums, as well as, association management. Mr.

Jackson is actively involved in coordinating the marketing of the properties including Web site, signage, voice ads, and newspaper advertising. He is also charged with tenant selection and maintenance for approximately 225 homes/units.

Entering the real estate industry in 1991, Mr. Jackson joined Protocol Property Management in 1993. He joined NARPM in 1995 and has been actively involved ever since serving on several of the association's committees including: Education for five years (vice chair in 2002), Membership (Northwest RMC 2000-2001), Convention (1998 workshop coordinator/facilitator), Legislative Committee. In addition to serving as a director this year, he is also serving as the association's Education chair. Mr. Jackson is also a member of the King County and Washington State Chapters of NARPM. He served the King County Chapter as President (two terms), vice president, secretary, and Education chair (three terms), and as a founding member of the Washington State Chapter, he served as president, vice president, and Education chair (three terms).

Prior to NARPM going into Washington State, Mr. Jackson was a founding member of the Eastside Property Managers Association where he served as meeting coordinator, vice president, and president (two terms).

As an industry leader, he also speaks at meetings of the Rental Housing Association of Puget Sound, serves on their "Forms" committee, and has written articles for their monthly newspaper.



Luke Kaufmann, MPM[®], CPM[®], RPA, is a director of the National Association of Residential Property Managers (NARPM). He became director in January 2003 and his current term of office will run through December 2004.

Mr. Kaufmann is president of Partners Management, located in Atlanta, GA. The firm manages a variety of residential properties including single-family, small multifamily, townhomes, condominiums, and apartments, as well as,

association management. As the business owner/operator, Mr. Kaufmann is actively involved in marketing, supervision of management, leasing, and maintenance.

Entering the real estate industry in 1963, Mr. Kaufmann engaged himself in residential property management in 1966 and obtained his Broker's license in 1968. He started his company in 1982. He joined NARPM in 1994 and has served the association as a member of the Legislative, Nominating, Convention, and Membership Committees. Mr. Kaufmann is also a member of the Atlanta Chapter of NARPM and has served as its treasurer, vice president, and president. He currently serves on the chapter's board and Speaker committee.

Mr. Kaufmann has been an active member in several associations through the years, including Institute of Real Estate Management (Chairman of Experience Exchange Committee), Building Owners and Managers Institute, and the Atlanta Apartment Association.

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2004 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
Jan 20, 2005	Austin, TX	RMP® Habitability Standards and Maintenance	Kittedge Garren, MPM®
Jan 19-20, 2005	Austin, TX	MPM® Owner/Client Relations	Wallace Gibson, MPM®
April 18, 2005	Denver, CO	RMP® Tenancy	Peter Meer, MPM®
April 19, 2005	Denver, CO	RMP® Applying Technology to Property Management	Ray Scarabosio, 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 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.

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

†Registration form below is not applicable for Ethics class.

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

RMP®/MPM® Class Registration

FEES	Early Registration*	Registration*
RMP® Classes		
Member	\$195.00	\$225.00
Nonmember	\$250.00	\$280.00
Retake	\$100.00	\$130.00
RMP®/MPM® designee	\$97.50	\$127.50

MPM® Classes	Early Registration*	Registration*
Member	\$395.00	\$450.00
Nonmember	\$450.00	\$505.00
Retake	\$300.00	\$355.00
MPM®	\$197.50	\$252.50

* To receive the early registration price payment must be post-marked, 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.

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Two Easy Ways to Register

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

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



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PERMIT NO. 2714**

2005 Leadership Symposium and Winter Business Meetings—Registration Information

January 20–22, 2005 • Austin Marriott at the Capitol • Austin, TX

THE THIRD ANNUAL LEADERSHIP SYMPOSIUM

This symposium is for NARPM leaders at every level, all committee members, all chapter leaders, future leaders, and all members interested in learning more about leadership.

Note that this year committee meetings are scheduled at separate times throughout the program, and there is an interesting offering of leadership workshops. Knowledgeable NARPM members will be making presentations that you will appreciate and enjoy.

Included in the registration fee is the Friday night dinner, which will include the formal installation of the 2005 NARPM board of directors. During this dinner, 2004 national officers retired from the board will receive recognition, and we will hear from the 2005 National President Marc Banner, MPM®.

LOCATION

Our 2005 Leadership Symposium will be held at the same location as the last two years, the Austin Marriott at the Capitol, 701 East 11th Street, Austin, TX 78701.

The Austin Marriott at the Capitol is in full view of the Texas State Capitol in downtown Austin. The hotel is within walking distance of the University of Texas, minutes from the LBJ Library, the Governor's Mansion, and Town Lake, and 10 minutes from the airport. It is just five blocks from Austin's famous Sixth Street entertainment district, with many clubs and restaurants. You can work out at the hotel in the full-service health club; relax in the indoor/outdoor pool, whirlpool or sauna; dine at Allie's American Grille; or kick back with friends at the Marriott Sports Bar or the Lobby Bar.

Symposium attendees will enjoy the special rate of \$127 single/double/triple/quad, plus tax, by calling the Austin Marriott at the Capitol at 800/228-9290 or 512/478-1111 before the group cut-off date of December 28, 2004, and mentioning the NARPM symposium. After this date, reservations will be on a space- and rate-available basis. Check-in is 4 p.m., and check-out is noon. Hotel parking is available for \$6 per day for local attendees.

CHAPTERS: SPECIAL OFFERS FOR YOUR LEADERS

All chapter presidents are invited to this January 2005 Leadership Symposium with a complimentary registration—that is correct, no registration fee for the chapter presidents! Presidents must register, however, just write "President—comp" in the payment information.

As a further incentive for chapter leaders to attend this Leadership Symposium, NARPM national is offering a \$100 matching reimbursement per chapter for any chapter Executive Board member's expenses in attending this Symposium. At the end of the Symposium, or afterwards, simply fill out a NARPM reimbursement form and attach proof showing at least \$100 in expenses for the Symposium, send to Headquarters, and they will return your chapter reimbursement up to \$100.

NARPM really does want chapter leaders to attend this annual Symposium as a means of strengthening local leadership, gaining national leadership, and networking about common issues.

MPM® AND RMP® CLASSES OFFERED

Note that the Austin Chapter of NARPM is offering the opportunity to take an MPM® and an RMP® class the days before this Symposium. A course registration form was included in the symposium brochure.