

Residential Resource

January 2005

Highlights of this Issue!

President's Message	2
Welcome New Members	4
I Don't Know Nothing About Nothing About Nothing	5
NARPM Notes	7
Five-Star Articles	8
Ambassador Program	9
Failure to Plan Is a Plan for Failure	10
Certification Class Registration Form	11
Difficult People vs. Winning Attitudes	12

How to Get Everything You Want From Your Business For More Life

by Dave Holt, MPM®

At the 2004 NARPM Convention and Trade Show, Dave Holt, MPM®, presented a well-received workshop, "Strategic Planning." This article is only a brief summary of what attendees learned.

When I first got into business, I had a business doing in-home pet care and home-sitting. While entering through the garage on one of my property visits, I inadvertently knocked over a gas can and unknowingly, gas was spilling out all over the floor. As I entered the house, I was greeted by the owner's dog who quickly exited through the open door. Unaware of the spilled gas, I proceeded inside to do my check. What I did not know was that the dog was lapping up the gas. As I walked through the living room, I peered out the front window and saw the dog running around and around in a circle. Then, all of a sudden, it stopped and fell over with its legs sticking straight up in the air.

As I was fixated on the dog, I did not realize the owner was watching the whole thing as he was pulling into the driveway. He stormed inside and asked me what just happened. Fumbling for something to say, I said..., "The dog must have run out of gas."

For those who have not heard me tell this story, do not worry; it's not true. It does, however, describe what you and I go through in our business life. You lap up some fuel to keep you excited in your business for a period of time, whether it's attending a seminar, networking, or so on, but eventually you run out of gas because you have not figured out how to take that fuel and turn it into something perpetual. Eventually, you end up like the dog running around in a circle—it does not get you anywhere and only makes you tired.

The real problem is that along with all the good ideas that keep you excited, you have all this day-to-day stuff that does not go away. Not only can you not seem to catch up, you certainly cannot get ahead and move in the direction you want. This only causes stress and burnout.

Many of us have the desire to make more money. The problem is that many do not know how to plan properly in order to make the money they want *and* still have a life. If you want to earn \$100,000 a year, you have to make \$50 per hour. If you do not do things that will make you \$50 an hour, you have to work more hours to earn the \$100,000. We are good at working more hours

to make more money. Some of you create additional revenue streams which is good; however, this usually adds up to working more hours, too. An additional approach is to maximize your time through proper planning. This brings us to the purpose of this article which is to get everything you want out of your business for more *life*.

I believe that the biggest obstacle to success is the lack of consistent systems. Although the entire system would take hours to explain, the fundamental process will at least get you going. First you must start with your Primary Aim. You cannot start to plan unless you know what you want. You should also have a primary business aim. This is that big goal that you want your business to become. You need to write down what you want your life to look like. This is nothing new for any of you, but most people never take the time to do this one simple step. The beginning of this new year is a perfect time to start. To get you going, answer the following questions: What are your values? What do you want? What do you need to earn? How



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

continued on page 3

PRESIDENT'S MESSAGE

The holidays are a wonderful time of year, as celebrating with family and friends brings life into perspective. I hope each of you had a wonderful holiday season. With the New Year it is time to look forward with a sense of renewal and optimism. NARPM is dedicated to Ready, Set, and Grow together in this 17th year as an association of professional peers.

Have you ever thought about NARPM—why NARPM exists and more particularly, why you are a member? After considering the possible answers to this question, I think you'll agree that the answer is very simple. In order to justify membership in NARPM you, the member, must perceive a benefit. Yes, you must tune into that favorite radio station "WIIFM," *What's In It For Me*, or the self-interest motivator, must be satisfied when making the decision to support NARPM. In addition, research suggests that an enjoyable culture is very important when membership decisions are made; can you envision the NARPM culture as sterile and boring? Would you participate in an organization that is not friendly and fun?

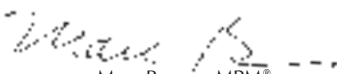
Recognizing these fundamental membership dynamics the national leadership will spend this year completely focused on what NARPM is famous for, delivering benefits and enhancing the fun culture. One of the most effective ways of delivering benefits and fun is through the local chapters. A strong viable chapter will directly benefit the member, the member's business and the member's community. Can you imagine the positive image NARPM would have if there were 50 strong vibrant chapters? Can you envision these strong vibrant chapters being role models for other chapters forming in every state of the Union? Can you imagine the benefits NARPM would be able to deliver with a strong grass roots organization?

The third annual NARPM Leadership Symposium and Winter Business Meetings will convene on January 20 in Austin, TX; this conference will focus on developing strong chapters by training local leaders. A local leader with proper tools is one of the most fundamental ingredients in a strong chapter. Though the local leader is the main focus, the educational opportunities offered this year will enhance any members' ability to lead. These leadership skills will enhance the ability to lead in family matters, business, and community. Please make plans to attend this exciting conference, it's not too late.

The national committees of NARPM are redirecting their focus this year; they are going to reach out and touch the existing local chapters. In the past the primary goal was to start as many new chapters as possible and hope that some of them became strong and vibrant; successfully obtaining this goal has resulted in a significant number of "struggling" chapters and an apathetic opinion of NARPM. This year the local chapters and individual members will see new and enhanced opportunities to "Ready-Set-Grow," including: regional liaisons to assist with all chapter and member issues, traveling chapter development training, traveling educational workshops, access to a dynamic Speakers Bureau, development of a "virtual chapter" for those unassigned members, online education, an Office Support Staff Certification program, a new and dynamic national Web site, and a marketing effort in selected local areas that give NARPM name recognition and credibility. In addition, each member of the National board of directors will be available to visit and bring their individual talents to the local level.

As a member from a strong vibrant chapter, I recognize the overwhelming benefits of the chapter influence. The position I find myself in today is directly related to the success of the Southwest Idaho Chapter and the dynamic members who continue to make that success happen. The benefits I've received from my service to NARPM far outweigh the costs; if my example will induce one individual reading this to get involved in the leadership of NARPM, at any level, the future will be bright, and NARPM will be "Ready-and Set-to Grow."

Have a great January,


 Marc Banner, MPM®
 NARPM President



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How to Get Everything You Want

continued from page 1

do you want others to see you? How do you want to be remembered? This becomes the center around which your business is built. Understand this important point: we build a business that should work for us. The problem is that we spend too much time in our work and not enough time working on the things we want. This in turn creates stress.

Once you know your aim, you can start to set up your business to accomplish that aim. This is done by understanding the five elements to every business and the simple planning process within each element. The elements are lead generation, lead conversion, client/customer fulfillment, management, and finance. Lead generation is all the marketing you do to attract owners and tenants; it's your system for getting them to call. Lead conversion is simply the system of converting those calls into clients and customers. The problem most people have when it comes to maximizing time, is that they spend way too much of it on these two elements without a system. They treat every lead the same by taking the call, giving out information, or even spending time going to someone's house to give a presentation. Understand that not everyone who calls will become a customer or client, and many are simply shopping with no regard for your time. Your lead generating and conversion systems need to be able to weed out the prospects from the suspects so you are only spending your time on those who need your service.

The third element of every business is client/customer fulfillment. This system is designed to provide that higher level of service that makes them advocates of your business.

The fourth element is management. I feel that the best thing business owners can do for their staff is to empower them by providing them with

absolute, predictable systems that produce consistent, predictable results. This is what has enabled McDonald's to be run by teenagers. It will also enable you to focus your time instead of being bogged down with all the *stuff* that sucks you back into the 'doing it' part of business, instead of the 'working on' part. The final element is finance, which is the property and business accounting.

For each of the five elements there needs to be a three-step planning process. I know you have heard these steps, but let's refresh. They are innovation, quantification, and orchestration—better known as goals, objectives, and actions steps. Within each of the five elements of your business, you need to write the main goal. Then there are objectives that will make this goal a reality. These objectives should be quantifiable or measurable; otherwise, it is hard to determine if they are achieved. For each objective, list all of the action steps necessary to accomplish the objective. Let's take lead conversion with the three-step process. The goal could be: My business attracts and converts the best owners, properties, and tenants without having to take the time to meet with prospective owners, evaluate properties, or show properties to prospective tenants until they are preapproved. An objective could be: Get better quality owners in half the time. Some action steps could be: define the qualities of an ideal owner, figure how much time it takes to convert an owner, determine what the owners want to know, set up a voice-mail system to answer the typical questions owners ask and set up an orientation process that relays the benefits to each of the services we offer.

There is a better way to make the money you want and have the life you desire, but it involves proper planning. By taking the time now and following the three-step planning process for the five elements of your business, you can set up your business the way it was intended—to give you more life.

Dave Holt is a NARPM past president and works at R.P. Management Inc. CRMC®.

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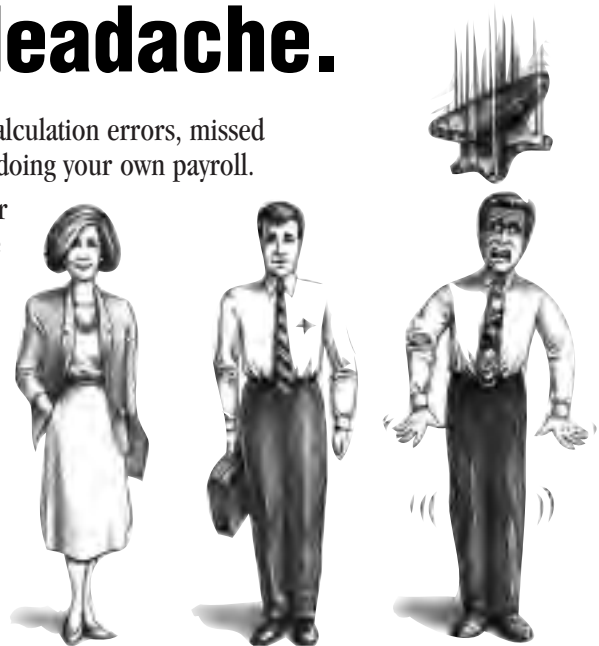
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NEW MEMBERS

Welcome new NARPM members! The following is a list of new members who joined NARPM from November 1 to November 30, 2004.

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I Don't Know Nothing About Nothing About Nothing

By Dave Fletcher, RMP®

Have you ever had a tenant say "I don't know nothing about nothing about nothing" or something similar about items broken, missing, or damaged in the property they lease from you?

- "I don't know how that spot got on the carpet, must have been there when I moved in!"
- "Fish Bones? I don't know how fish bones got into the disposal."
- "The window was broken like that when we came home. I don't know how it happened."
- "I don't know who spilled bleach on the carpet!"
- "Screen door, there was a screen door here?"

Do you have a company policy that covers all these and the many other things that are too numerous to mention. Without one, the final resolution will be hit or miss.

Our policy requires a move in inspection and digital pictures of the unit taken just before the tenant takes possession. We both sign the inspection form and they are given a copy along with five days to add any additional items found and return it or they accept full responsibility at move-out for any damage not listed.

We explain our goal to not hold them accountable for something that was there when they moved in, but to 100% hold them responsible for anything that happens to or at the property from this point on.

We use digital pictures because of the unlimited number of pictures we can take and keep. We file ours by property address and then by date taken. Our digital pictures have been shown in court without challenge. Other courts and judges around the country may not allow digital pictures to be used as evidence in their courts. It would be advisable to check with your local court clerk.

It has been said that a picture is worth a thousand words, and I can show a picture to a tenant in much less time than I can say a thousand words. If we find the problem during a visit without the tenant present, we send a letter detailing the problem, the deadline for resolution with the picture printed on it. We seldom get a call saying, "I don't know nothing about a car parked in the yard. We never park in the yard." Most of the time the picture shown is enough to settle the matter, especially when the license plate number is clearly visible in the picture!

Ever have an owner move back to retake possession of the property after an extended absence? Memories fade with time. Digital pictures last forever and can help jog an owner's memory of the actual condition of the property when he hired you.

In the words of Yogi Berra, "it's deja vu all over again." Documentation, documentation, documentation! How many times have we been told to document everything? Digital pictures along with written documentation are both important to have for all your properties, tenants, and owners. Together they help make your point stronger and less likely to be misinterpreted.

A letter detailing the problem with pictures, a time limit for resolution and a 37-cent stamp is an inexpensive yet powerful way to show a tenant you are aware and in control of any situation. This is not a bad place to be. By using a written policy and a digital camera you will feel more confident of both the process and the outcome.

Dave Fletcher, RMP®, utilizes both a written policy and digital camera in managing 170 units for 65 owners at Fletcher Property Management in Little Rock, AR. He is the 2005 president of the Central Arkansas Chapter of NARPM, and serves nationally as a member of the Certification Committee.

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Help us keep you and other members informed by writing an article that shares your story, experience, or expertise. It is easy to submit. Just e-mail your submission for review to jjacobs@assnmgmt.com. If you are not the author of any materials you think pertinent, send us the Web link, a copy of the article via e-mail or fax a copy along with publication information so we can pursue reprint rights for use of the materials.

Contribute to the Residential Resource

<u>Issue Date</u>	<u>Submission Due Date</u>
March 2005	January 15, 2005
April 2005	February 15, 2005
May 2005	March 15, 2005
June 2005	April 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@assnmgmt.com or send her a Word or text file on 3-1/2" diskette to P.O. Box 140647, Austin, TX 78714-0647. All articles are subject to editing and approval of subject matter.

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STRONG CHAPTER TIP

TIPS FROM THE PRESIDENT

Tip #1:

Have regular monthly meetings that are scheduled on the same day and time at the same location. A monthly meeting is important because it maintains focus on the mission of NARPM: education and networking. Getting together with your peers on a monthly basis will build strong and lasting relationships, both business and personal. Consistent meetings are easily remembered and scheduled by the member (e.g., the third Thursday of each month). A consistent meeting place is important because people become comfortable with a familiar environment; make sure the location represents the professional status of NARPM. Whether a chapter meets during breakfast, lunch, or after work is not important; making the meeting time and location consistent is very important.

NARPM NOTES

FUTURE NARPM NATIONAL CONVENTION AND TRADE SHOWS

September 21-24, 2005
Salt Lake City, UT (Little America Hotel)

September 27-30, 2006
Burlington, VT (Sheraton Hotel)

September 26-29, 2007
Scottsdale, AZ (Sunburst Resort)



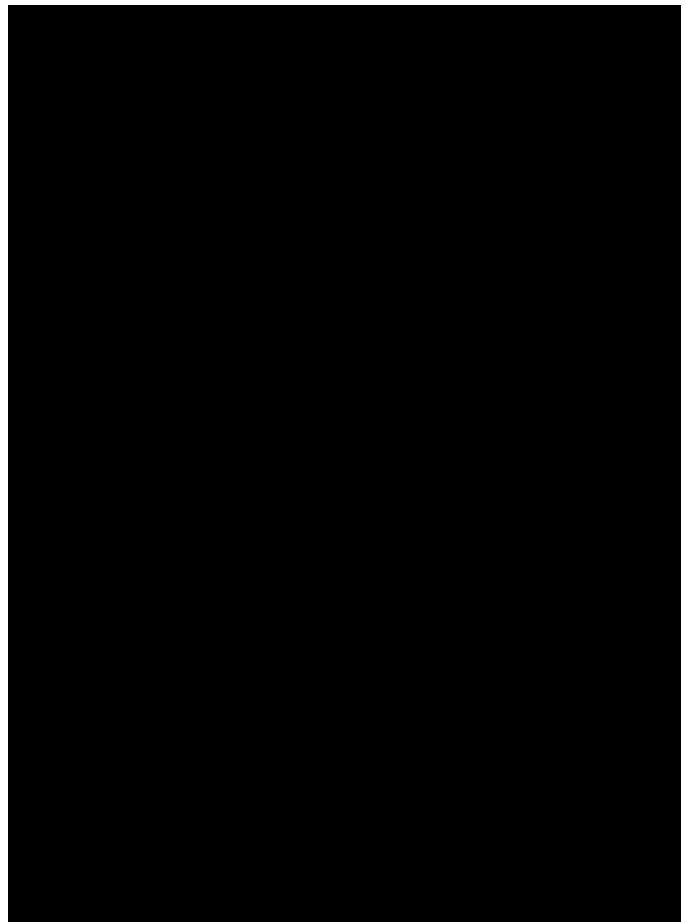
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What Happens to the Lease Agreement When a Tenant Files for Bankruptcy?

by Bruno Friia, CPM®, MPM®

Article reprinted from the August 1997 issue of the Residential Resource.

Bankruptcy is available to individual and corporate debtors who find themselves insolvent or unable to pay their debts in a timely manner. Bankruptcy is, and was to be a creditors' remedy, designed to give a creditor some chance of recovering all or part of the debt owed. But because of its generous "fresh start" policies, bankruptcy has become a debtor's tool.

The "fresh start" policy grants debtors who go through bankruptcy a "discharge" of their remaining debts, with certain exceptions. The policy allows residents who file for bankruptcy to retain possession of a rental property without paying rent. This loophole is being exploited by individuals who file bankruptcy petitions during or after the pendency of state court eviction action. Their bankruptcy filing allows for a stay of all actions against the debtor and permits the resident to retain possession of rental property, rent-free.

Normally, a house provider issues a notice to a resident requesting that he or she pay the overdue rent or vacate the rental property. If the resident fails to comply, the property manager may go to court to obtain a "judgment of possession" allowing eviction to proceed. Bankruptcy

restricts the ability of housing providers to use normal regulatory procedures to regain possession of rental property from residents facing eviction. However, a tenant's intent to file bankruptcy should not stop the property owner from pursuing remedies provided to creditors by state law, such as statutory liens, the possibility of eviction, etc.

The filing of a bankruptcy petition automatically creates an estate comprised of all legal or equitable interests of the debtor in property. This estate is then subject to bankruptcy administration by a court-appointed trustee. Exempt property flows back out of the bankruptcy estate. Every state has its own set of exemptions that may exceed, or agree, with federal exemptions. States may not regulate bankruptcy, though they may pass laws that govern other aspects of the debtor-creditor relationship. The property that is not exempted is subject to bankruptcy proceedings.

Bankruptcy of a resident-debtor is either Chapter 7 (i.e., liquidation) or Chapter 13 (i.e., reorganization). (Chapter 11 "corporate reorganization" is rarely used by an individual resident.)

Liquidation/Chapter 7 allows for all debts to be paid out of the value of the currently owned nonexempt assets. Creditors are paid in the following order: (1) secured creditors, (2) priority creditors, and (3) unsecured creditors. Secured creditors are paid from the property in which they have perfected their security interest. The balance of the unencumbered property is left for the unsecured creditors, which, under bankruptcy rule of equality, share is on a pro rata basis. Unfortunately, the unencumbered property is rarely sufficient for full payment of unsecured debts. Any remaining pre-bankruptcy debts are "discharged" at the end of the bankruptcy.

Reorganization/Chapter 13 allows for debtors to keep their assets and pay debts out of future earnings, under a court approved plan. Reorganization is only available to debtors who have a steady income, but the reorganization plan can take up to three years to put together. The plan must pay each creditor at least as much as that creditor would receive under a liquidation. Bankruptcy discharge is delayed until the debtor completes performance under the plan. A debtor who fails to comply with the plan can be forced into liquidation.

Property owners and managers need to understand what effect a resident filing bankruptcy has on their normal rent collection process.

Upon the actual filing, an "automatic stay" suspends nearly all activity by creditors regarding the debtor's financial obligations. The stay is in effect from the moment the petition is filed, without any further notice, hearing, or official court order. Once the property owner-creditor receives notice that a bankruptcy petition has been filed, the owner-creditor must cease any and all efforts to obtain payment from the resident. The property owner must direct any subsequent inquiry to the trustee or the debtor's attorney—not the resident. Any pending action must be suspended and submitted to the bankruptcy court as a claim.

The trustee or debtor must decide whether to assume or to reject any lease. In a liquidation, the trustee has 60 days from the filing of the bankruptcy petition in which to either assume or reject the lease. In a reorganization, the debtor has until confirmation of a plan to either assume or reject a lease within that plan.

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If the trustee or debtor assumes the lease, it requires acceptance of all terms and a "prompt cure" of any defaults, meaning that all payments be brought current without any modifications or renegotiation of the lease. If the trustee or debtor rejects the lease, you—the landlord—are entitled to damages, and the unpaid rent prior to bankruptcy becomes an unsecured claim. An administrative claim can be filed for any postpetition, unpaid rent.

A letter has been sent to the National Bankruptcy Review Commission requesting that the Commission in its final report amend the U.S. Bankruptcy Code to read: "any act to obtain possession of property of the estate or of property from the estate, or to exercise control over property of the estate, except that possession of a residence by a tenant under a rental agreement, shall not be deemed property of the estate." Meanwhile, consumers need to be aware of the long-term consequences of bankruptcy. A bankruptcy filing remains on an individual's credit record for up to 10 years, making it difficult to obtain future credit. "Bankruptcy: Facts and Consequences" is a consumer pamphlet worth ordering for your reference library. You may receive a free copy by sending a self-addressed stamped #10 (letter-sized) envelope to: AFSA Consumer Credit Education Foundation, 919 18th Street, NW, Washington, DC 20006-5503. In addition, the entire bankruptcy code is available on the Internet at (Legal Research Resources on the Internet) <http://law.fsu.edu/lawtech/lawserch.html>.

This article is intended only to point out the loopholes and highlight the issues in the Federal Bankruptcy Code. The bankruptcy code is quite extensive and this article is not intended to be legal advice. If you are involved in or have a question regarding bankruptcy with a resident-debtor, consult with your legal counsel.

Bruno Friia, CPM®, MPM®, is president of Lambros Real Estate in Missoula, Montana. He is a member of the Montana Board of Realty Regulation and is a past National director for NARPM.



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Ambassador Program 2005

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

November 2004 New Members

<u>New Member</u>	<u>Ambassador Member</u>
Deborah Boulware	Alexander Stone III
Betty Federico	Wanda Franklin, RMP®
Marie Forehand	Wanda Franklin, RMP®
Elaine Greer	Andrew Barkis, MPM®
Shirley Holland	Wanda Franklin, RMP®
Charlene Lewis	Wanda Franklin, RMP®
Walter Mayne	Harold Kalles, MPM®
Rosemarie Morgan	Chuck Warren
Delma Pacheco	Steve Crossland, MPM®
Jose Segarra	Kathy Brinkley
Margaret Vidal	Lawanda Corbett, RMP®
Mary Ann Young	E. Carroll Young

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.

Failure to Plan Is a Plan for Failure

by Betty Fletcher, MPM®

Planning is an essential component of every success. A skillful doctor plans surgery before picking up the scalpel, an accomplished builder plans construction before breaking ground and a practiced attorney plans legal strategy before entering the courtroom. While a failure to plan will not automatically doom you to fail, it will dramatically increase your chances of failure. You have heard it before: A failure to plan is a plan for failure.



One of the core values of NARPM is the sharing among its membership, so I am happy to share the experience of the Central Arkansas chapter in holding our first strategic planning retreat. Do not let the thought of doing a strategic plan overwhelm you. Whether for your chapter or your business, the steps are the same: preparation, execution, and follow-through.

PREPARATION

You will first need to define the purpose of the planning retreat. We had several tasks to accomplish, as this was our first planning session since forming our chapter. They were:

1. Review and update chapter bylaws for relevancy—we provided each member with the bylaws approved when our chapter incorporated.
2. Document our current strengths and weaknesses—a survey was sent to each of our 13 members with 10 responding. We should have (and now have) also sent a survey to our affiliate members.
3. Identify and set goals for the next year—these goals will guide us in scheduling our activities for 2005.
4. Set long-range goals for the next 3-5 years—long-range goals insure the chapter's direction does not change with new leadership.

You will also need to decide who will be invited to participate and how you will fund the planning retreat. Will it be just your chapter officers and directors or will you include all members? Participation in the planning process will foster ownership of the final plan. If your funds do not allow for an overnight trip, plan a one-day session. Consider asking your affiliates to not only

participate but perhaps cover the cost of the meeting room and snacks or lunch.

Then, of course, you will select the date, time and location of the planning retreat. We are lucky enough to have a chapter member managing the perfect location for our retreat, a lakeside motel about one hour south of Little Rock in beautiful Hot Springs. Since our retreat was overnight, we reserved rooms for attendees along with the newly constructed clubhouse for our meeting. *Note: The views of the lake and the fall foliage added a great backdrop for our deliberations.*

We defined expectations by letting everyone know in advance when breaks were scheduled and for how long. We shared the workload by identifying who would facilitate the meeting, and who would take notes and who would compile the task list so all those great ideas are not lost.

Tune into the February issue for more information on planning for the future.

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

2004 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
Jan 20, 2005	Austin, TX	RMP® Habitability Standards and Maintenance	Kittredge 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®
March 18, 2005	Seattle, WA	RMP® Habitability Standards and Maintenance	Kittredge Garren, MPM®
March 18, 2005	Seattle, WA	MPM® Owner/Client Relations	Sylvia Hill, MPM®
March 18, 2005	Seattle, WA	MPM® Owner/Client Relations	Sylvia Hill, MPM®

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.

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 Peter Meer, MPM®, at 303/322-1550 or e-mailing meerandco@aol.com. Peter can provide you with the details you need to make a Certification class a successful venture.

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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Company _____

Address _____

City/State/Zip _____

Telephone _____ Fax _____

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List Classes

Name of class	Class Date	Cost
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
Total		\$ _____

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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.



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Difficult People vs. Winning Attitudes

by **Vickie Gaskill, RMP®, CPM®, ARM®**

There is not a day in the life of a professional property manager that a difficult person does not cross his/her path. It could be at a showing, on the phone, or in the office. The key to handling these difficult people is going to be the “winning attitude” that we have when confronted.

Before discussing the development of a winning attitude it’s important to get an understanding of what makes someone difficult in the first place. There may be numerous reasons, but some of the main ones are as follows:

1. Genetics, Past, and Culture—How a person was brought up and in what social and cultural environment can mold an individual. This mold gets harder to modify as we get older.
2. Biologically Predisposed—Hostile people possess 3–4 potential biological characteristics: higher adrenaline (which activates blood flow) a weaker immune system, a weaker parasympathetic system (that operational system in the body that produces a calming effect), and low serotonin (a neurotransmitter that controls the first 3 issues).
3. Present Day Circumstances—The stress and strain of just trying to make a living, the pace of the world, and the changes of our household profile all add to making people difficult.

A “Winning Attitude” will be the primary force that will determine whether we succeed or fail when dealing with difficult people. Our attitude determines our approach to life and all the situations that we face. Lou Holtz, former Notre Dame football coach said, “Ability is what you’re capable of doing. Motivation determines what you do. Attitude determines how well you do it.”

The Golden Rule is that we want to be treated the way that we treat others. Teddy Roosevelt said, “The most important single ingredient to the formula of success is knowing how to get along with people.” But people

can be frustrating. They are not always charming. They are not always predictable. They show up at the wrong place at the wrong time. How do we deal with it?

Our attitude is extremely influenced by own self-image. It’s our picture or belief about the way we are. So what can we do to improve our self-image?

- Change our inward feelings in order to change our outward actions.
- Relive the successes that we have had.
- Know your strengths and weaknesses—If you are prepared ahead of time, you’ll be ready when the need arises.
- Improve your communication skills.
- Improve your patience level—Listen, stop interrupting, and check your ego at the door. Remember, being right is never more important than being happy.
- Develop more compassion, and become more interested in understanding others.

A tailor-made attitude is a learned behavior. We are responsible for our behavior. We cannot wait for others to change. It’s just not going to happen. As Dr. Phil says (and by-the-way, my mom said it long before he did), “Life is choices.” Everyday we are faced with options, choices, and opportunities. What we choose to do with them it up to us. Viktor Frankl, a Nazi War Camp Survivor said, “The last of human freedoms is to choose one’s attitude.” It’s all a matter of our “Winning Attitude.”

Vickie Gaskill, RMP®, CPM®, ARM®, Owner/Broker, Bell-Anderson and Assoc. LLC, Kent, WA, www.bell-anderson.net.