Chapter Success Guide

Your connection to the community
The ideas expressed in this presentation are just that – ideas – you and your chapter leadership can tailor, mix and match, and amend in any way you feel will work better for you! Chapter structure can differ from national as long as chapter’s activities are not in conflict with national bylaws.
Table of Contents

Use link for electronic version of the guide: [http://www.narpm.org/members/tools/chapter-services/](http://www.narpm.org/members/tools/chapter-services/)

**Chapter Leadership Transition Checklist**

**Section 1: Introduction**
Welcome Letter from the President & Chief Executive Officer  
Mission, Vision & Values  
About NARPM®  
Member Benefits  
NARPM Strategic Plan

**Section 2: The Process – Getting your Group Going**
Getting Started  
Chapter in Formation Milestones  
New Chapter Checklist  
Chapter in Formation Request  
Chapter Planning Outline  
Statement of Understanding

**Section 3: Executive Leadership - Roles & Responsibilities**
Overview – Leadership Structure  
Benefits of being on the Leadership Team  
Expectations of the Leadership Team  
Tips to Being an Effective Leader  
Election and Installation of Officers

**Section 4: Committees**
Introduction to Committees  
Suggested Committee Chair Positions  
Committee Chair Roles and Responsibilities  
Establishing Effective Committees  
Running an Effective Committee Meetings  
Sample Committee Meeting Agenda  
Sample Committee Report

**Section 5: Chapter Bylaws, Parliamentary Procedures & Budget**
Chapter Bylaws  
Sample Bylaws  
Amending Bylaws  
Parliamentary Procedures  
Important Antitrust and Compliance Policies  
Planning your Annual Budget  
Sample Budget

**Section 6: Chapter Development-Phase One- Growth**
Growing Your Chapter Membership  
Who are you Going to Recruit
Who are Affiliates and how to find them
Benefits of an Affiliate member
Affiliate Member Application
Tips for Marketing your Chapter
How to Invite Guests
Getting People to Show Up and Join

**Section 7: Chapter Development-Phase Two-running**
Running an effective meeting
Board Meeting Agenda
Board Meeting Minutes Template
Board Protocol and Conduct
Tips for Running an Effective, Engaging and Energetic Meeting
Chapter Meeting Checklist
Chapter Health Assessment

**Section 8: Chapter Development Phase Three-Chapter Excellence**
Introduction to Chapter Excellence Awards
Chapter of the Year

**Section 9: Education**
Education/Speaker Topics
Introduction to Course Descriptions
Online Courses
Sponsorship Guide for NARPM® Courses

**Section 10: Member Development and Engagement-Creating Raving Fans**
Why People Join and Why they Don’t
Engaging Your Members
Engagement Checklist
NARPM® New Member Mentor Program
NARPM® New Member Mentor Program Checklist
New Member Orientation
Steps to Maximizing your Membership
Networking

**Section 11: Chapter Challenges**

**Section 12: Ambassadors and Mentors**
Ambassadors and Mentors
How to be an Effective Mentor
Tips to a Better Presentation
Appendix
Receipt & Acknowledgement
Chapter Leadership Transition Checklist

Add your local deadlines

☐ October	Remember to Welcome new members
- Survey membership about past meetings asking what they like, didn't like and suggestions. Use this feedback at planning session.
- Incoming President to hold a planning session to set the Chapter Strategic goals for following year. Invite your RVP to attend. President-Elect to establish agenda.

☐ November	Remember to Welcome new members
- Turn in next year’s education course requests no later than Leadership Training to earn 50% of the class net profits.
- Incoming President to attend Leadership Training (dates subject to change).
- Incoming President to start selecting Committee Chairs for following year.
- Forward list of new leadership to National by December 1.
- Work with Board to prepare budget for following year

☐ December	Remember to Welcome new members
- Incoming President to work with current President in running the December meetings (and board if applicable).
- Incoming President to assist in establishing next year’s calendar of meetings/events.
- Incoming President review what was learned at Chapter Leadership training and share book with other leaders.
- Assist with Chapter Compliance and Chapter Excellence. (Deadline last day of February).

☐ January	Remember to Welcome new members
- Assume your position as President. Share your boards Strategic Plan and Vision for the year to the entire membership.
- Ensure that committees are up and running and have a set schedule for year-long meetings.
- Publish annual calendar of events to membership. Forward to RVP.
- Make sure 990’s are filed and annual state corporation registration is handled (dates vary throughout year).
- Look at using NARPM® grant. If you have questions talk to your RVP.
- Review with leadership how to use NARPM.org website.
- Check the master calendar on www.NARPM.org to stay up to date on meetings.
- Review RVP call schedule and have back up in case you cannot attend.
- Middle of month turn in report to RVP for the National Board Meeting.

☐ February	Remember to Welcome new members
- Makes sure you have the required RVP calls for your region on your calendar.
- Make sure you register to attend a state conference near you.
- Are you attending Broker/Owner? Make sure you register.
- Chapter Compliance and Chapter Excellence are due the last day of February.

☐ March	Remember to Welcome new members
- Beginning of month turn in report to RVP for the National Board Meeting.
- Get a sense on how things are going. Survey members through www.SurveyMonkey.com or call and ask. Set up a team to assist.
- Contact Committee Chairs to review how tasks care coming.
- Review the plan of action that was generated from your planning session with the chapter leaders.
- Attend a state conference near your chapter.

☐ April	Remember to Welcome new members
- Restate your Vision for the year (check in with Leadership for adjustments.
- Send out remaining years schedule to membership of chapter.

☐ May	Remember to Welcome new members
• Upload link for minutes and fliers should be open for Chapter Excellence.
• Start promoting the NARPM® Convention in October and continue promoting at all meetings.
• Make sure you book hotel for convention and register.

❑ June  
Remember to Welcome new members
• Beginning of month turn in report to RVP for the National Board Meeting.
• Participate on the Leadership Support Conference Call from NARPM® National.
• Read bylaws and understand nominating process.
• Choose Nominating Committee per the bylaws.
• Survey membership again about past meetings asking what they like, didn’t like and suggestions.

❑ July  
Remember to Welcome new members
• Nominating committee to start looking for leaders – Past President to Chair committee per bylaws.
• Ask Board for recommendations to nominating committee for potential leaders.
• Nominating Committee and Leaders to approach your future leaders to see if they would be interested.
• Approach your future leaders to see if they would be interested.

❑ August  
Remember to Welcome new members
• Elections must be held in September. Chapter Members must be notified 30 days prior to the September elections of nominating slate. Additional Nominations shall be done in two ways:
  a. Write-in: Any member who writes in the name of a nominee shall provide a signed letter from the individual so nominated indicating the said individual's willingness to serve if elected and signed by five percent (5%) of the professional chapter members.
  b. In Person: Any member who is present during the electoral process can be nominated.

❑ September  
Remember to Welcome new members
• Hold elections either in person, or electronically if approved by Executive Committee.
• Have you registered for Convention?
• Conduct a review of the chapter strategic plan to ensure Chapter is on course.
• Last month to promote National Convention.
• Check with President-Elect on registering for Leadership Session in November.

❑ October  
Remember to Welcome new members
• Get ready to attend the convention.
• Ensure that a planning session to set by the incoming President.

❑ November  
Remember to Welcome new members
• Assist, if needed, the President-Elect in Committee Chairs for following year.
• Forward list of new leadership to National by December 1.
• Work on with Chapter Compliance and Chapter Excellence. (Deadline last day of February) Consider President-Elect to head up this task. Make sure you are using upload link to place all documents.
• Work with Board to prepare budget for following year.

❑ December  
Remember to Welcome new members
• Start to have New Leadership assist with running the meetings (and board if applicable).
• Meet with President-Elect to assist in establishing next year’s calendar of meetings/events.
• Give the President-Elect time at the December board meeting to review what was learned at Chapter Leadership training and share book with other leaders.
• Make sure all leaders are ready to step into place January 1.
Introduction
Welcome, History, Mission, Vision & Values, Strategic Plan
Welcome!

Thank you for volunteering your time to help advance the mission of NARPM®. The core of NARPM®, as a professional association, is its members and their eagerness to create viable local communities in which they can add value and effect change for their local and national residential property management industry. NARPM® encourages and welcomes the formation of chapters of NARPM® members, who desire to support and carry forward the vision and mission of NARPM®.

The following guide was created in an effort to give our chapter leaders—both the new and the more experienced—a reference guide to help navigate through chapter operations. This document details the process for starting a NARPM® chapter, the resources available, and the expectations of the organization. NARPM® chapters nationally operate under their own corporate identity— independent in many ways, but also bound by certain bylaws and a code of ethics to ensure a similar membership experience for every member.

This Guide includes:
- A brief history and the Vision and Mission of NARPM®
- Overview of NAPRM® benefits
- Steps to launching a NARPM® chapter
- Timeline to launching an NARPM® chapter
- How to effectively run a chapter
- Developing the leadership of a chapter
- How to grow a chapter
- Resources and frequently asked questions

For more than 30 years, NARPM® has worked hard to provide educational programs of exceptional value and give a voice for the Residential Property Manager Community. Thank you for your dedication to NARPM® and to our mission of being the professional, educational, and ethical leader for the residential property management industry.

Very Truly Yours,

Eric Wetherington, MPM® RMP®
NARPM® President

Gail S. Phillips, CAE
NARPM® Chief Executive Officer
Mission and Vision of NARPM®

Mission
NARPM® provides resources for residential property management professionals who desire to learn, grow and build relationships.

Vision
NARPM® will be the recognized leaders in residential property management industry.

NARPM® Value Statements

Being a member of NARPM® is more than just belonging to another association, it is an opportunity for professional development, the creation of long lasting relationships, and the ability to make a difference in the Residential Property Management Industry. The following values are insignificant unless we incorporate them into our individual lives and reflect them in our everyday practices. We are dedicated to integrating them into the very fabric of our lives and our community, with an ultimate goal to be the ETHICAL leader for the residential property management industry.

Education
Teamwork
Helping Others
Influence
Commitment
Authenticity
Leading by Example
NARPM® Core Values:

**Networking** – Cooperation and sharing as colleagues

**Advocacy** – Advance the profession by influencing issues that impact the residential property management industry

**Relationships** – Competitors who work together for the betterment of the Residential Property Manager Profession

**Professionalism** – Recognize expertise through professional designation

**Education** – Promotion of education and business development

**Ethics** – Respect and integrity among members brought about by ethical, honest and credible behavior
History of NARPM®

Created to Fill Specific Needs
The creation of NARPM® was not one single event or the effort of one single individual. It was born out of a need for more education, validation, networking, and recognition for those individuals who were fee managers of single family homes in the late 1980s. The management of this type of income property had in the past been left to the part-time activities of a real estate sales agent. The individuals that were managing single-family rentals were doing so with a little outside education and often isolated from other agents doing the same type of management.

Technology a Key Factor
The introduction of the personal computer in the real estate office made for the opportunity to change all this. The computer was able to achieve a standardization of accounting workflow for property managers in all areas of the country. Second, the computer allowed a property manager to manage many more properties than was previously possible, and with fewer staff. This enabled more property managers to make the management of single-family homes a career.

Computer Training Led to More
It wasn't long after the computer started to become standard office equipment that Ralph Tutor of Real Estate Software, Inc. started conducting productivity seminars for property managers throughout the country. These seminars would bring property managers together to learn how to operate his company's software.

NARPM® Elects Its First President
The single-family home managers found common ground on all issues within their businesses, not just the accounting software. With Ralph Tutor’s help, in 1987, an organizational meeting was held for single-family managers in Dallas, Texas. The property managers in attendance elected Ralph the first president of the newly created non-profit trade association. Although the Association struggled on many fronts in the first year, it did survive.

Newsletter, National Convention and Committee Meetings
The early leadership put several ideas in motion that remain our focus today. A newsletter was created in 1988 and was published three times per year. Today, the Residential Resource is published eleven times per year and has become an award-winning full color news magazine. The first national convention was held in November 1989. Since then, Annual Conventions have been held in various parts of the country. Committee meetings by conference calls gave the national committee members a chance to work together on the projects started at the beginning of the year. The Association started to gain momentum.
Formal Education and Professional Recognition
By 1991, four one-day courses had been written, designed for the professional property manager of single-family homes. The list of courses available through NARPM® has been growing ever since. NARPM® offers the following designations and certifications:

**For Property Managers: RMP® & MPM®**
Residential Management Professional (RMP®) and Master Property Manager (MPM®) are the designations residential property owners recognize and seek.

**For Companies: CRMC®**
Property management firms that are headed by an MPM® and that demonstrate the highest level of professionalism are eligible for the Certified Residential Management Company (CRMC®) designation.

**For Support Staff: CSS®**
Certified Support Specialist (CSS®) professionals work in an organization with a NARPM® member who has earned the RMP® or MPM® designation. Those individuals who are actively engaged in supporting the company’s property managers are eligible to earn the CSS® certification.

**For Support Staff: CMC**
The Certified Maintenance Coordinator is one of the newest certifications available from NARPM®. NARPM® seeks to become the dominant source for educating and training support specialists in the residential property management industry.

**For Support Staff: CRMB**
The Certified Residential Management Bookkeeper certification is the newest certification available from NARPM®. NARPM® seeks to become the dominant source for educating and training Management Bookkeepers in the residential property management industry.

**Code of Ethics and Standards of Professionalism**
Enhancing the ethical behavior of the membership has always been a basic principle for NARPM®. The Code of Ethics and Standards of Professionalism helps educate our membership, both new and existing, on how a professional property manager should conduct business so that all parties in the landlord-tenant relationship are satisfied. NARPM® members know that ethical behavior is the right thing to do and that it sets the stage for increased business opportunities. In 2014, FTC investigations caused NARPM® to amend their code of ethics as relates to article 9.

*It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM’s® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.*

**Growing Membership**
Membership in late 1988 totaled only 13 members. By 1989, membership had grown to 78 members, and by the fall of 1991, membership stood at over 150. The need had arisen to develop local leadership and structure. A system of chapters was set up. The growth and success of NARPM® has been and will always be dependent on the work done by our membership at all levels of the organization. By January 1997, membership had grown to almost 1,300 members with 34 chapters in place. In 2005, NARPM® breached the 2,000 member mark with 68 chapters. Today, there are more than 5,000 members.
Membership Benefits

NARPM® lends credibility to your business today and is only the beginning of the gains that NARPM® membership brings you and your company over time.

Current Industry-Related News
Our news magazine is issued 11 times per year to keep you current on issues of interest and concern to residential property managers. The Residential Resource is an excellent source for industry information, legislative updates, association news, and tips for making your business more successful and effective.

Annual Convention and Trade Show
The Annual Convention and Trade Show is filled with opportunities for learning, networking and examining the latest technology for property management.

Educational Opportunities
Workshops and courses offered at the Annual Convention and Trade Show teach our members how to be better and more efficient property managers, and how to maximize their profitability. NARPM® courses cover topics such as marketing, maintenance, technology and owner/client relations. Online courses are also available to allow members the ability to learn without leaving their offices.

Nationally Recognized Designations
NARPM® certification programs enable property management professionals to continually update and refine crucial skills. Professional members can earn the Residential Management Professional (RMP®) and Master Property Manager (MPM®) designations. The Certified Support Specialist (CSS®) program is specifically designed for Support Specialist. The Certified Residential Management Company (CRMC®) can only be earned by a Professional Member's company that has reached the highest level of excellence in their profession.

New Member Mentor Program
Mentoring New Members at the chapter level will enhance the growth of NARPM® at all levels. Chapters who use this program will earn points through Chapter Excellence, but Mentors can also earn points for their designations. Download New Member Mentor Program information.

Business Building Referrals
Build your business with referrals through networking with other members across the country via the NARPM® website.

Listing on National Website
A free listing on the NARPM® website gives you international exposure. With over 10,000 visitors (including property owners) searching our site each month, you can expect leads from your listing.

Discussion Boards
NARPM® maintains Discussion Boards for several specialties within the organization. These Discussion Boards enable members to stay in contact and the share questions and concerns as they arise.

Affinity Partner Programs
NARPM® has several affinity programs with various product and service companies including Amazon.com, Budget Rent-A-Car System, The Home Depot PRO, Overstock.com, Travelocity, several office supply companies, and more! These special programs available to NARPM® members offer great discounts, promotions and help raise money for your association.

National and Local Affiliates
NARPM® has a broad array of Affiliates and vendors who can assist in every aspect of your business including advertising, banking and financial, insurance, legal services, software, Internet tools/marketing, tenant screening, maintenance, and other business products and services.
2018-2019 NARPM Strategic Plan

MEMBER VALUE AND BENEFITS

• NARPM must improve customer satisfaction/service of the designation program – AD HOC
  (suggested actions: Members satisfaction rating is low on the designation program process and must be
  enhanced. Establish timeline on when changes will be in place)

• Grow the number of NARPM designees – Professional Development Committee
  (suggested action: determine the amount of increase and when it will be realized)

• Understand members demand for top education courses – Professional Development Committee
  (suggested action: Fill the members need for requested education courses. Survey members and ask for
  feedback and create needed courses)

MEMBERSHIP

• NARPM membership to be 10,000 by 2020 – Member Services Committee
  (suggested action: promote the growth of NARPM to 10,000 by 2020; set metrics and timelines for the
  program)

• More Members using the New Member Incentives – Member Services Committee
  (suggested action: Revamp new member incentives program to determine how to get more members to use
  the program)

• Chapters can grow with incentives – Member Services
  (suggested action: give money to chapters for new members, not just those retained. Send action plan on
  why this will work)

• NARPM can be found online – Communications with input from Member Services
  (suggested action: NARPM increases online presence. What is % of increase and timeline to realize this
  increase)

MEMBER/VENDOR ENGAGEMENT

• Enhanced Leadership Training will grow future chapter leaders – AD HOC
  (suggested action: look at ways to enhance Leadership training to build more effective leaders and create
  more people willing to fill leadership positions)

• Volunteers are important to NARPM and should be recognized – Member Services Committee
  (action: develop incentive programs for NARPM volunteers on all levels)

• NARPM desires to have a “space” to promote rental database – AD HOC
  (suggested action: Look at establishing a rental database for members use)

• NARPM events are “Flagship Events” – Broker/Owner and Convention Committees
  (suggested action: paid speakers; expansion of events with vendor participation)
• NARPM Affiliate Program need to be used by members - AD HOC
  
  (suggested action: Improve the current affinity program that becomes a true Vendor program)

**MARKETING/BRANDING**

• Integrate a membership marketing plan – Communications Committee with input from Member Services
  
  (Suggested actions: Saturate strong NARPM areas with dedicated sales person to target and follow up. Establish goals for the plan and a timeline)

• Communication channels to improve NARPM marketing – Communications Committee
  
  (suggested actions: Optimize channels for improved user experience)

• Brand NARPM as the industry leader – Communications Committee
  
  (suggested actions: Establish clear brand that communicates what NARPM is all about. Establish timeline to have Brand established)

• Brand all NARPM events – Communications Committee
  
  (suggested action: create a brand for all NARPM events to be in place for 2018 convention)

**GOVERNMENTAL ADVOCACY**

• Revamp NARPM PAC to be more effective – Governmental Affairs Committee
  
  (suggested actions – Revamp the NARPM PAC. Set time for completion and guidelines for PAC trustees)

• National Governmental Affairs events/programs strengthen NARPM advocacy across the country – Governmental Affairs Committee
  
  (suggested actions – Day on the Hill – 100 attendees; August PM awareness month with visits to legislature on state level; schedule communications throughout year with legislature; revamp/develop state Governmental Affairs program including state Day on the Hill and other efforts to enhance advocacy and presence at the federal, state, and local levels.)

• NARPM PAC to set a financial goal through contribution from members – NARPM PAC Trustees
  
  (suggested action: timeline for goal; amount of goal; amount of contributions by members)
NARPM COMMITTEES AND STAFF

Communications Committee
Staff: Publications@narpm.org

Member Services Committee
Staff: Info@narpm.org

Governmental Affairs Committee
Staff: Legislativeinfo@narpm.org

Professional Development Committee
Staff: Educationinfo@narpm.org

Finance Committee
Staff: CEO@narpm.org or Accounting@narpm.org

Professional Standards
Staff: CEO@narpm.org

Convention & Broker/Owner
Staff: Conventioninfo@narpm.org
The Process

Getting your Chapter Going
Let’s Get Started!

Do you have a desire to learn, grow and build relationships in the residential property management industry? Are you interested in changing the professional standards practiced by residential property managers in your community? Are you looking to have an impact on your industry's politics and government regulations?

By starting a NARPM® local chapter, not only will you gain visibility for your business, you have a unique opportunity to build a premier professional community of residential property managers who are like minded and have a desire to grow their business while impacting their community.

Establishing a NARPM® local chapter is not an activity to be undertaken lightly. It takes a dedicated leadership and a group effort to ensure the strength and success of the local chapter. The strength of the organization as a whole depends on each local chapter creating and sustaining an active, growing presence in its community, while providing education and resources to members at a local level.

Throughout this process you will have the support of NARPM® National staff, leadership, and local member leaders guiding you through the creation of this local chapter. Are you ready? Your chance to make significant contributions to your community begins NOW!

1. The first step is to get to know us and what we have to offer. Please review our website at http://www.narpm.org/about; read our material, and feel free to ask a lot of questions.

2. If you are interested in starting a local chapter, please contact our national NARPM® office to express your interest in establishing a new local chapter and we will put you into contact with a regional member leader.

3. The next step is to experience NARPM® first hand. We will invite you to attend a nearby local chapter event and/or, a National or State event. This is a great opportunity to meet other members and ask questions. You may even make some new networking contacts and get referrals for potential members for your local chapter.

4. Upon returning from the NARPM® event, the next step would be to determine whether or not you want to launch the local chapter.

5. Review the Statement of Understanding at the end of this section, explaining the relationship between NARPM® National and its local chapters as well as the Strategic Planning for Chapter Success PowerPoint presentation (or contact your NARPM® representative).

6. Should you decide to launch a new local chapter, you would then need to enroll support and interest from thirty-five (35) other qualified individuals* who wish to launch the local chapter with you. In order to remain a local chapter of NARPM® you must be able to maintain a minimum of fifty (50) members to ensure its success. Don't do this alone, find at least two other strong prospective members that are interested in assisting with establishing the local chapter.

7. State Chapters are encouraged to be formed in states where there is a minimum of seventy (70) members at the time of formation and one hundred (100) by the time they become a state chapter.

8. The next step will be to schedule an event in your city. We will work with you side by side during the planning process. The main thing is to work collaboratively to invite qualified prospective members to visit this new startup local chapter. The goal is to sign up 35+ members to get started. Strategize with your NARPM® contact on the best guests to invite.
9. Upon garnering adequate support, a Chapter In Formation Request would need to be filled out and sent to the Board of Directors of NARPM® for local chapter approval.

10. The application will go through an approval process which usually takes up to 60 days. The application will be reviewed by board members and staff leaders.

11. Establish leaders for your local chapter and schedule a planning meeting for your local chapter. You can complete the Chapter Planning Outline, located in this guide, to help you work through some of the logistics of setting up your local chapter.

11. Once you have a Chapter plan in place and have thirty-five (35) paid members, it's time to start having meetings. NARPM® is committed to supporting this startup local chapter while you build out your structure and systems. Upon completing the **Chapter in Formation milestones within 6 months**, the local chapter will then be recognized as an official NARPM® local chapter.

*Qualified individuals are those who are a member in good standing with NARPM® national

**NARPM® Local Chapter in Formation Milestones**

- Hold first event
- Gain support of at least 35 members wishing to launch a new local chapter. If this milestone is not accomplished, don't give up. Keep holding networking events until this milestone is accomplished.
- “Chapter in Formation” request is sent to Board of Directors for approval
- “Chapter In Formation” request is approved by Board of Directors
- Determine your local chapter board
- Hold an Election/Installation of Officers
- Establish Committees
- Function as a local chapter with a minimum of 35 members for 6 months
- Submit request to RVP and National Chief Executive Officer to be approved as a full local chapter with the Board of Directors

**BECOME A FULL CHAPTER**

- Establish Governing Documents
  - Mission Statement
  - Articles of Incorporation
  - By laws
  - Policies Manual
- New local chapter number issued
- New local chapter is added to NARPM® website
- Press release is sent out
- Attend National meeting for presentation of the banner and plaque
- National staff works with appointed volunteer to obtain Articles of Incorporation, EIN, and complete the 501 C-6 application with the IRS.
- Chapter is set up as a legal non-profit organization entity 501 C-6, according to that county's laws
- Set a goal to grow local chapter to 60 members*
- Within 6 months must have 50 members

*In order to maintain a successful local chapter for years to come, growth is key, but don't grow for growth sake. Grow because it is in the best interest of your local chapter and its future. You see there are many benefits to having a larger local chapter, one that is 60 members or more. Growth will:
☐ Further the vision and mission of your local chapter. The bigger the local chapter, the bigger the impact.

☐ The more members you have, the more selection you have for future leaders

☐ With more members, no one member would have to hold more than one leadership role. The responsibility of running the chapter can then be spread out.

☐ With more members, you can ensure that each position of leadership would have a successor and no one will get burnt out by being overextended. (Ideally you would want enough members to have two sets of successors)

☐ The more members, the more momentum you will have. The more momentum, the more prospective members will want to join. No one jumps on a parked train.
NEW CHAPTER CHECKLIST

Launch Event
☐ Volunteers to work with National staff and Regional Leader to set up kick off meeting for the new chapter
☐ Local volunteers to find location and possible sponsor for event. Bring in speaker or seek NARPM® leader to help coordinate a speaker.
☐ National will work with Volunteers to coordinate flyer for event and will assist in promotion from lists obtained locally by the volunteers. Check with local Association of REALTORS® for mailing/email list. National can take your RSVP’s.
☐ At meeting have applications, designation brochures, upcoming designation class fliers, and other pertinent information for attendees. (Contact National to send you material)
☐ A Regional Leader will be in attendance at the meeting.

Chapter in Formation
☐ At the meeting, have a Chapter Information Request form filled out and signed by at least 16 current members of NARPM® national who wish to form the new chapter and be active members. Forward to National for approval by the Board of Directors at their next scheduled meeting.
☐ Once National receives Local Chapter in Formation request form they will confirm members signing the request are in good standing, with a minimum of thirty-five (35) members included. If there is a problem with members who signed charter, national will contract the primary contact at the chapter information, the member services chair, and the RVP.
☐ Decide on officers for chapter and set a meeting to outline future meeting schedule for the year. Forward list of officers of chapters to National and forward meeting schedule to RVP.
☐ Chapter in Formation must operate and prove they can function for six (6) months prior to be approved as a full Chapter.
☐ Chapter in Formation sends proposed name and geographical area to National who will verify that the proposed new chapter name describes a geographical area listing either a city, county or state name and includes NARPM®.
☐ National staff arranges teleconferences with chapter leaders to discuss tools that are available, including chapter website.
☐ After six (6) months if chapter has proven their strength, they can request through the RVP and/or National Chief Executive Officer to be approved as a full chapter with the Board of Directors.

Becoming an official NARPM® Chapter
☐ Once the Board approves them as the chapter, National Staff will arrange call with chapter president to go over details for legal incorporation documents. Also draft sample bylaws will be sent to chapter to review and have adopted at next meeting
☐ RVP prepares motion and staff will assign a new chapter number, for the next scheduled Board of Directors meeting and notifies the new chapter accordingly with a letter of congratulations.
☐ National’s staff updates database and web page by adding the new chapter.
☐ Chapter education/event calendar is planned out and posted on website three months in advance
☐ President sends letter of congratulations, inviting chapter to attend next national meeting for presentation of the banner and plaque. Press release is included in the mailing.
☐ RVP awards plaque and banner to new chapter leader, if possible
☐ National staff works with appointed volunteer to obtain Articles of Incorporation, EIN, and complete the 501 C-6 application with the IRS.
☐ Chapter is set up as a legal non-profit organization entity 501 C-6, according to that county's laws
☐ Work with National staff to submit to State Corporation Commission. The NARPM® national membership committee will pay filing fees.
☐ Chapters operate autonomously under the laws of your state.
☐ A separate bank account in the chapters name is established and maintained
☐ Current fiscal year budget is on file with NARPM® national

Running your chapter
☐ Hold membership meetings at least annually and maintain minutes of meetings
☐ Maintain all required officer positions (President, President-Elect, Secretary and Treasurer)
☐ Comply with National Bylaws, and the Code of Ethics and Standards of Professionalism
☐ Hold an Election/Installation of Officers. See the Job Descriptions and Responsibilities page for each position’s duties.
☐ Form Committees. Local chapter committees are formed by the chapter’s executive committee according to the needs of the area. The committee chairs may also be officers.
☐ Send out a press release: Chapter Elects Leadership
☐ Report new officers of the chapter to National annually
☐ Account for funds using generally accepted accounting principles
☐ File federal tax returns annually
☐ File state tax returns as required
☐ Submit Chapter Certification/Update each year.
☐ Attend National Leadership Training
☐ Attend National Convention to accept Chapter awards and recognitions
NARPM® Chapter in formation request
We, the undersigned member of the National Association of Residential Property Managers, herein request that the NARPM® Board of Directors approve a future chapter with the purpose of recognizing the local NARPM® membership as a local entity tied to the National Association as a chapter of such. We understand that the chapter will be approved “In formation” for a minimum of six (6) months and during this time will work with to bring together members for networking and education.

We agree, as founding members of the __________________________ chapter in formation to:

1. Pledge honor, integrity, and resources to the founding, sustaining, and perpetuation of the above names chapter of the National Association of Residential Property Managers
2. Continue to render distinguished service to the national association and the above named chapter and the residential property management profession.
3. Abide by the bylaws of the chapter
4. Abide by the bylaws of the national association and the NARPM® Code of Ethics.

We further understand once our chapter has proven it can sustain itself, it will be incorporated under the laws of the state in which the members work. The chapter leaders agree to maintain adequate records for this information and to continue to do so as long as there is the above named chapter of the National Association of Residential Property Managers.

Signed this _________ day of ____________________, 20 _______

Signature  Print Name

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________

__________________________________________  ________________________________________
New Chapter Name

Chapter Planning Outline

Chapter Leadership

1. President: ________________________________
2. President-Elect/Vice President: ________________________________
3. Secretary: ________________________________
4. Treasurer: ________________________________
5. Educational Coordinator: ________________________________
6. Membership Coordinator: ________________________________
7. Legislative Coordinator: ________________________________
8. Affiliate Program Coordinator: ________________________________
9. Marketing/Publications: ________________________________
10. Recognitions Chair: ________________________________
11. Other: ________________________________
12. Other: ________________________________

Meeting Outline

1. Meeting Day/Time: ________________________________
2. Meeting Location: ________________________________
3. Board Meeting Day/Time: ________________________________
4. Board Meeting Location: ________________________________
### Topics/Speakers
(see page 110 for meeting topics)

<table>
<thead>
<tr>
<th>Month</th>
<th>Meeting Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td></td>
</tr>
<tr>
<td>February</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td></td>
</tr>
<tr>
<td>April</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td></td>
</tr>
</tbody>
</table>
## Budget – DREAM FIRST!

<table>
<thead>
<tr>
<th>Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional/Associate/Support Membership Fees</td>
<td></td>
</tr>
<tr>
<td>Affiliate Membership &amp; Sponsorship Fees</td>
<td></td>
</tr>
<tr>
<td>Meeting Fees</td>
<td></td>
</tr>
<tr>
<td>Raffle</td>
<td></td>
</tr>
<tr>
<td>Continuing Education Fees</td>
<td></td>
</tr>
<tr>
<td>Chapter Grant</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Expenses (room, food, etc.)</td>
<td></td>
</tr>
<tr>
<td>Marketing Expenses (newsletter, etc.)</td>
<td></td>
</tr>
<tr>
<td>Education Expenses (speaker, equipment, etc.)</td>
<td></td>
</tr>
<tr>
<td>Legal &amp; Accounting Expenses (tax return, corporation fees)</td>
<td></td>
</tr>
<tr>
<td>Officer Travel (to national event(s))</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
</tbody>
</table>
Membership Growth Strategies

Affiliate Program Strategies

Marketing Strategies
LOCAL PROPERTY MANAGERS FORM NARPM® CHAPTER

[Your City] - [Name of chapter], a local chapter of the National Association of Residential Property Managers (NARPM®), in being formed and chartered. Members of this chapter have active careers in the residential property management field and are now part of this new chapter under NARPM®.

The new leaders of the chapter are:
[List all officers’ names, designations, and office held]

NARPM® is the nation’s only professional organization for managers of single-family and small multi-family residential properties, and represents over 5,500 members nationally.

The National Association of Residential Property Managers (NARPM®), founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing over 5,500 members comprised of real estate agents, brokers, managers and their employees. Their mission is to support the professional and ethical practices of rental home management through networking, education and designation. The Association administers several designation programs including the Residential Management Professional (RMP®), the Master Property Manager (MPM®), the Certified Residential Management Company (CRMC®), and the Certified Support Specialist (CSS®). More than 60 local and state chapters of NARPM® are currently operating in major metropolitan areas, and many more are in the formative stages. For information, call NARPM® National at 800-782-3452 or visit www.narpm.org.

###
NARPM® Statement of Understanding
Between national and chapters of NARPM®

Whereas the National Association of Residential Property Managers (NARPM®) was formed to:

- Establish a permanent professional association in the residential property management industry.
- Promote a standard of business ethics, professionalism, and fair practices among its members.
- Establish and promote education, training, and certification of its members.
- Provide and promote an exchange of ideas regarding residential property management.
- Assist in the establishment of chapters to meet the same purposes for which the national association has established.
- Be responsible for matters that affect its membership and the profession as a whole, including national legislation and similar matters.

Whereas NARPM® (hereinafter referred to as National) promotes the formation of chapters to serve a specific geographical area. However, members may choose to consolidate efforts in the formation of a regional or state chapter to serve needs broader than those met by an existing chapter. Should a regional and/or state chapter be formed, it shall be treated as any other chapter and shall be entitled to support from National as in a manner consistent with any other chapter.

Whereas NARPM® has Regional Vice Presidents that act as the liaison between the chapters and the National Board of Directors. The Regional Vice Presidents of NARPM® hold quarterly conference calls so chapter leaders can share their concerns with fellow leaders. They have time to network and discuss issues affecting them locally and regionally.

Whereas chapters that are formed must use “National Association of Residential Property Managers” as part of their respective chapter name and all chapter names must be approved by National.

Whereas chapters are autonomous in their formation from the national organization, their bylaws and annual chapter certification must be submitted to National.

Whereas National continues to support all the chapters and below outlines responsibilities to each group:

**Chapter Responsibility:** It is understood that chapters are incorporated entities that are formed under state laws. Annually, chapter must provide documentation of its status to National through the Chapter Certification process. All chapters are formed separately from the National organization and must maintain all of its own taxes and incorporation documents.

Chapters may charge dues but all billing and accounting must be separate from National billings. A NARPM® Chapter will not collect NARPM® national dues.
Chapters shall adopt bylaws for their governance which do not conflict with National bylaws. The formation of any chapter and bylaws shall be the responsibility of the chapter as a condition of becoming a chapter of National and must be submitted to National. National will assist the chapters in obtaining the articles of incorporation.

Chapters must have membership categories consistent with National and Professional and Support Staff members must be a national NARPM® member prior to joining a chapter. All chapters shall be self-governed and shall be responsible for the annual election of their own officers, holding of periodic (at least four (4) per year) chapter board of directors and membership meetings and shall annually be required to submit chapter certification information.

Members may choose to consolidate efforts in the formation of a regional or state chapter to serve needs broader than those met by an existing chapter. The regional or state chapter shall be formed as per requirement in the bylaws and treated as any other chapter and shall be entitled to support from National in a manner consistent with any other chapter.

**Responsibility of National to chapters:** National will support chapters at different levels, depending on needs. The Chief Executive Officer of NARPM® provides assistance and advice to chapter leaders when requested. National provides chapter leaders with training on how to use tools that have been created by National to help run their chapters. National also provides marketing pieces for chapters to use in recruiting members to join the association and participate in events. National staff will work with chapters to provide designation courses locally. National shares profits of these events with the chapters and the same hold true with the regional conferences. National also provides chapters with websites that are available at no charge.

Should membership of a chapter falls below seven (7), National shall notify the President and Secretary of that chapter. National will work with the chapter to find methods to bring the membership back up to more then seven (7) so they can remain in good standing. In the event such membership remains below the required minimum for a period of six (6) months from notification date, and upon approval of the National Board of Directors, the Member Services Committee shall authorize the Secretary of National to issue a notice of probation to the officers of the chapter. Upon receipt of the notice of probation, the chapter shall have a period of six (6) months to restore the membership to the minimum level for a chapter.

The Regional Vice Presidents of NARPM® hold quarterly conference calls so chapter leaders can share their concerns with fellow leaders. They have time to network and discuss issues affecting them locally and regionally.

*Adopted by the NARPM® Board of Directors 8/19/10*
Executive Leadership

Roles & Responsibilities
Executive Leadership Teams – Roles & Responsibilities

One of the most important aspects of creating a strong, sustainable Chapter is establishing a strong and effective leadership team. As a chapter leader you will have the opportunity to have a direct impact on the direction and growth of your chapter while impacting the lives of the members in which you serve.

A founding leadership team often consists of 12 people who identify with the NARPM® vision, mission and core values, and are interested in starting a chapter in their local community. We suggest recruiting candidates with an array of knowledge, skills, and perspectives in order to draw a diverse pool of individuals for your chapter.

As chapter leaders, you will:

- Gain visibility and credibility for your business
- Develop a multitude of valuable leadership skills
- Make positive changes not only in the lives of your peers in your community, but in the industry as a whole
- Raise awareness about the rules, regulations and legislation that directly impact your community
- Build relationships between other business leaders within the professional community
- Gain an insider's perspective of what's going on in NARPM® and in your region

First part about being a chapter leader is understanding the dynamics of your chapter. NARPM® offers several types of memberships. Just like recruiting candidates for leadership, we encourage recruiting members with an array of backgrounds and experience in order to draw a diverse pool of individuals that can offer different perspectives.

Chapter Member Types

Chapter Member (founding) - A Professional Member of NARPM® who were one of the founding members responsible for launching the chapter

Professional Members of NARPM® are individuals who must be engaged in the management of residential properties as agents for others, licensed in those states that require licensing, or is an employee of a company, or property owner, who handles all aspects of the residential Property management. These individuals must comply with real estate license law for their state but do not have to hold a license. Professional Members have also completed current NARPM® Code of Ethics training.

Associate Members of NARPM® are individuals who are engaged in the management of residential properties as agents for others, licensed in those states that require licensing, or is an employee of a company, or property owner, who handles all aspects of the residential Property management. These individuals must comply with real estate license law for their state but do not have to hold a license. Associate Members have not yet completed the current NARPM® Code of Ethics training.

Support Staff Members are individuals who act in the role of support in the office of a Professional Member, not acting in a capacity requiring licensure in that state.

Affiliate Members are companies who serve or supply the residential property management profession.

Guest/Non-member are individuals who are either engaged in the management of residential properties, are in a support role of a Professional member or an Affiliate who is not yet a member of NARPM®, but who have an interest in becoming a member either nationally or locally.

** Support Staff and Affiliate Members are nonvoting members of NARPM®.

Copyright © 2018 National Association of Residential Property Managers. All Rights Reserved.  www.NARPM.org
Leadership structure

Starting a chapter takes time and attention. It also takes a team. One of the keys to launching a successful chapter is “not doing it on your own.” Each chapter needs a President, a President-Elect, Secretary and Treasurer at a minimum. We suggest garnering the support of at least another 6-8 other fully committed leaders to volunteer as Committee Chairs (refer to page 41) to maximize the value of the membership and flourish as a Chapter.

Although you should create a leadership structure which best suits your chapter, the following leadership positions are required:

<table>
<thead>
<tr>
<th>Title</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| President        | • Presides over meetings  
• Arranges/ plans board meetings  
• Provides/Facilitates the vision for the team  
• Coordinates/supervises overall team activities  
• Oversees leadership team and leads development of chapter’s growth strategies, vision, and goals |
| President-Elect  | • Presides over meetings in absence of President  
• Assists President with follow-up on team activities  
• Arranges meeting location and speaker needs (audio/visual) for general meetings  
• Prepares chapter excellence application |
| Past President   | • Assists with mentoring future leaders within the chapter  
• Serves as Chairman of the Nominating Committee  
• Chapter meeting greeter  
• New Member Welcome Lead |
| Secretary        | • Maintains records of organization  
• Takes minutes of meetings  
• Sends out meeting notices and maintains the roster of members  
• Provides and maintains sign-in sheets and name tags for meetings |
| Treasurer        | • Maintains financial records for organization  
• Coordinates money collection (for meetings and dues, if any) and pays chapter expenses  
• Plans annual budget  
• Arranges for Federal and State tax returns  
• Provides support to the Board |
Benefits of being on the Leadership Team

The Leadership Team of a NARPM® chapter will consist of a minimum of four professional members who are elected to oversee the operations of their local National Association of Residential Property Managers (NARPM®) chapter.

National staff will work closely with the local chapter to provide the most beneficial services and programs to their members. The leadership team will be a representation of their chapter at local, state and national NARPM® Meetings.

There are many benefits to being part of the leadership team of your chapter. As a NARPM® chapter leader, you'll gain meaningful exposure. When speakers are needed to provide presentations at meetings, when vendors are approached about affiliate membership, when articles and pictures are submitted to the local newspaper, when the chapter performs community service, your name is associated with these activities.

Other benefits include:

- Increased networking opportunities including:
  - Connecting one-on-one with new and existing NARPM® members
  - Potential for increased referral opportunities through other Leadership Team members
- Opportunity to affect change within your local business community
- Opportunity to get insider's perspective of what's going on in NARPM® and in your region
- Opportunity to mentor and develop future leaders by sharing your expertise with new chapter leaders and helping them create and implement meaningful member programs and services
- Opportunity to lead and impact the development of your industry
- Increased education through special Leadership Team trainings and mentoring
- Increased knowledge of NARPM® benefits and services
- Opportunities that may lead to larger leadership role(s) within NARPM®
- Lasting business relationships and friendships
- Recognition at NARPM® events
Expectations of the Leadership Team

In order to maintain effective and prosperous Chapters that meet their goals and objectives, it is important that the Chapters have a sound leadership team. In an effort to effectively organize and operate a viable and sustainable chapter, the Leadership Team are bound by a set of professional standards and guidelines outlined in their Chapter’s bylaws.

To be eligible to serve as a chapter officer, an individual shall be a member in good standing with both the chapter and the national association. Furthermore, the chapter member must be willing to fulfill the duties of the office to which he/she is elected, including those duties relating to the national association.

CHAPTER EXECUTIVE COMMITTEE-RESPONSIBILITIES
The chapter executive committee shall have responsibility for the management of the chapter and shall exercise all rights and powers not expressly reserved by these bylaws or the bylaws of the national association. Such management responsibilities shall include, but not be limited to:

1. To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®.
2. Establishing and implementing an organization framework for the chapter.
3. Establishing new or modifying existing operating rules that are not inconsistent with these bylaws, the bylaws of the national association or their intent.
4. Establishing annual chapter dues, application fees and special assessments.
5. Establishing new committees and dissolving existing committees.

All chapter executive committee members should faithfully attend all chapter executive committee meetings and must be a Professional Member of the Chapter.

The executive committee shall be composed of five (5) officers and seven (7) chairs as follows:

OFFICERS

President: The President shall:

☐ Be the chief executive officer of the chapter.
☐ Verify the Chapter’s articles of incorporation and bylaws are on file with the appropriate state agency.
☐ Preside at all meetings of the chapter, making sure they are they are kept on time and on schedule
☐ Act as an alternate signatory for funds withdrawn from the chapter account(s).
☐ Sign all legal documents.
☐ Shall ensure the completion of all documentation required by the National Association including annual Chapter Compliance Report.
☐ Coordinate and prepare with the board members the Chapter of Excellence Award checklist and application to include supporting documents.
☐ Participate in mandatory conference calls held by the National RVP
☐ Attend Leadership Training at National Convention or Regional Conferences.
☐ Notify Membership Chair of new members upon notification from National HQ.
☐ Hold an annual strategic planning meeting with the board and subcommittee chairs
☐ Complete Chapter compliance documentation that is required to be submitted by December 1st annually.
☐ Undertake responsibility for such other activities as deemed appropriate by the committee.
☐ Serve a term of one year commencing with the beginning of the new calendar year.
President-Elect: The President-Elect shall:
- Be elected to a three-year term as an officer (one year as president-elect, one as president and one as past-president).
- Act as an alternate signatory for funds to be withdrawn from the chapter account(s).
- Fulfill the responsibilities of the president during his/her absence.
- Automatically accede to the presidency during a calendar year when the presidency becomes vacant.
- Coordinate chapter meeting venue, banquet event orders and equipment needed for scheduled speakers and workshops, sign Banquet Event Order and verify with Communications Chair and venue for the number of expected attendees.
- Prepare and Archive all needed documents for Chapter of Excellence Award
- Work with President to complete Chapter compliance documentation that is required to be submitted by December 1st annually.
- Participate in mandatory conference calls held by the National RVP.
- Attend Leadership Training at National Convention or State Conferences
- Undertake other activities as are deemed appropriate by the president.
- Replace the president at the end of the fiscal year.

Past President: The Past-President shall:
- Undertake responsibilities as assigned by the President
- Shall serve as Chairman of the Nominating Committee
- Shall serve as greeter at meetings
- Fulfill the responsibilities of the President during the absence of the President and President-Elect.
- Serve a term of one year commencing with the beginning of the calendar year.

Secretary: The Secretary shall:
- Maintain the official records of the association
- Record, maintain and distribute minutes of all regular and special meetings of the committee as appropriate.
- Provide the member sign-in sheet for membership meetings and file.
- Undertake responsibility for such other activities as deemed appropriate by the committee.
- Coordinate raffles, prizes and donations for meetings and charity events.
- Serve a term of one year commencing with the beginning of the calendar year.

Treasurer: The Treasurer shall:
- Be a signatory for all funds withdrawn from chapter account(s).
- Distribute annual renewal notices for chapter dues and special assessments in November of each year
- Deposit all funds into a federally insured financial institution.
- Prepare a financial report for the committee at each meeting and upon request.
- Prepare an end-of-fiscal year report for the national association.
- Prepare the annual budget for consideration
- File all federal, state and local reports as needed along with tax and other financial reports with the appropriate government agencies.
- Retain in safe keeping the post office box key and retrieve mail from the box weekly.
- Prepare and submit applications for chapter grants to National.
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.
Tips to being an effective leader and develop your skills

Know your members needs
- Get to know what your member’s needs. Don’t assume what they need, but take time to ask and clarify what it is that they are trying to accomplish and how you can help them achieve it. It also helps to understand what style of leadership they respond to best and do your best to meet their needs.

Be Present:
- Listen more than you speak-An effective leader is one who listens to their members, values their opinions, and gives them their undivided attention.

Connect with members
- Really get to know your members on a personal level; people are more likely to respond to a leader they know and trust.

Create an environment of communication
- Effective communication is key, try to create an environment where members feel that they can share their concerns and opinions openly and honestly without fear of judgment.

Be enthusiastic
- As a leader you need to be the most outgoing and upbeat person in the room and try to engage as many people as you can, no matter who they are.

Lead by example
- Don’t just simply tell others what to do. Be the embodiment of what you want your members to do and show them the way through example, not just words.

Share leadership
- Inspire a shared vision among your members and empower others to act and take control of the organization as the situation may demand.

Evaluate and share success
- Effective leaders know that when the group succeeds, it’s not the work of an individual, but the collective efforts of the group. They showcase the success of the group and its members over their personal successes.

Things to consider as a board member of your chapter:

1. You have two jobs, one as professional and one as board member
2. This position was never designed to do it alone
3. Use your resources
4. Utilize your Committees
5. Make sure to have FUN
6. Don’t forget that you DO make a difference
7. Keep in mind that others don’t know what it’s supposed to look like
8. Don’t forget the resources at NARPM® National
9. Measure your results (rating) not your feelings

References: http://slideplayer.com/slide/4726293/
Election of Officers

The process:

☐ Elections shall be no later than September and must be identified to National by October so they can RSVP for Leadership Training, or electronically if approved by the chapter executive committee, prior to the end of the calendar year.

☐ Presiding Authority: The outgoing president shall conduct the election. The outgoing president can delegate the electoral process to the president-elect or any other chapter member provided that member is not a nominee.

☐ Nominating Committee – The immediate past president shall serve as chair of the nominating committee and the President shall appoint the other two members of the committee. The recommendation of the Nominating Committee shall be approved by the chapter Executive Committee and presented to the membership for final vote.

☐ Uncontested Offices: The presiding authority shall identify those offices for which there is only one nominee. Upon a motion to close the nominations for such offices, that nominee shall be considered duly elected.

☐ Contested Offices: In the case of contested office(s), each office shall be dealt with through a ballot presented to those who are in attendance at the chapter meeting, or electronically if approved by the chapter executive committee.

☐ The nominee receiving a simple majority shall be elected to the position.

Vacancy of an office

Vacancy of an office shall be declared vacant when an officer:

1. Resigns that office through written notification to the president or the secretary.
2. Is no longer eligible for membership in the chapter or the national association.
3. Is no longer capable of fulfilling duties of the office involved.

Filling a Vacated Office In the event that the position of president is vacated, the president-elect shall automatically fill that position and shall continue to serve as both president and president-elect. In the case of other officers, a vacated office shall be filled by an individual nominated and approved by the executive committee when more than three (3) calendar months remain before the next election at which the vacancy shall be filled.
LOCAL NARPM® CHAPTER ELECTS LEADERSHIP

[Your City] - The National Association of Residential Property Managers (NARPM®) [chapter name] has elected the organization’s [year] Board of Directors. The following leaders will assume their roles in leading this NARPM® chapter throughout the year:

Chapter President:

Chapter President-elect:

Chapter Secretary:

Chapter Treasurer

Chapter Past President

Chapter Board Members:

The NARPM® [chapter name] represents the residential real estate property managers in the [write description] area. NARPM® is the nation’s only professional organization for managers of single-family and small multi-family residential properties. Members represent over $24 billion worth of residential properties nationwide.

The National Association of Residential Property Managers (NARPM®), founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing over 5,000 members comprised of real estate agents, brokers, managers and their employees. Their mission is to support the professional and ethical practices of rental home management through networking, education and designation. The Association administers several designation programs including the Residential Management Professional (RMP®), the Master Property Manager (MPM®), the Certified Residential Management Company (CRMC®), and the Certified Support Specialist (CSS®). More than 60 local chapters of NARPM® are currently operating in major metropolitan areas, and many more are in the formative stages. For information, call NARPM® National at 800-782-3452 or visit www.narpm.org.
Installation of Officers

Would the following please join me at the podium for the Installation of the new Board of Directors?

[Invite them by name by the rank of office held:]
   President:
   President-Elect:
   Secretary:
   Treasurer:
   Past President:
   [Others as Needed]:

You have been selected by your peers to serve in the role you are about to assume. You will be identified as directors of the [name of Chapter], dedicated to the best interests of the public and the welfare of your members.

As newly elected directors, you are entering into a new phase of service, cooperation, and leadership. You will exemplify the best that the residential property management profession has to offer. Guard this trust carefully and give full measure of your time and leadership to the organization, the Board, and fellow members. As a Director the decisions you make, along with the actions you take, will affect not only the [name of Chapter], but all of the other NARPM® professionals. As a recognized industry leader you are pledging yourself to a higher standard of conduct and cooperation with all members of our profession. Finally, as a Director of [name of Chapter] you are expected to endorse and maintain the NARPM® Mission that “NARPM® provides resources for residential property management professionals who desire to learn, grow, and build relationships.” Are you ready to accept the responsibilities as a director?

RESPONSE: I AM

PLEASE RAISE YOUR RIGHT HANDS

As directors of [name of Chapter], do you solemnly promise and swear to administer the office to which you have been elected, to the best of your judgment and ability, conforming to the Bylaws of [name of Chapter], observing and enforcing at all times the activities and interest of [name of Chapter] and the Board?

Will you work constantly for the welfare and promotion of the [name of Chapter] and the National Association of Residential Property Manager?
Do you recognize the important responsibility you are undertaking in serving on the Board of Directors of the [name of Chapter] of NARPM®, and do you hereby pledge to carry out, in a trustworthy and diligent manner, the duties and obligations, as a member of the [name of chapter] Board of Directors.

Finally, do you agree to:

Act for the good of the [name of Chapter] of NARPM®, and represent the best interests of its members, and the people you will serve. Do you commit to adhering to the high standards of NARPM® by following the Code of Ethics, and conduct yourself as a professional residential property manager at all times.

If you agree state “I Do”

Congratulations! You are hereby installed as Directors of the [name of Chapter] of the National Association of Residential Property Managers.

Please join me in congratulating these new officers and directors for [year].
Committees

Committees serve an important role in any successful chapter. Not only do they provide support to the board in accomplishing their goals and objectives, they provide volunteer opportunities for members who do not want the full commitment of being on the Board of Directors but still want to contribute. Committees are also a great way to groom future leaders of the chapter.

Two types of committees:
- **Standing committees** are permanent committees and are established in the organization’s bylaws. They relate to the ongoing governance of the organization.
- **Sub Committees** have a time limit and are created for a specific purpose. Subcommittees can be disbanded when they have accomplished their goals.

The Role of Committees
A committee’s size, the skills and experience of its members, enable a committee to manage areas of importance with a greater detail than a full board. Committees can implement initiatives, make recommendations and resolve issues more efficiently and thoroughly, since small groups are often more efficient at problem-solving than large groups.

Committee Size
When it comes to the size of a committee, there is no one size fits all. The most important factor to consider is having committed committee members and that it be a size that correlates to the duties assigned to it and how many people are needed to do its work.

Committee Composition
Committees are most effective when its committee members have the right skill sets, knowledge and experience for the duties assigned to it; the members are committed and work well as a team. For this reason, committee appointments should be made with careful attention to the mix of skills, perspectives, and personalities of members as well as their availability. Paying attention to these details will keep a member from being overextended and biting off more than they can chew.

There are three roles in a committee, a Committee Chair, Committee Vice-Chair and a Committee member.

Committee Chair role
- Serve as a liaison between the committee and the board of directors.
- Provide leadership to the committee setting the tone for the work of the committee.
- Delegates responsibilities to committee members, support its members in completing their work and ensures the work is completed on time.
- Ensure meetings are planned effectively, sets meeting agendas, run meetings, and ensure distribution of minutes and reports to members.
- Involves all committee members in the decision making.
- Reviews annually with its committee members, their accomplishments in relation to committee goals, and reflect on potential areas of improvement.
- Report to the full board on committee decisions, recommendations, and other committee business.
- Keeps a file of all the committee's work.
Committee Vice Chair Role
- Assists the committee Chairperson in the management of the committee’s work
- Serves as a replacement for the Chair, presiding over meetings when the Chair is unable to attend.

Committee Member’s Role
- Are committed to the goal of the committee
- Participate actively in the committee’s work, including attending meetings and being prepared
- Volunteer for and willingly accept assignments, completing them on time.
- Provide thoughtful input to committee discussion
- Build a working relationship with fellow committee members.
- Stay informed on association activities that affect or are affected by the committee’s work
- Participate actively in the committee’s annual evaluation.

Appointment of Chairs
The Chairpersons and Vice Chairpersons of all committees will be selected by the President, with consultation of the President-Elect and approved by the Board of Directors. Appointment of Vice Chairs shall be done after discussing candidates with that year’s Chair. Chairs shall be chosen from within the existing committee or preferably from one of the vice chairs/sub-chairs.

Chairs will appoint the necessary subcommittees as needed to ensure the NARPM® action list is accomplished. NARPM® has a list of volunteers who have chosen to work on special assignments and the staff can supply that list to any chair upon request.
# Suggested Committee Chair Positions

<table>
<thead>
<tr>
<th>Committee Chair Position</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **Chapter Education Chair**                   | - Plans educational calendar for the year  
- Arranges speakers for meetings  
- Coordinates the scheduling of National courses (if offered)  
- Arranges for continuing education credit (if applicable) |
| **Chapter Designations Chair**                | - Recognizes chapter members’ achievements (on a personal level)  
- Sends cards on members’ special occasions  
- Welcomes new members  
- Recognize past leaders |
| **Chapter Marketing/ Publications Coordinator**| - Prepares meeting notice  
- Coordinates and publishes newsletter  
- Updates web site  
- Publishes NARPM® activities and accomplishments in state and local media (i.e., achievement of designations, editorials, group advertising, etc.) |
| **Membership Coordinator**                    | - Recruits new members by networking and distributing brochures and applications  
- Contacts NARPM® National headquarters to have membership application packets sent to prospective new members  
- Follows up with guests to invite membership and participation  
- Meets and greets members at meetings (This may also be handled by a "hospitality" chair) |
| **Affiliate Program Coordinator**             | - Solicits affiliate members  
- Coordinates activities to involve and promote affiliates  
- Coordinates affiliates trade shows  
- Coordinates affiliate sponsorships  
- Makes sure there is a table for affiliates to put marketing materials on.  
- Outlines affiliate award program |
| **Legislative Coordinator**                   | - Monitors legislative activities which effect the property management industry  
- Reports on activities at member meetings  
- Solicits member involvement to shape legislative decisions |
| **Recognitions Chair**                        | - Recognizes chapter members achievements (on a personal level)  
- Sends cards on members’ special occasions  
- Welcomes new members  
- Recognize past leaders |
Committee Chairs Roles and Responsibilities

There are seven (7) Chair type positions currently. The number of chairs and their prospective job duties may vary from year to year as determined by the board. Chairs are members of the Executive Committee and with the exception of Affiliate members are entitled to vote.

Chapter Education Chair: The Chapter Education Chair shall:
- Plan educational calendar for the year
- Determine educational wants and needs of members (i.e., verbal and written surveys)
- Seek out and coordinate speakers and lecturers that are relevant to the residential industry, submit planned speakers to Executive Committee for approval.
- Notify Communications Chair of speaker’s biographies and topic description for promotional purposes.
- Coordinate the scheduling of national courses (if offered)
- Work with other chapters to provide combined educational events and state or regional conferences
- Arrange for continuing education credit (if applicable)
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.

Chapter Designations Chair: The Chapter Designations Chair shall:
- Create opportunities for members to advance their career through industry designations and skill development
- Promote NARPM® classes and designations to members
- Provide information about potential NARPM® classes in the area
- Convey information about the value and benefit of NARPM® classes
- Convey information about the benefits of professional designations
- Recognize at meetings those who received their certifications
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.

Chapter Marketing/Publications Coordinator: The Chapter Marketing/Publications Coordinator shall:
- Create and review content to be published in state and local media, giving most attention to accuracy, appropriateness, clarity, readability, and timeliness.
- Coordinate and publish chapter newsletter
- Send notices for upcoming meetings and events
- Update chapter website
- Publish NARPM® activities and accomplishments in state and local media (i.e., achievement of designations, editorials, group advertising, etc.)
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.
Chapter Membership Coordinator: The Chapter Membership Coordinator shall:
- Recruits new members by networking and distributing brochures and applications
- Contacts NARPM® national headquarters to have membership application packets sent to prospective new members
- Follows up with guests to invite membership and participation
- Meets and greets members at meetings
- Record prospective members in the online database
- Welcomes members as they enter the meetings
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.

Chapter Affiliate Program Coordinator: The Chapter Affiliate Program Coordinator shall:
- Responsible for the development and maintenance of Affiliate membership relationships.
- Coordinate special sponsorship packages for affiliates in conjunction with assigned NARPM® staff.
- Coordinates activities to involve and promote affiliates
- Solicit and welcome participation of affiliates in the chapter and ensuring that they have appropriate space to display their marketing materials
- Arrange for vendor spotlights at meetings and in the chapter newsletter
- Coordinates affiliates trade shows
- Outlines affiliate award program
- Selects the best quality vendors and leverages vendor benefits (i.e., vendor discounts, vendor preference to services to NARPM® members)
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.

Chapter Legislative Coordinator: The Chapter Legislative Coordinator shall:
- Is responsible for monitoring and collecting information about pending legislation and current laws impacting the property management industry.
- Develops relationships with the local apartment association
- Reports on activities at member meetings
- Solicits member involvement to shape legislative decisions
- Develop a local mailing tree to advise members of actions in local or state governing bodies which are open for public comments on topics related to property management
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.

Chapter Recognitions Chair: The Chapter Recognitions Chair shall:
- Recognizes chapter members achievements (on a personal level)
- Sends cards on members’ special occasions
- Welcomes new members
- Recognize past leaders
- Undertake responsibility for other such activities as deemed appropriate by the committee.
- Serve a term of one year commencing with the beginning of the calendar year.
Establishing Effective Committees

Committee Procedures

- All committee meeting handouts should include the mission statement, strategic goal objectives, action steps, and the committee budget.
- Chairs should keep the committee and subcommittee sections of the Policy and Procedures manual up-to-date. If a change is made, send a copy to the Chief Executive Officer so it can be distributed to the entire Board.
- Committee recommendations and goals should be written and passed to the next committee chair.
- Keep in mind that the membership list of NARPM® is for our own internal use exclusively. It is not to be made public without express permission from the Board.
- Notify the President at least 2 weeks in advance of how much time you will need on the agenda for Board meeting. Any action taken by the committee and motion passed need to be reported to the Board.
- A quorum must be present in order to pass motions

Things to consider when establishing your committee:

- **Committee Responsibility**-What are the main responsibilities of the committee
- **Committee Deliverable**- What will be the end result, program or service that will be delivered by the committee
- **Committee Goal**-What are the measurable goals for the committee's work
- **Orientation** – Taking time to adequately orient members helps start the committee on the right track. Provide information and clearly define:
  - Committee purpose and expectations
  - Structure, reporting procedure, roles and responsibilities
  - Individual member's expectations.

Signs of a Well-Functioning Committee

- Purpose of the committee is clear to all.
- Meetings are run effectively and efficiently-on time and on schedule
- Good communication and camaraderie amongst committee members.
- Good preparation on the part of the Chair and committee members.
- The committee members are committed
- Minutes are complete and concise.
- The work of the committee is being completed on time
- The work of the committee is accepted and makes a valuable contribution to the chapter.
Running an Effective Committee Meeting

Having effective Committee meetings are necessary for productive decision making and implementing the goals and objectives of the Committee. The challenge is that running a purposeful and participative meeting can be difficult at times but it is imperative in order to avoid these common meeting killers:

- Wasting valuable meeting time
- Long discussions with no conclusion
- Low attendance
- Uneven participation-One person dominates the conversation
- Unwillingness to provide feedback

These issues can be easily addressed in a meeting if they are well planned with an agenda, have a clear purpose, are effectively chaired and are focused on decision-making. By using simple steps, your committee meetings will have active participants and amazing results. Please, never have a meeting for meeting sake. All meetings should serve a purpose with clear goals and objectives to be accomplished.

Committee Meeting Notice:
Notify all Committee Members at least one week prior to the meeting.

Tips for effective meetings: (Chairperson)

Before the Meeting
- PLAN THE AGENDA - Include items brought to you by other members. (See page 46)
- Identify which agenda items are for information, discussion or a decision.
- Be well briefed about each item, and actions taken since the last meeting.
- Ensure all supporting documents (including the last meeting's minutes) are sent out with the agenda beforehand no later than 3 days prior to the meeting.
- Arrive in good time before the meeting is due to start.

During the Meeting
- Start the meeting. Welcome any new members. Make any necessary introductions.
- Set the scene. State the purpose and overview with Vision and Mission of NARPM®
- Try to be brief when making a point.
- Maintain control of the meeting by sticking to the agenda and use time effectively
- Allow for flexibility and freedom of expression
- Ensure full participation by drawing out quieter members and discouraging those who are monopolizing the meeting
- Ensure everyone understands what is being discussed.
- Ensure that decisions are recorded, together with who is going to implement them.
- Remember that above all you are there to guide the meeting
- Steer members to work harmoniously and purposefully as a team
- Keep an eye on time.

When setting goals and priorities for tasks consider the following:
- What additional information is needed?
- What will be the biggest challenges in achieving this goal or initiative?
- Has someone else or another organization had a similar experience?
- Is there a success story in another organization on a similar problem?
- Is a staff resource person needed to advise the committee?
- What experience will be necessary to solve the committee assignment?
Sample Committee Meeting Agenda

Date:

1. Welcome Members and Guests
2. Purpose and Overview

Mission
NARPM® provides resources for residential property management professionals, who desire to learn, grow and build relationships

Vision
NARPM® will be the recognized leaders in residential property management industry.

3. Appoint a secretary to maintain records of the committee’s actions or recommendations.

4. Review of Agenda Items—ask for any additions

5. Approval of previous meeting minutes

6. Review Budget

7. Review old business (Actions since last meeting)

8. Discuss New Business

9. Summarize decisions taken and action points to be followed up e.g. who’s responsible, by when. Set report dates to report progress on each assignment.

<table>
<thead>
<tr>
<th>Date added</th>
<th>ACTION ITEM</th>
<th>RESPONSIBLE</th>
<th>DUE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Agree upon date and time of next meeting.

11. Agree what special items will be put on the agenda of the next meeting

12. Adjourn.

13. Ensure that the minutes are written up, checked by the Chair and sent out in good time.
Sample Committee Report

Committee Name:

Chair of Committee:

Committee Members in attendance:

Date of meeting:

Action Items In Progress/Pending:

Action Items Completed:

Budget Requirements:

Recommendations/motions:

Other Comments:

Submitted by: Date:

Chair (signed): ________________________________
Chapter Bylaws, Parliamentary Procedures & Budget
Chapter Bylaws

WHAT ARE Chapter BYLAWS?
Bylaws are the written rules that control the governance of a chapter and to help chapters in the process of organizing and running their chapter. Bylaws define a chapter's official name, purpose, requirements for membership, officers' titles and responsibilities, how offices are to be elected, how meetings should be conducted as well as professional codes of ethics and standards of professionalism.

Bylaws serve as the legal guidelines of the chapter and the organization and provide protection for the members. Carefully crafted bylaws and adherence to them provide protection against legal challenges. They must be filed with the state in which you're incorporated or registered.

WHY SHOULD Your Chapter HAVE BYLAWS?
- Determining exactly how your chapter is going to operate and putting that down on paper can ensure the fairness of board decisions and provide resolutions to difficult situations and conflicts (like what to do about a difficult officer).
- Having bylaws is necessary for your chapter to apply for its 501 C-6 status.
- Having bylaws helps keep your chapter focused on its intended purpose by specifically defining that purpose.

Log into NARPM.org for chapter bylaws: [https://www.narpm.org/members/documents-forms/chapter-documents/](https://www.narpm.org/members/documents-forms/chapter-documents/) and locate your region and chapter.

HOW DO YOU WRITE BYLAWS?
Congratulations the Board has approved you as a full chapter, now is the time to get your Bylaws written- Here are the steps to getting your chapter bylaws written:

- Arrange a call with National Staff to arrange with chapter president to go over details for legal incorporation documents.
- The National Staff will send sample bylaws for chapter to review and have adopted at next meeting.
- Get copies of the proposed bylaws out to the group that's going to edit or go over them well in advance of the meeting so they'll have time to reflect and can have their questions, issues, prospective changes, or concerns ready.
- The leadership team that will approve the bylaws should meet to review the bylaws.
- Have one person taking charge and reading off the bylaws for approval or you can take turns reading the articles and sections aloud, carefully going over each article and section individually for approval. This may seem tedious, but your bylaws are very important and should be handled with attention to detail.
- Take note and discuss any changes, voting when necessary.
- Refer back to the National Staff with any changes needed.
- Make all the agreed-upon changes to the bylaws and meet again to go over the final draft. When everyone is satisfied that the changes have been made correctly and the bylaws are as they should be, you should vote to approve bylaws.
- The date that the final draft was approved should appear at the bottom of the bylaws in all future copies.
- Provide copies of the bylaws to all that need them: officers, members of your board, and committee chairs should be given copies of the bylaws. Also, you should either give copies to all members, or make copies easily available to those who want them.
- File your bylaws with the state.
- Put your bylaws into practice.
Sample Bylaws

Bylaws of
The __________________ Chapter of
The National Association of Residential Property Managers

ARTICLE I: Name, Purposes, Powers and Definitions

Section A: Name

The name of this organization shall be the [Chapter Name] chapter of the National Association of Residential Property Managers, Inc., hereinafter referred to as the Chapter. [REQUIRED]

Section B: Purpose

The purposes for which the organization is established are to:

1. Establish a permanent trade association in the residential property management industry in the [insert geographical description and boundaries for the new chapter. Include all cities and towns].

2. To promote a standard of business ethics, professionalism and fair practices among its members.

3. To establish and promote education of its members.

4. To provide and promote an exchange of ideas regarding residential property management.

5. To educate and promote legislative initiative in the [insert geographic area, such as city, state, or regional area]

Section C: Powers

The chapter may exercise all powers granted to it as a corporation organized under the non-profit corporation laws of the State of [insert state name].

1. The chapter shall be subject to all rules, regulations, ethics, and standards and bylaws of the National Association of Residential Property Managers, Inc. [REQUIRED]

2. Chapter bylaws shall not conflict with those of the National Association of Residential Property Managers, Inc., hereinafter referred to as the national association. [REQUIRED]

Section D: This chapter’s geographical definition shall be: [insert geographical description and boundaries for the new chapter. Include all cities and towns]

ARTICLE II: Membership [REQUIRED]

Professional, Associate, Support Staff, Affiliate Member, Honorary Members, and Company Membership

Section A: Professional Member

Professional Member shall be an individual actively engaged in the management of residential properties as an agent for others. The individual must follow his/her specific state regulatory licensing law regarding licensure in performing the duties of a property manager. This member has completed a course of instruction covering the NARPM® Code of Ethics.
A Professional Member may also be an employee of a company, or employee of a property owner, or employee of an investor, who handles all aspects of residential property management. These individuals must comply with state licensing laws, but do not hold an active real estate license.

Section B: Associate Member

An Associate Member shall be an individual actively engaged in the management of residential properties as an agent for others. The individual must follow his/her specific state regulatory licensing law regarding licensure in performing the duties of a property manager. An Associate Member cannot hold the RMP® and/or MPM® designation, any certification, or hold elective office. This member has not completed a course of instruction covering the NARPM® Code of Ethics.

An Associate Member may also be an employee of a company, or employee of a property owner, or employee of an investor, who handles all aspects of residential property management. These individuals must comply with state licensing laws, but do not hold an active real estate license.

Section C: Support Staff

A Support Staff Member shall be a person acting in the role of support in the office of a Professional Member and the Support Staff Member must not be acting in a capacity requiring licensure according to his/her state’s regulatory licensing law. A Support Staff Member does not vote or hold elective office.

Section D: Affiliate Member

An Affiliate Member shall be an individual or business entity, which provides products, services or expertise to the residential property management industry. Requirements relating to acceptance into affiliate membership, suspension of affiliate membership shall be identical to those specified for members, except that affiliate members are not eligible to vote; However, affiliate members [choose one: can or can not] be a chairperson and [choose one: can or can not] serve in advisory positions to the executive committee or chairpersons or committee members. An affiliate member does not vote or hold elective office.

The Chapter [choose one] shall/shall not recognize all NARPM® National Affiliate Members as Affiliate Members of this Chapter.

Section E: Honorary Member

Honorary membership shall be bestowed upon individuals who, are recommended by the chapter board of directors and have rendered distinguished service to the Chapter or to the profession of property management. Honorary members shall pay no dues or other assessments to the Chapter, and shall be eligible to participate in the usual activities of the Chapter, except they shall be ineligible to vote, hold office or serve as a member of the executive committee.

Section F: Life Member

Life members shall be all national past Presidents of NARPM®. Life membership will begin as the President’s term is completed. Dues will be waived for Life members. Other members who qualify may apply for Life Member as outlined in the national bylaws and complete the approved application.

Life Members shall not pay dues and are strongly encouraged to complete a course of instruction covering the NARPM® Code of Ethics. They shall be eligible to participate in the usual activities of the Association and its Committees, and are eligible to vote and hold office.

- All Past Presidents shall be deemed Life Professional Members of the Association
- Shall be bestowed upon individuals who have retired from the property management business and, in the opinion of the Board of Directors, have rendered, or continue to render, distinguished service to the Association or the property management profession. An application to the NARPM® National Board of Director must be approved in order to hold this membership type.
Section G: Company Membership (OPTIONAL)

Company Membership is offered to the responsible individual of the company. In order to hold Company Membership, the company must have four (4) members, which is a combination of Professional and Support members, with two (2) out of the four (4) being Professional members. Additional Professional Members, Support Staff and Associate Members may register under the company for an additional fee. Membership categories under the Company will follow the same eligibilities and requirements as outlined above.

Section I: Application by Professional, Associate, or Support Staff Members:

1. Acceptance into membership: An applicant for membership in a chapter shall first be a member of the national association. A member of the national association may be a member of more than one chapter as long as that member meets all requirements for each chapter membership. New Members must complete a Code of Ethics course of instruction from the National Association of Residential Property Managers to become a Professional Member.

2. Vote: Voting member shall be eligible to vote in person at the annual meeting of the chapter in which officers are elected. Any member shall be eligible to vote at all meetings of sub-committees upon which the member serves, if any.

ARTICLE III: Suspension, Termination and Resignation of Membership

Section A: Suspension of Membership

Suspension of membership shall result in a member being unable to vote in chapter matters for a period of time designated by these or the national association bylaws or, where such discretion is authorized by the national association, for any one of the following reasons:

1. Suspension of membership: Suspension of membership for reasons stated in the bylaws of the national association.

2. By notification of the National NARPM® Board of Directors as a result of violations of the Code of Ethics and Standards of Professionalism.

Section B: Termination of Membership

Membership shall be terminated for reasons identified below. Upon termination, a member shall lose all rights and interests in the chapter and the national association.

1. Resignation:
   a. Any member, other than Affiliate Member, may resign at any time by forwarding a letter stating such intent to the [name of chapter] and the National Association, if applicable. The letter shall indicate the date on which the resignation is effective. No refund of chapter or national association dues shall be made for any reason.
   b. Affiliate member may resign at any time by forwarding a letter stating such intent to the Chapter. The letter shall indicate the date on which the resignation is effective. No refund of chapter or national association dues shall be made for any reason.

2. Failure to Pay Obligations: Membership shall terminate automatically when a member fails to pay annual Chapter dues within 75 days of the due date. Members may file a letter of appeal to the executive committee should an extension be needed to pay obligation.

3. Delinquency in Payments: Any member failing to pay sums due to the National Association within 30 calendar days of an invoice due date, shall be considered delinquent. Delinquency status shall remain in effect for one year, or until payment of obligations is made in full, whichever occurs first.
4. Code of Ethics Violations: By notification from the National Association to the Chapter executive committee, of a violation(s) of the Code of Ethics and Standards of Professionalism or for non-payment of national annual dues.

Section C: Transferring in a Company membership: (OPTIONAL)

The use of Company membership will enable the transfer of memberships to other people in their company. In order to transfer membership, proof of termination from the licensing division, showing evidence that the person has left the firm, is required. For Support Staff, or in states where licensing is not required, other proof of termination must be submitted.

Section D: Reinstatement of Membership

A former member still meeting all membership requirements shall be reinstated:

1. Upon request, if such request is received during the calendar year during which a resignation occurred.

2. Upon request, provided that all financial indebtedness incurred has been paid and is current.

3. After a waiting period of one calendar year from the date of termination as a result of a presidential request or by an action of the board of directors of the national association.

4. Request through the normal application procedures, if the resignation occurred beyond the current fiscal year.

ARTICLE IV: Executive Committee/Board of Directors

Section A: Responsibilities

The chapter executive committee/board of directors, hereinafter known as the committee, shall have responsibility for the management of the chapter and shall exercise all rights and powers not expressly reserved by these bylaws or the bylaws of the national association. Such management responsibilities shall include, but not be limited to:

1. Establishing and implementing an organization framework for the chapter.

2. Establishing new or modifying existing operating rules that are not inconsistent with these bylaws, the bylaws of the national association or their intent. Changes to the bylaws must be submitted to the board of directors of the national association for approval.

3. Establishing annual chapter dues, application fees and special assessments.

4. Establishing new committees and dissolving existing committees.

Section B: The Executive Committee

All chapter executive committee members should faithfully attend all chapter executive committee meetings, the executive committee, hereinafter known as the committee, shall be composed of (fill in number) officers as follows:

1. President: The president shall:
   a. Serve as the chief executive officer of the chapter.
   b. preside at all meetings of the chapter.
   c. Act as an alternate signatory for funds withdrawn from the chapter account(s).
   d. Sign all legal documents.
   e. Undertake responsibility for such other activities as deemed appropriate by the committee.
   f. Shall ensure the completion of all documentation required by the National Association.
g. Serve a term of one year commencing with the beginning of the new calendar year.

h. Must be a Professional Member of the Chapter.

l. Must attend annual Board Leadership Training offered by the National Association of Residential Property Managers. [REQUIRED]

2. President-Elect: The president-elect shall:
   a. Act as an alternate signatory for funds to be withdrawn from the chapter account(s).
   b. Fulfill the responsibilities of the president during his/her absence.
   c. Replace the president at the end of the fiscal year.
   d. Automatically accede to the presidency during a calendar year when the presidency becomes vacant.
   e. Undertake other activities as are deemed appropriate by the president.
   f. Serve a term of one year commencing with the beginning of the calendar year.
   g. Must be a Professional Member of the Chapter.
   h. Notify all chapter members of upcoming meetings
   i. Coordinate speakers and lecturers that are relevant to the residential industry for chapter meetings.
   j. Undertake responsibility for such other activities as deemed appropriate by the committee.
   k. Oversee the submission of Chapter reports including Chapter Excellence submission
   l. Must be back up for be in attendance at annual Board Leadership Training offered by the National Association of Residential Property Managers if the President is unable to attend. [REQUIRED]

3. Secretary: The secretary shall:
   a. Maintain current chapter membership records to coincide with the national association's membership database.
   b. Record, maintain and distribute minutes of all regular and special meetings of the committee as appropriate.
   c. File all federal, state and local reports as needed.
   d. Undertake responsibility for such other activities as deemed appropriate by the committee.
   e. Serve a term of one year commencing with the beginning of the calendar year.
   f. Must be a Professional Member of the Chapter.

4. Treasurer: The treasurer shall:
   a. Be a signatory for all funds withdrawn from chapter account(s).
   b. Distribute annual renewal notices for chapter dues and special assessments.
   c. Deposit all funds into a federally insured financial institution.
   d. Prepare a financial report for the committee upon request.
   e. Prepare an end-of-fiscal year report for the national association.
   f. File tax and other financial reports with the appropriate government agencies.
   g. Undertake responsibility for other such activities as deemed appropriate by the committee.
   h. Serve a term of one year commencing with the beginning of the calendar year.
   i. Must be a Professional Member of the Chapter.

6. Past President
   a. Shall serve as Chairman of the Nominating Committee
   b. Undertake responsibilities as assigned by the President
   c. Serve a term of one year commencing with the beginning of the calendar year.

ARTICLE V: Eligibility, Nominations, Elections, Terms of Office and Vacancies

Section A: Eligibility

To be eligible to serve as a chapter officer, an individual shall be a member in good standing with both the chapter and the national association. Furthermore, the chapter member must be willing to fulfill
the duties of the office to which he/she is elected, including those duties relating to the national association.

Section B: Notification of Members

Chapter members shall be notified in writing, or electronically if approved by the Chapter Executive Committee, of the pending election and nominations solicited from chapter members at least thirty (30) days prior to the end of the election. Nominations shall be done in two ways:

a. Write-in: Any member who writes in the name of a nominee shall provide a signed letter from the individual so nominated indicating the said individual’s willingness to serve if elected and signed by five percent (5%) of the professional chapter members.

b. In Person: Any member who is present during the electoral process can be nominated.

Section C: Elections

Elections shall be conducted no later than the September chapter meeting, or electronically no later than the month of September, if approved by the chapter executive committee, prior to the end of the calendar year. [REQUIRED]

1. Presiding Authority: The outgoing president shall conduct the election. The outgoing president can delegate the electoral process to the president-elect or any other chapter member provided that member is not a nominee.

2. Nominating Committee – The immediate past president shall serve as chair of the nominating committee and the President shall appoint the other two members of the committee. The recommendation of the Nominating Committee shall be approved by the [Chapter Name] Executive Committee and presented to the membership for final vote.

3. Uncontested Offices: The presiding authority shall identify to the membership those offices for which there is only one nominee. Upon a motion to close the nominations for such offices, that nominee shall be considered duly elected.

5. Contested Offices: In the case of contested office(s), each office shall be dealt with through a ballot presented to those who are in attendance at the chapter meeting, or electronically if approved by the chapter executive committee. The nominee receiving a simple majority shall be elected to the position.

6. The Chapter shall/shall not (choose one) allow nominations from the floor of the chapter meeting. If electronic elections take place write-In Candidates must be solicited. Write-in candidates shall be added to the slate if said candidate’s names are presented in writing to the Nominating Committee thirty (30) days before the election, accompanied by the signatures of ten percent (10%) of the professional members in good standing recommending the candidates for a director or for an officer position.

Section D: Term of Office

An officer’s term of office shall commence with the beginning of the chapters calendar year and conclude at the end of the same, unless stated otherwise in these bylaws.

Section E: Vacancy

An office shall be declared vacant when an officer:

1. Resigns that office through written notification to the president or the secretary.

2. No longer is eligible for membership in the chapter or the national association.
3. No longer is capable of fulfilling duties of the office involved.

Section F: Filling a Vacated Office

In the event that the position of president is vacated, the president-elect shall automatically fill that position and shall continue to serve as both president and president-elect. In the case of other officers, a vacated office shall be filled:

1. When: When more than three (3) calendar months remain before the next election at which the vacancy shall be filled.

2. Procedure: By an individual nominated and approved by the executive committee to fill the remaining year of the term. At the next election, the remainder of the term for the office must be filled through the nominations process.

ARTICLE VI: Meetings, Locations and Majority Rules

Section A: The executive committee shall meet with the same frequency as the chapter meetings, or at a time approved by the chapter executive committee, which must be no fewer than four (4) meetings annually. [REQUIRED]

1. Notice of Regular Meeting: With the advice and consent of the president, the secretary shall notify all members of the executive committee of the date, time and place by regular letter mailed to each member of the committee.

2. Waiver of Notice: Attendance by any member of the executive committee at a regularly scheduled meeting at which date, time and place is established for the next meeting shall constitute a waiver of notice of the next regular meeting of the committee.

3. Electronic Meetings: If approved by the chapter executive committee, meeting can be held electronically in order to conduct the business of the chapter.

Section B: Location

All meetings of the chapter shall be held within the geographic definition of the chapter. All meetings of the executive committee shall be held within the geographic definition of the chapter unless otherwise waived by all the members of the executive committee. Annual meeting location of the Chapter shall be approved by the Executive Committee.

Section C: Quorum

1. A Majority of the executive committee officers in attendance shall constitute a quorum.

2. Quorum: A quorum to conduct business by the members shall be 10% of the member eligible to vote at a regularly scheduled meeting. A chapter event can be held without a quorum but no business can be conducted.

Section D: Simple Majority Vote

All actions and decisions of the executive committee shall be made official by simple majority vote of the members present at any regular or special meeting of the committee, unless otherwise precluded by law.

ARTICLE VII: Committees

Section A: Appointment
Except as otherwise stated in these bylaws or the bylaws of the national association, the chairpersons and members of all sub-committees shall be appointed by the president with the advice and consent of the executive committee.

Section B: Responsibilities

Committees shall undertake such responsibilities as are identified in these bylaws or as may be assigned to them by the president with the advice and consent of the executive committee. No sub-committee may take any action on behalf of or representative of the chapter unless specifically authorized by the executive committee.

Section C: Creation and Dissolution

The president, with the advice and consent of the executive committee, shall have the authority to create and dissolve sub-committees according to the needs of the chapter.

ARTICLE VIII: Code of Ethics & Standards of Professionalism. [REQUIRED]

Acknowledgment and Enforcement

As a condition of membership, all Professional Members of NARPM® must complete a NARPM® Code of Ethics training once within a four year period, beginning January 1, 2012, and each four year period thereafter. Each Professional Member of the association is required to complete a NARPM® approved ethics training either in classroom or through other means as approved by the board of directors of NARPM® National.

Failure to satisfy this requirement will result in the professional members reverting to an associate member until course is completed.

Section A: Acknowledgment

A Chapter Charter is granted by the National Association of Residential Property Managers, Inc, only upon the acknowledgment that the chapter members shall:

1. Be familiar with Code: Read and be familiar with the applicable Code of Ethics to which continual adherence is mandatory for continuation of a Chapter Charter and individual membership.

2. Be Unopposed to Application: By receipt of the Chapter Charter, the chapter does hereby formally agree to not take any legal action(s) against the national association, its officer(s), director(s), committee chairperson(s), committee member(s) or the chapter, its officer(s), sub-committee chairperson(s) or sub-committee member(s) for any prescribed action identified by these bylaws or the bylaws of the national association taken for the purpose of enforcing the applicable Code of Ethics and Standards of Professionalism.

Section B: Enforcement

It is the duty of the President of the chapter to report all violations to national association’s Code of Ethics and Standards of Professionalism to the national association’s grievance committee.

ARTICLE IX: Financial Considerations

Section A: Calendar Year

The chapter’s financial year shall be a calendar year.

Section B: Chapter Dues
A The Chapter may charge annual and pro-rated dues, subject to approval by the national association, as outlined below:

1. Payable: Dues for local chapters are payable no later then January 1 of each year.

2. Non-payment of Dues: Failure to pay the annual chapter dues within [fill in number] days after the first day of the year shall result in automatic termination of chapter membership unless there are extenuating circumstances.

3. Member Dues: The amount of the Chapter dues for all members and each class of membership shall be established annually by the board of directors during the budgeting process.

4. Affiliate dues: The amount of local chapter dues for Affiliate dues shall be established annually by the board of directors during the budgeting process. The chapter [choose one] will/will not charge dues to National Affiliate members.

5. Late Fees: Any payment received after the due date will be considered late, and a late fee will be assessed. The Board of Directors must approve any schedule of late fees or returned check fees during the budgeting process.

Section C: Special Assessments

Special Assessments may be established by the executive committee and imposed upon its chapter members and/or affiliate members for a specific funding purpose. The purpose and amount of any special assessment shall be announced at a regular or special meeting of the chapter prior to the imposition of such an assessment. No more than one special assessment may be imposed in any calendar year.

Section D: Budget

The treasurer, in conjunction with the executive committee, shall prepare an itemized budget of income and expenses for each calendar year. The budget shall not exceed the chapter's ability to pay the same and shall be approved by the [chapter name] Executive Committee or Board of Directors.

Section E: Non-Binding

The chapter shall not have any authority to financially obligate or bind the National Association of Residential Property Managers, Inc., for any reason.

ARTICLE X: Proposals and Procedures for Amending

Section A: Proposals

Amendments to these bylaws may be proposed by any chapter member or board of director of the National Association of Residential Property Managers, Inc., at any time through a letter addressed to the executive committee and presented or mailed to the secretary. Any proposal shall be studied by the entire executive committee or an officer of the executive committee or by a sub-committee created and/or assigned for that purpose as appointed by the president.

Section B: Procedure for Amending

The entity assigned for the purpose of reviewing proposed Bylaw revisions shall present the proposed amendment to the executive committee with its findings and proposed recommendations of actions. A two-thirds majority of the Executive Committee is necessary in order to amend these bylaws.

Once approved by the Chapter Executive Committee, amendments shall be subject to approval by the board of directors of the National Association of Residential Property Managers, Inc., prior to their
implementation or adoption by the chapter and a final copy of these bylaws are to remain on file at national’s office.

ARTICLE XI: Miscellaneous

Section A: Invalidity

The invalidity of any provision of these bylaws shall not impair or affect in any manner the validity, enforceability or affect of the remainder of these bylaws.

Section B: Waiver

No provision of these bylaws shall be deemed to have been abrogated or waived by reason of any failure to enforce the same, regardless of the number of violations or breaches which may have occurred.

Section C: Hold Harmless and Indemnify

The chapter shall hold harmless and indemnify members of the executive committee, officer(s), sub-committee chairperson(s) and sub-committee members, as well as the national association, its board of directors, officers, chairpersons and committee members who are acting within the scope of their responsibilities, duties or these bylaws.

Section D: State Laws

These bylaws may be amended to conform and comply with the laws, statues, rules and regulations of the governing bodies of local, county and/or state authorities that have jurisdiction. Should amendments to these bylaws be required by [insert state name] state law, Chapter shall notify the National Association of said amendments but no further action will be required.

Section E: Sexual Harassment

Any member of the Association may be reprimanded, placed on probation, suspended or expelled for harassment of an Association employee or Association Officer or Director after a hearing in accordance with the established procedures of the Association. As used in the Section, harassment means any verbal or physical conduct including threatening or obscene language, unwelcome sexual advances, stalking, actions including strikes, shoves, kicks, or other similar physical contact, or threats to do the same, or any other conduct with the purpose or effect of unreasonably interfering with an individual’s work performance by creating a hostile, intimidating or offensive work environment. The decision of the appropriate disciplinary action to be taken shall be made by the investigatory team comprised of the President, and President-Elect and one member of the Board of Directors selected by the highest ranking officer not named in the complaint, upon consultation with legal counsel for the Association. If the complaint names the President, or President-Elect, they may not participate in the proceedings and shall be replaced by the Immediate Past President or, alternatively, by another member of the Board of Directors selected by the highest ranking officer not named in the complaint.

Section E: Dissolution

Should the membership vote by majority to dissolve the operations of the [insert chapter name], all remaining funds in the treasury will be sent to the National Association of Residential Property Managers.
AN OUTLINE OF BASIC PARLIAMENTARY PROCEDURE
Prepared by Douglas N. Case


I.  Rules Governing an Organization
   A.  State and Federal Law - governing corporations, tax-exempt organizations, public legislative bodies, etc.
   B.  Articles of Incorporation - applicable to corporations
   C.  Governing Documents of Parent Organizations - applicable to chapters, affiliates, etc. of larger organizations
   D.  Local Constitution and Bylaws - defines the organization's basic structure and fundamental rules. Normally requires a 2/3 vote and prior notice for amendment and are not subject to suspension.
   E.  Standing Rules - operating procedures consistent with all of the above. Normally can be amended by majority vote at any business meeting and can be suspended.
   F.  Rules of Order - parliamentary authority, superseded by any of the above that conflict.
   G.  Precedent and Custom - apply when there are no written rules governing a situation.

II. Purposes of Parliamentary Procedure
   A.  Ensure majority rule
   B.  Protect the rights of the minority, the absentees and individual members
   C.  Provide order, fairness and decorum
   D. Facilitate the transaction of business and expedite meetings

III. Basic Principles of Parliamentary Procedure
   A.  All members have equal rights, privileges and obligations.
   B.  A quorum must be present for the group to act – if the bylaws of the organization do not establish a quorum, the general rule is that a majority of the entire membership must be present in order to transact business.
   C.  Full and free discussion of every motion is a basic right.
   D.  Only one question at a time may be considered, and only one person may have the floor at any one time.
   E.  Members have a right to know what the immediately pending question is and to have it restated before a vote is taken.
   F.  No person can speak until recognized by the chair.
   G.  Personal remarks are always out of order.
   H.  A majority decides a question except when basic rights of members are involved.
   I.  A two-thirds vote is required for any motion that deprives a member of rights in any way (e.g., cutting off debate).
   J.  Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
   K.  The chair should always remain impartial.

IV. Typical Order of Business
   A.  Call to Order
   B.  Opening Exercises, if applicable
   C.  Roll Call/Determination of a Quorum
   D.  Adoption of the Agenda
   E.  Reading and Approval of the Minutes of the Previous Meeting
   F.  Reports of Officers
   G.  Reports of Standing Committees
V. Role of the Presiding Officer
A. **Remain impartial during debate - the presiding officer must relinquish the chair in order to debate the merits of a motion**
B. **Vote only to create or break a tie (or 2/3 for matters requiring a 2/3 vote) – exception: the presiding officer may vote on any vote by ballot**
C. Determine that a quorum is present before transacting business
D. Introduce business in proper order
E. Recognize speakers
F. Determine if a motion is in order
G. Keep discussion germane to the pending motion
H. Maintain order, remains impartial; does not participate in discussion without passing gavel
I. Put motions to a vote and announce results
J. Employ unanimous consent (general consent) when appropriate

VI. General Procedure for Handling a Motion
A. A member normally must obtain the floor by being recognized by the chair.
B. Member makes a motion.
C. A motion must normally be seconded by another member before it can be considered.
D. Before the motion is restated by the chair, any member can rise, without waiting to be recognized, and suggest a modification of the wording to clarify the motion. The maker of the motion can choose to accept or reject the modified wording (does not require a second).
E. If the motion is in order, the chair will restate the motion and open debate (if the motion is debatable).
F. The maker of a motion has the right to speak first in debate.
G. Debate is closed when:
   1. Discussion has ended, or
   2. A two-thirds vote closes debate ("Previous Question")
H. The chair restates the motion, and if necessary clarifies the consequences of affirmative and negative votes.
I. The chair calls for a vote.
J. The chair announces the result.
K. Any member may challenge the chair's count by demanding a “Division of the Assembly.”

VII. General Rules of Debate
A. No members may speak until recognized by the chair.
B. All discussion must be relevant to the immediately pending question.
C. No member may speak a second time until every member who wishes to speak has had the opportunity to do so.
D. No member can speak more than twice to each motion.
E. No member can speak more than ten minutes.
F. All remarks must be addressed to the chair – no cross debate is permitted.
G. It is not permissible to speak against one’s own motion (but one can vote against one's own motion).
H. Debate must address issues not personalities – no one is permitted to make personal attacks or question the motives of other speakers.
I. The presiding officer must relinquish the chair in order to participate in debate and cannot 
reassume the chair until the pending main question is disposed of.

J. When possible, the chair should let the floor alternate between those speaking in support and 
those speaking in opposition to the motion.

K. When a large number of people wish to speak to a motion it may be advisable for the chair to 
make a speakers' list.

L. Members may not disrupt the assembly.

M. Rules of debate can be changed by a two-thirds vote.

VIII. Motions in Ascending Order of Precedence
Only one main motion may be on the floor at a time, but more than one secondary motion may be 
on the floor. When any of the motions on the following list is the immediately pending motion (i.e., 
the last motion made), any motion listed below it on the list can be made at that time and any 
motion above it on the list cannot be made at that time. Pending motions must be disposed of in 
descending order of precedence.

A. **Main Motion** - introduces business to the assembly for its consideration. A main motion can 
only be made when no other motion is pending. A main motion yields to privileged, 
subsidiary and incidental motions.

B. **Subsidiary Motions** - change or affect how the main motion is handled (voted on before the 
main motion)

1. **Postpone Indefinitely** - made when the assembly does not want to take a position on 
the main question. Its adoption kills the main motion for the duration of the session 
and avoids a direct vote on the question. It is useful in disposing of a poor motion that 
cannot be either adopted or expressly rejected without possibly undesirable 
consequences. Unlike other subsidiary motions, debate on the motion to postpone 
indefinitely can go into the merits of the main motion.

2. **Amend** - changes the wording of the main motion before it is voted upon. An 
amendment must be germane to the main motion. Its acceptance does not adopt the 
motion thereby amended; that motion remains pending in its modified form. Rejection 
of an amendment leaves the pending motion worded as it was before the amendment 
was offered. An amendment can: delete words, phrases, sentences or paragraphs; strike 
out words, phrases or sentences and insert new ones; add words, phrases, sentences or 
paragraphs; or substitute entire paragraph(s) or the entire text of the motion and insert 
another.

   When an entire motion is substituted for another, the chair must first call for a vote 
on the **Motion to Substitute** to determine the advisability of substituting a new motion. 
If the Motion to Substitute passes, the chair then throws the Substitute Motion open to 
debate. The **Substitute Motion** in turn must be voted upon, and is subject to 
amendment.

   Note: There is no provision in Robert's Rules for a “**Friendly Amendment.**” The only 
way a motion can be modified without a vote, after it has been stated by the Chair, is 
with the unanimous consent of the members present.

3. **Secondary Amendment** - An amendment can be offered to an amendment 
(amendment of the second order). Amendments of the third order are not permitted.

4. **Refer (Commit)** - sends a pending motion to a standing committee, or to an ad hoc 
(special) committee to be appointed or elected, for consideration. The motion to refer 
may include instructions to investigate, recommend, or take action, and may specify the 
composition of the committee.

5. **Postpone Definitely (Postpone to a Certain Time)** - delays action until a certain time 
specified in the motion (not beyond the next regular business meeting).

6. **Limit or Extend Debate** - is used (1) to reduce or increase the number or length of 
speeches permitted or (2) to require that debate be closed at a specified time. It 
requires a two-thirds vote.
7. **Previous Question ("Call for the Question")** - immediately closes debate if passed. Requires a second and a two-thirds vote.

8. **Lay on the Table** - enables the assembly to lay the pending question aside temporarily when something else of immediate urgency has arisen. It is not debatable. A motion to lay on the table is out of order if the evident intent is to avoid further consideration of the motion. Frequently when one indicates a desire “to table” a motion, the correct motion is either to Postpone Indefinitely or Postpone Definitely.

C. **Privileged Motions** - do not relate to the pending business but have to deal with urgent matters which, without debate, must be considered immediately.

1. **Call for the Orders of the Day** - requires the assembly to conform to the agenda or to take up a general or special order that is due to come up at the time (“time certain”), unless two-thirds of those voting wish to do otherwise. A member can interrupt a speaker to call for the orders of the day.

2. **Raise a Question of Privilege** - permits a request or main motion relating to the rights and privileges of the assembly or any of its members. Examples include requests relating to members’ ability to hear a speaker or a request to go into “executive session” (closed session). A member may interrupt a speaker to raise a question of privilege.

3. **Recess** - used to request an intermission which does not close the meeting.

4. **Adjourn** - used to close the meeting immediately. Not debatable.

5. **Fix the Time to Which to Adjourn** - sets the time, and sometimes the place, for another meeting (“adjourned meeting”) before the next regular business meeting to continue business of the session.

IX. **Incidental Motions** (Questions of procedure that arise out of other motions and must be considered before the other motion)

A. **Point of Order** - used when a member believes that the rules of the assembly are being violated, thereby calling on the chair for a ruling and enforcement of the rules. A member can interrupt a speaker to raise a point of order.

B. **Appeal** - used to challenge the chair’s ruling on a question of parliamentary procedure. A member can interrupt a speaker to appeal from the decision of the chair.

C. **Suspend the Rules** - used to make a parliamentary rule or special rule of an organization temporarily inoperative. The motion cannot be applied to the constitution and bylaws unless those documents include specific provisions for suspension. Normally requires a two-thirds vote.

D. **Withdraw** - permits the maker of a motion to remove it from deliberation after the motion has been stated by the chair. If there is not unanimous consent, the motion is debated and voted upon.

E. **Point of Information** - requests to the chair, or through the chair to another officer or member, to provide information relevant to the business at hand. A point of information must be in the form of a question. A request for information regarding parliamentary procedure or the organization's rules bearing on the business at hand is referred to as a **Parliamentary Inquiry**.

F. **Objection to the Consideration of a Question** - suppresses business that is irrelevant or inappropriate and undesirable to be discussed. The objection must be made immediately (acceptable to interrupt a speaker). Does not require a second, is not debatable, and requires a two-thirds vote opposed to consideration in order to pass.

G. **Division of a Question** - divides a motion containing two or more provisions that can stand alone so that each provision can be considered and voted upon separately. Not debatable.

H. **Division of the Assembly** - used to demand a rising vote to verify the vote count. The motion can be made without obtaining the floor, does not require a second, is not debatable, and does not require a vote.

X. **Main Motions That Bring a Question Back Before the Assembly**
A. **Take from the Table** - resumes consideration of a motion laid on the table earlier in the same session or in the previous session. Not debatable.

B. **Reconsider** - reopens a motion to debate that has already been voted upon in the same session. The motion to reconsider can only be made by a member who voted on the prevailing side. It suspends action on the motion to which it is applied until it has been decided. Cannot be postponed beyond the next regular business session.

C. **Rescind (Annul or Repeal) or Amend Something Previously Adopted** - repeals or amends a motion for which it is too late to reconsider. Normally requires a two-thirds vote of those present or a majority vote or the entire membership; however, if previous notice has been given then only a majority vote of those present is required. A motion to rescind cannot be applied to action that cannot be reversed.

**XI. Voting**

A. **Majority vote** - defined as more than half of the votes cast by those present and voting (i.e., excluding abstentions) unless the organization’s rules specify otherwise (e.g., majority of those present, or majority of the entire membership).

B. **Two-thirds vote** - defined as at least two-thirds of those present and voting, unless otherwise specified by the organization’s rules. Examples of motions that require a two-thirds vote: to close, limit, or extend debate; to suspend the rules; to amend the constitution and bylaws; to close nominations; to remove an officer or expel a member; or to object to the consideration of a motion.

C. **Voting by the Chair** - except when there is a ballot vote, the chair only votes when his/her vote would affect the result.

D. **Methods of Voting**
   1. **Voice vote** - method normally used
   2. **Show of hands or rising vote** - used to verify an inconclusive voice vote or on motions requiring a two-thirds vote
   3. **Ballot** - normally used for election of officers and when ordered by a majority vote
   4. **Roll call vote** - used when it is desired to have a record of how each member voted. Can be ordered by a majority vote unless the organization’s bylaws specify otherwise.

E. **Proxy voting** is prohibited unless specifically provided for in the charter or bylaws.

**Recommended Books**


*Robert’s Rules of Order, Newly Revised, In Brief, 2004*


*Robert’s Rules for Dummies, C. Alan Jennings, 2004*

**Recommended Web Sites**

[www.robertsrules.com](http://www.robertsrules.com)

[parliamentarians.org](http://parliamentarians.org)

[www.rulesonline.com](http://www.rulesonline.com)

[www.parlipro.org](http://www.parlipro.org)
### SUMMARY OF SELECTED MOTIONS

<table>
<thead>
<tr>
<th>Motion</th>
<th>May Interrupt</th>
<th>Requires a Second</th>
<th>Debatable</th>
<th>Amendable</th>
<th>Vote Required</th>
<th>May Be Reconsidered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjourn</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Amend/Substitute</td>
<td>No</td>
<td>Yes</td>
<td>1</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Amend an Amendment</td>
<td>No</td>
<td>Yes</td>
<td>1</td>
<td>No</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Appeal</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Call for the Orders of the Day</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>4</td>
<td>No</td>
</tr>
<tr>
<td>Close Nominations</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Two-thirds</td>
<td>No</td>
</tr>
<tr>
<td>Division of the Assembly</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>No</td>
</tr>
<tr>
<td>Division of a Question</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Lay on the Table</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Limit or Extend Debate</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Two-thirds</td>
<td>Yes</td>
</tr>
<tr>
<td>Main Motion</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Nominate</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Object to the Consideration</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Two-thirds</td>
<td>3</td>
</tr>
<tr>
<td>Parliamentary Inquiry</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Information</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Order</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>6</td>
<td>No</td>
</tr>
<tr>
<td>Postpone Indefinitely</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>7</td>
</tr>
<tr>
<td>Postpone Definitely</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>8</td>
</tr>
<tr>
<td>Previous Question</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Two-thirds</td>
<td>Yes-9</td>
</tr>
<tr>
<td>Question of Privilege</td>
<td>Yes</td>
<td>10</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Recess</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Reconsider</td>
<td>Yes</td>
<td>Yes</td>
<td>1</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Refer to Committee</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Rescind (Repeal)</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Suspend the Rules</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Two-thirds</td>
<td>No</td>
</tr>
<tr>
<td>Take from the Table</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Withdraw</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>3</td>
</tr>
</tbody>
</table>

**Notes**

1. If motion to which it relates is debatable.
2. (a) Majority with notice or (b) two-thirds; or (c) majority of entire membership.
3. Negative vote only.
4. Must be enforced upon demand unless set aside by a two-thirds vote.
5. Demand of a single member compels Division
6. Ruled upon by the chair.
7. Affirmative vote only.
8. Requires a two-thirds vote to create a Special Order.
9. Cannot be reconsidered after voting.
10. A second isn’t required to raise a Question of Privilege, but a motion arising out of the Question of Privilege must be seconded.
Please Come to Order:  
A Bill of Rights for Robert's Rules

by Samuel Ellenport

When the Founding Fathers realized that the Constitution needed a little amplification, they responded by adding the Bill of Rights. Anyone who's sat through a meeting lately must surely realize that parliamentary procedure could benefit from a few amendments. Here with a Bill of Rights for Robert's Rules. Perhaps by legitimizing that which already is, we can wrest order out of chaos – or at least keep up the pretense!

1. **Point of Personal Outrage** - A participant who becomes upset shall have the right to interrupt the speaker without recognition from the Chair. The interruption must be at a volume at least 20 decibels higher that required for normal conversation.

2. **Point of Irrelevant Interjection** - Irrespective of the motion on the floor, a participant shall have the right to monopolize the meeting for not less than five minutes as he or she expostulates upon a point that is irrelevant.

3. **Point of Personal Attack** - In response to a point raised by another speaker, a participant shall have the right to launch a personal attack without discussing the point.

4. **Point of Harassment** - A participant shall have the right to introduce no less than three irrelevant motions for the sole purpose of delaying the meeting.

5. **Point of Grudge** - A participant shall have the right to raise any issues debated within the last ten years for which he or she has not yet forgiven those involved.

6. **Point of Posturing** - A participant shall have the right to make reference to any literary quotation that purportedly supports his or her argument, regardless of the accuracy of the quotation.

7. **Point of Redundant Information** - While a "point of information" is a request for information from the Chair, a point of redundant information entitles the participant to tell those in attendance something they already know.

8. **Point of Contempt** - At any time, a participant shall have the right to grunt, throw papers down on the table, shake his or her head vigorously, make animal noises, or otherwise demonstrate contempt for the proceedings.

9. **Point of Redundancy** - A participant shall have the right to make a point already made.

10. **Point of Redundant Redundancy** - A participant shall have the right to make a point already made – again.
ASSOCIATION ANTITRUST COMPLIANCE POLICY

The National Association of Retail Property Managers (NARPM®) is a non-profit, national organization committed to its mission of promoting the business purposes and objectives of Retail Property Managers. NARPM® has a strict policy of compliance with federal and state antitrust laws. The antitrust laws prohibit agreements among competitors that restrain trade, and NARPM® members can be considered to be competitors for purposes of antitrust challenges even if their businesses are not in the same geographic areas or in the same product lines. The penalties for violations of the antitrust laws are severe for NARPM® and its members. In all NARPM® activities, each member, as well as NARPM® staff, shall be responsible for following the Association’s policy of strict compliance with the antitrust laws. NARPM® officers, directors, committee chairs, and executive staff shall ensure that this policy is known and adhered to in the course of activities pursued under their leadership. Antitrust compliance is the responsibility of every NARPM® member and NARPM® staff.

NARPM® Antitrust Statement:

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM®’s membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.

DO’S AND DON’T’S

• DO send copies to an association staff member of any communications or documents sent, received, or developed by you when acting for the association.

• DO alert every employee in your company who deals with the association to these guidelines.

• DO alert association staff and legal counsel to anything improper.

• DO be conservative. If you feel an activity might be improper, ask for guidance from association staff or legal counsel in advance.

• DO NOT discuss your prices or competitors’ prices with a competitor (except when buying from or selling to that competitor) or anything, which might affect prices such as costs, discounts, terms of sale, or profit margins.

• DO NOT agree with competitors to uniform terms of sale, warranties, or contract provisions.

• DO NOT agree with competitors to divide customers or territories.

• DO NOT act jointly with one or more competitors to put another competitor at a disadvantage.
• **DO NOT** try to prevent your supplier from selling to your competitor.

• **DO NOT** discuss your future pricing, marketing, or policy plans with competitors.

• **DO NOT** discuss your customers with your competitors.

• **DO NOT** make statements about your future plans regarding pricing, expansion, or other policies with anti-competitive overtones. Do not participate in discussions where other members do.

• **DO NOT** propose or agree to any standardization, the purpose of which is anti-competitive, e.g., to injure your competitor.

• **DO NOT** attend or stay at any informal association meeting where there is no agenda, no minutes are taken, and no association staff member is present.

• **DO NOT** do anything before or after association meetings, or at social events, which would be improper at a formal association meeting.

• **DO NOT** interpret or enforce the association’s Code of Ethics without direction from the leadership.

• **DO NOT** regard compliance with the association’s Code of Ethics as justification for anti-competitive communications or actions.

• **DO NOT** represent that the association prohibits or limits advertising, marketing or solicitation other than as the law authorizes prohibitions or limitations.

• **DO NOT** issue any document or communication on behalf of the association unless with proper authorization.
CODE OF ETHICS
AND
STANDARDS OF PROFESSIONALISM
FOR
THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS

INTRODUCTION: The National Association of Residential Property Managers (“NARPM®”) promotes a high standard of business ethics, professionalism, and fair housing practices. All property managers who are members of NARPM® must abide by the following Code of Ethics and Standards of Professionalism (the “Code”).

DEFINITIONS: Capitalized terms throughout the Code shall have the following meanings:

“Client” means any person with whom the Property Manager has a disclosed working relationship.

“Firm” refers to a Property Manager’s employer or broker.

“Property Manager” means a property manager who is a member of NARPM®.

“Tenant” means an individual or entity that rents and/or occupies property managed by the Property Manager.

“Written” or “in writing” means communication in the form of a record and includes both hard copy and electronic forms.

Article 1: RESPONSIBILITY TO PROTECT THE PUBLIC

The Property Manager shall protect the public against fraud, misrepresentation, and unethical practices in property management.

STANDARDS OF PROFESSIONALISM

1-1 The Property Manager shall endeavor to eliminate, through the normal course of business, any practices which could be damaging to the public or bring discredit to the profession.

1-2 The Property Manager shall cooperate with the governmental agency charged with regulating the practices of Property Managers.

1-3 The Property Manager shall comply with all relevant local and state ordinances regarding real estate law, licensing, insurance, and banking.

1-4 The Property Manager shall comply with all federal and state antitrust laws and shall follow the NARPM® Antitrust Policy and any related procedures.
1-5  The Property Manager shall not reveal confidential information of Clients, Tenants or others except as required in the course of performing his or her duties or as otherwise required by law. The Property Manager shall take all reasonable precautions to protect confidential information.

1-6  The Property Manager shall use reasonable efforts to ensure that information on his or her website, or that of his or her Firm, is current and accurate. If it becomes apparent that information on the website is not current or accurate, then the Property Manager shall promptly take corrective action.

1-7  Websites of the Property Manager shall not contain any deceptive metatags or other devices/methods to direct, drive, or divert Internet traffic in a deceptive manner or to otherwise mislead users. The websites shall also not manipulate listing content in any deceptive or misleading way.

1-8  The Property Manager shall disclose all details on the availability of rental properties to prospective parties on a regular and timely basis.

1-9  The Property Manager shall not exaggerate, misrepresent, misinform, or conceal pertinent facts in the advertising, leasing, and management of property.

1-10  The Property Manager shall make reasonable attempts to remove from the Internet listings for rentals that are no longer available.

**Article 2: DISCRIMINATION**

*The Property Manager shall not discriminate in the management, rental, lease, or negotiation for real property, shall operate consistent with fair housing laws and regulations and shall comply with all federal, state, and local laws concerning discrimination.*

**STANDARDS OF PROFESSIONALISM**

2-1  It is the duty of the Property Manager to educate those with whom the Property Manager is affiliated to comply with all fair housing laws and laws regarding discrimination.

2-2  The Property Manager shall not deny service to any person due to race, color, religion, sex, handicap, familial status, national origin, sexual orientation, or gender identity.

**Article 3: RESPONSIBILITY TO CLIENT**

*When working in a disclosed relationship with a client, the Property Manager shall protect the client’s best interest at all times.*

**STANDARDS OF PROFESSIONALISM**

3-1  The Property Manager shall use written agreements, and written extensions, if required, outlining all responsibilities and fees, if any. The Client will be provided a copy of all signed agreements and extensions, and the Property Manager will retain a copy.

3-2  The Property Manager shall communicate regularly with the Client, either orally or in writing. The Property Manager, shall provide the Client with written reports as needed, on a regular basis and as agreed between all parties in writing. In the event of any dispute, the Property Manager shall provide a written accounting as soon as practical.

3-3  Should the Property Manager have a disclosed relationship with a property owner, the Property Manager shall review and verify all Tenant applications to determine the applicant’s ability to pay rental fees and to assess the likelihood that the applicant will comply with all provisions of the rental agreement.
3-4 The Property Manager shall accept no commissions, rebates, profits, discounts, or any other benefit which has not been fully disclosed to and approved by the Client.

3-5 The Property Manager shall not mislead a potential Client about the rental market value of a property in an attempt to secure a rental listing.

3-6 The Property Manager shall disclose to his or her Client all pertinent facts relating to any transaction.

**Article 4: OBLIGATIONS TO TENANTS**

The Property Manager shall treat all Tenants honestly and professionally when they are applying for, living in, and/or vacating a managed residence, including through the deposit refund process.

**STANDARDS OF PROFESSIONALISM**

4-1 The Property Manager shall offer all prospective Tenants a written application.

4-2 The Property Manager shall provide all Tenants with a copy of the signed rental agreement and extensions with all addendums attached.

4-3 The Property Manager shall make all disclosures as required by state and local laws and provide the Tenant an opportunity to complete a written condition report within 7 days of moving in.

4-4 The Property Manager shall respond promptly to requests for repairs.

4-5 The Property Manager shall provide a written deposit refund determination to the Tenant within the time prescribed by law after the Tenant has vacated a property. The Property Manager shall not cause any undue delay in refunding or accounting for the security deposit.

**Article 5: CARE OF MANAGED PROPERTIES**

The Property Manager shall hold a high regard for the safety and health of those lawfully at a managed property and shall manage all properties in accordance with safety and habitability requirements of the local jurisdiction.

**STANDARDS OF PROFESSIONALISM**

5-1 The Property Manager shall not manage properties for Clients who refuse, or are unable, to maintain their property in accordance with safety and habitability requirements of the local jurisdiction.

5-2 The Property Manager shall terminate management of a property if the Client does not comply with habitability requirements.

**Article 6: HANDLING OF FUNDS**

The Property Manager shall hold all funds received on behalf of others in compliance with state law and shall not commingle the funds with personal or other business funds or use the funds for other than their intended purposes.

**STANDARDS OF PROFESSIONALISM**

6-1 The Property Manager shall keep appropriate records and shall prepare and furnish to the Client accurate and timely financial reports relating to the Client's rental and funds in accordance with the terms of the applicable management agreement.


**Article 7: AREAS OF EXPERTISE**

**STANDARDS OF PROFESSIONALISM**

*The Property Manager must provide competent service within his or her area of expertise, and refrain from the unauthorized practice of any other profession for which he or she is not licensed or qualified.*

7-1 The Property Manager shall perform only such services in such locations for which he or she is qualified and can reasonably be expected to perform with professional competence.

7-2 The Property Manager shall not perform and shall not represent that he or she can or will perform services outside of his or her area of expertise, particularly services that require a separate license or qualification – such as law, accounting, financial planning, construction, and/or contracting – unless the Property Manager independently possesses such license or qualification.

**Article 8: COMMITMENT TO FIRM**

*The Property Manager shall act in the best interests of his or her property management Firm.*

**STANDARDS OF PROFESSIONALISM**

8-1 The Property Manager shall not have any undisclosed conflict of interest with his or her Firm. If a conflict or potential conflict should arise, the Property Manager shall notify his or her Firm immediately.

8-2 The Property Manager shall not receive any form of compensation, rebates, or any other benefits without full disclosure to his or her Firm.

8-3 The Property Manager may not take or use any proprietary documentation, including but not limited to Client/Tenant lists, during or after his or her relationship with a Firm without express written consent from the Firm.

**Article 9: RELATIONS WITH OTHER PROPERTY MANAGERS**

*The Property Manager shall not knowingly or recklessly make false or misleading statements about the competence or professionalism of other property managers or about their business practices, or otherwise attempt to take business from other property managers by deceptive means.*

**STANDARDS OF PROFESSIONALISM**

9-1 The Property Manager shall conduct business dealings with other property managers in an honest and professional manner and shall not knowingly engage in any practice or take any action against a property manager in an un-businesslike manner.

9-2 The Property Manager shall not knowingly interfere with other property managers’ contract rights, including by taking actions inconsistent with exclusive agreements that other property managers have with their clients. This does not preclude the Property Manager from otherwise soliciting potential Clients or making general announcements about his or her own services. For purposes of this Code, a general announcement may be defined as a general telephone canvass or a general mailing or distribution addressed to all prospects in a given geographical area or in a specific profession, business, club, organization, or other classification or group. This Code does not restrict fair and reasonable competition among property managers.
9-3 In the event of a controversy between Property Managers with different Firms, the Property Manager of the Firm shall use best efforts to resolve the dispute prior to litigation.

9-4 The Property Manager shall not obtain or use the proprietary materials or work of a competing management Firm without the express written permission of that Firm.

9-5 The Property Manager shall cooperate with other property managers when it is in the best interests of the Client or Tenant to do so.

**Note:** The Federal Trade Commission (the “FTC”) has conducted an investigation concerning certain provisions in the NARPM® Code of Ethics and Standards of Professionalism (“Code of Ethics”). The provisions of the Code of Ethics that were addressed by the FTC are those that stated: “NARPM® Professional Members shall refrain from criticizing other property managers or their business practices” and “The Property Manager shall not knowingly solicit competitor’s clients.” The FTC has alleged that these provisions in the Code of Ethics restrict members of NARPM® from competing for clients, thereby depriving clients of the benefits of competition among property managers, in violation of the Federal Trade Commission Act. Without admitting a violation of the law, NARPM® has agreed to the entry of a Consent Agreement and a Decision and Order by the FTC in this matter (the “Order”). The Order requires NARPM® to amend the Code of Ethics by deleting these two provisions; please note that such restrictions on solicitation or advertising by NARPM® members no longer apply.

**Article 10: TRUTH IN ADVERTISING**

The Property Manager shall ensure that all advertising is clear and forthright and includes only accurate and truthful statements about the property or services advertised.

**STANDARDS OF PROFESSIONALISM**

10-1 Regardless of the type of media used, advertising content shall be truthful and honest at all times.

10-2 No property shall be offered as “For Rent” without the actual permission of the Client. If an unlisted property is offered, permission must be obtained from the owner.

10-3 Disclosure must be made to all parties if information gathered through electronic advertising media may be sold to an outside party.

10-4 All marketing materials, whether printed or electronic, shall comply with state laws.

**Article 11: RESPONSIBILITY TO NARPM® AND THE PROFESSION**

The Property Manager shall comply with all policies and pronouncements of NARPM® and all relevant laws and rules of the jurisdiction in which he or she works, and shall strive to stay informed of and to educate others about relevant matters affecting the property management field.

**STANDARDS OF PROFESSIONALISM**

11-1 The Property Manager shall strive to improve the property management profession and NARPM® by sharing with others his or her lessons of experience for the benefit of all.

11-2 The Property Manager shall strive to be informed about relevant matters affecting the property management field on a local, state, and national level.
11-3 The Property Manager shall maintain his or her real estate license, if a license is required in their state.

11-4 The Property Manager shall abide by NARPM®’s bylaws and other policies and procedures of NARPM®, and shall seek to avoid doing harm to the organization.

11-5 The Property Manager shall ensure that all electronic communications and marketing he or she prepares is professional with respect given to the recipients.

11-6 The Property Manager shall act with integrity, good faith, and professionalism in connection with all NARPM® and NARPM® Chapter activities.

**Article 12: COMPLIANCE AND ENFORCEMENT**

*The Property Manager shall comply with this Code and shall participate in and/or cooperate with any investigation and/or hearing conducted by NARPM® pursuant to this Code.*

**STANDARDS OF PROFESSIONALISM**

12-1 The Property Manager shall review and shall take all necessary action to understand and to comply with this Code.

12-2 The Property Manager shall not interfere with any NARPM® action to investigate a violation of or to enforce this Code.

12-3 The Property Manager shall promptly supply any information requested by NARPM® during any investigation or enforcement action pursuant to this Code.

12-4 The Property Manager must take and pass an ethics course, which shall include discussion of this Code, every four years as a condition of continued professional membership.
Panning your annual budget

The treasurer, in conjunction with the executive committee, shall prepare an itemized budget of income and expenses for each calendar year. The budget shall not exceed the chapter's ability to pay the same and shall be approved by the Chapter Executive Committee or Board of Directors.

The chapter's financial year shall be a calendar year.

A budget is an estimate of your chapter's financial future for a fixed period of time (fiscal year). It anticipates how money is expected to be raised and where the organization expects to spend that money. A budget will also give you a real picture of your financial situation by accurately showing you what you can afford and where the gaps in funding are. Your budget will allow you to plan beforehand to meet needs and to decide what you're actually able to do in a given year.

It is important to know what the priorities of your chapter are and what makes sense for your chapter in its particular stage of development.

Here are some tips to creating an effective annual budget:

**Consider these questions:**

☐ What are the goals for your chapter in the upcoming year?
☐ What activities or programs will do the most to advance our mission to provide resources for residential property management professionals, who desire to learn, grow and build relationships
☐ What activities will your leadership team need to be involved in? Will there be travel and lodging involved?
☐ How many members do you project to have in the upcoming year and how do you plan on achieving these goals?
☐ What quotes/estimates do you need to predict future expenses, such as speaker fees, luncheon fees, event venue fees etc?
☐ What else will be needed to run the chapter and its activities--space, supplies, equipment, insurance etc?

**Next: Estimate your Expenses**

☐ List the estimated yearly expense totals for the absolute necessities of your chapter
  ◦ Venue for chapter meetings
  ◦ Meals
  ◦ Corporate filing fees
  ◦ Po Box renewals
  ◦ Certifications

☐ List the estimated yearly expense totals for the items that the chapter needs to run
  ◦ Speaker fees
  ◦ Copies
  ◦ Office supplies
  ◦ Software
  ◦ Website
  ◦ Educational material
  ◦ Travel expenses for board
  ◦ Postage
  ◦ Awards/gifts

☐ List the charitable organization your chapter would like to participate in and your goals for charitable contributions
Estimate your income:
- Determine income needed by calculating dues level needed to sustain expenses
- List all the available sources of income for your Chapter (See Below)
- What are your goals for professional membership
- What are your goals for affiliate membership
- Estimate how much income you will receive from member fees
- Estimate how much income you will receive from Affiliate memberships
- Estimate how much income you will receive from other sources

Income sources for chapters:
- Participant Dues
  - Charter member
  - Professional member dues
  - Support staff member dues
  - Office/ company
  - Affiliate dues
  - Consider “free” dues if member brings in an affiliate member.
- Non-dues income
  - Meeting fees
  - Guest/non-member fees (3 meetings max.) Extra to attend
  - Continuing Education
  - 50/50 raffle
  - Chapter Grants
- Other income
  - Sponsor a designation class- (chapter gets 25% of profit)
- Affiliate partnership benefits
  - Affiliate Fair (could be fee charged OR as a recognition-Affiliate recognition luncheon
  - Affiliate sponsorships
    - Meetings
    - Monthly newsletter
    - A social event
    - Door prizes, Second chance, etc.)
- Chapter Grants
  - Up to $500 depending upon need.
  - All you need to do is:
    - Outline your educational activity(ies)
    - Fill out application
    - Mail it in!
  - Chapter Grant Application

*Note you should always project for growth in each of these income sources, however be realistic with your estimates. Do enough of an estimate that stretches your chapter to achieve greater success but not at the cost of not being able to meet its financial responsibilities.

Prepare your budget and present to National by March 15th deadline each year.
Sample Budget
Chapter Name: ______________ Fiscal Year Budget Proposal

Date:

Ordinary Income:
Member Fees
Vendor (Affiliate annual dues)
Chapter Grant
Other Income

Total Income

Expenses

Meeting Expenses
Luncheon Expenses
Speaker Expenses
Supplies

Operations
Printing and Copying
Executive Board Meeting
Officer Travel
National Association Contribution
Marketing expense
Software
Corporate filing fee
Computer/IT
Website

Total Expenses

Net Income
Chapter Development

Phase One - Growth
Growing Your Chapter Membership

Whether you are a Chapter in Formation trying to gain momentum or an established Chapter trying to maintain the momentum you’ve got, there is one common goal, grow your chapter membership so you can increase the impact you make. New members bring new ideas, new perspectives and extend your outreach into the community.

A strong and active membership not only serves its members, it allows for you to do more in your community and increases the public's awareness of NARPM® and the work that you do. The following will provide you some tips, tools and techniques to help you grow your membership into the thriving chapter we know it can be.

Five keys to successfully growing your membership:

- Creating a welcoming environment for your guests and members
- Getting your members involved in the recruiting process
- Inviting guests to visit before you ever ask them to join (see page 79 on how to invite)
- Asking your guests what they liked most about the meeting and would they like an application
- Have an effective on-boarding process for new members to get them involved right away (see pages 130-139)

Getting started:

Set Goals:
Create a vision for what you want your chapter to look like in the next year. You don’t want to grow just because of growth sake- grow because of the vision and mission-the bigger you are the bigger the advocacy.

Consider these questions:

- How many members do you want to have in the next 3 months, 6 months or year?
- How many people will you have in attendance at your meetings?
- What will your retention rate of members be?
- What kind of community involvement will it have?
- How much will your chapter make in charitable contributions in the next year?
- What will it take to meet Chapter Excellence?

Create a plan:
It is important to create a plan and actively engage your chapter members in its implementation to ensure your chapter’s strength and vitality.

Consider these questions:

- Who are you going to recruit as members?
- What strategies can you implement to attract more affiliates?
- What strategies can you implement to get more guests to attend meetings?
- What strategies can you implement to get the word out
- What strategies can you implement to create a welcoming environment so people want to join?
- What strategies can you implement to welcome and mentor new members?
Who are you going to recruit?

The first step in recruiting new members to your chapter is knowing who you want to recruit. The typical answer is anyone that is interested, but that may not always be the best plan. Once you have a clear understanding of the goals of your chapter and the dynamics of its current members, not everyone will be a great fit. We suggest recruiting candidates with an array of knowledge, skills, and perspectives in order to draw a diverse pool of individuals for your chapter.

Starting with a large pool of people in which to contact to invite to a meeting is ideal so that you can start to increase the public’s awareness of your chapter, but more importantly gives you an opportunity to figure out who your ideal member is.

To give you a starting point, the following is a list of groups your chapter could consider contacting to offer an invitation to a meeting:

- Current members' contacts
- Local Apartment Association
- Local Association of Realtors
- IREM: Institute of Real Estate Management
- Building Owners and Managers Associations
- Local Chamber of Commerce

- Create a list of vendors (also known as affiliates) that current members would like to see an alliance with
- Create a list of vendors (also known as affiliates) that current members utilize that would be a good fit for the chapter
- NARPM® can provide you with a list of local NARPM® members who are not affiliated with a chapter

Remember, this is an opportunity to invite people to a meeting, not to sell them. The number of guests directly affects the number of members you are able to recruit. The most effective way to approach someone about joining NARPM® is get to know them and their interests - FIRST-then share the aspects and programs that NARPM® has to offer them. This can be accomplished by inviting them to a meeting so that they can see for themselves what your chapter is all about, and if they are not interested at least you are getting the word out as long as you provide them with a great experience.

Affiliate Membership Cost - Establish Affiliate dues based on budget

Promote NARPM New Member Recruit Program

Earn a $50 credit for every new Professional Member or Affiliate Member that a member signs up and $25 for every new Support Member. Name must be under referred by in order to receive this credit.

The $50/$25 voucher can be applied towards Broker/Owner registration, Convention registration, In-Class Education Courses. The credit cannot be used towards NARPM® membership dues. The voucher is valid for one (1) year from the date the join date of the new member.
Who are Affiliates and How to find them

What are Affiliates?

Vendors that provide products and services to the property management industry have the opportunity to join NARPM® as an Affiliate Member. Many companies that provide products and services to property managers only do business in a local geographic area; therefore rely on the business relationships they create in the community.

Why are Affiliates important to a Chapter?

• It offers the members access to products and services from a local provider that adheres to NARPM®'s standards of professionalism.
• Expands the impact you can make in your community
• Source of revenue for the chapter

Why should an Affiliate Join?

• Opportunity to increase business
• Consider possible requirement to do business – NARPM® members better understand our needs
• 15 minute spotlight at meeting
• Written spotlight in newsletter
• Newsletter listing (roster)
• Affiliate of the year award

Tips for finding Affiliates

• Create a list of vendors (also known as affiliates) that current members would like to see an alliance with
• Create a list of vendors (also known as affiliates) that current members utilize that would be a good fit for the chapter
• Select one member for each meeting to bring one of their vendors, try to limit no more than two vendor guests per meeting so that they don’t feel like they would be competing for the members’ business.

List of potential Affiliate Organizations

• Tenant screening
• Legal Services
• Maintenance Contractors (Painters, Plumbers)
• Restoration Contractors (ServPro)
• Real Estate Inspectors
• Security Alarms
• Pest Control
• State Association of Realtors
• Commercial Insurance Services
What are the benefits of being an Affiliate member?

Reach a Qualified Audience

- As a NARPM® Affiliate, you will be exposed to a growing professional association of real estate and property management professionals that manage hundreds of thousands of single family homes and small apartment complexes nationwide – well over $20 billion worth of real estate.
- The average NARPM® member has 17 years' experience in the real estate industry and more than 13 years’ experience in property management; therefore, you will be connecting with the industry’s leaders.
- The average member has belonged to the Association over five years and attends an average of two-and-a-half national events, where they can view Affiliate Member products.
- Over seventy-six percent of the NARPM® members own a partial or full interest in their company; therefore, they are property managers who can make decisions on what products and services to use.
- Our member database is available for purchase. Complete the Database Order Form.

Advertising Opportunities

NARPM® showcases its Affiliate members at Tradeshows and in its Membership Directory. Please visit our Advertising Opportunities page for a complete list of advertising opportunities.

Stay on Top of Industry-Related News

Regular news magazines keep you current on issues of interest and concern to residential property managers. The award-winning Residential Resource news magazine is the source for industry information, legislative updates and association news. Write an article and your voice will be heard by all!

Company Listing on NARPM® Website

Our website has the traffic that you want. Affiliate Members automatically receive a link to their website on the NARPM® site as part of their annual dues. Becoming a NARPM® Affiliate is an easy way to instantly increase the visits of qualified purchasers to your website!

Gain Referrals

Membership in NARPM® opens up networking opportunities with property managers nationwide. Build your business with referrals by meeting key decision-makers across the country at national events, through the NARPM® website’s Membership Directory. The Membership Directory makes finding industry suppliers easy. The NARPM® Affiliate Membership Directory lists your company name and services, instantly giving members access to the products and services they need—and that you provide.

Use the NARPM® Logo

This symbol is a recognized and respected icon in our industry. As a NARPM® Affiliate member, you will receive camera-ready NARPM® logos for use on stationery, business cards and advertising. Please be sure to adhere to the Logo Usage Guidelines.

Participate and Make a Difference

You can have a voice in shaping your industry! Although an Affiliate Member is a nonvoting member of the association, you can serve in an advisory position to the Board of Directors, Committee Chairpersons or serve as a Committee Member. NARPM® committees meet twice annually and keep in touch via teleconferences throughout the year.

Affiliate of the Year

Each year NARPM® members vote and recognize an Affiliate member who has demonstrated their commitment to furthering the goals of our industry. Your company can be the center of attention and gain new business from the acknowledgement of NARPM® industry professionals.
[NAME] Chapter of NARPM® Affiliate Member Application

NARPM® is an association designed for real estate professionals who know first-hand the unique challenges of managing single-family and small residential properties. [NAME] Chapter of NARPM® offers an effective, professional learning environment for owners of property management companies, property managers and their office staff.

To become a Chapter Affiliate Member:

· Complete and submit this application.
· Enclose application fee of [fill in amount]
· Include information about how your experience, product or service relate to the property management industry.
· Provide additional information, upon request, by the Board of Directors.

Acceptance as a [NAME] Chapter of NARPM® Affiliate Member is based on the same guidelines as for a regular Member, except that Affiliate Members need not be real estate licensees. Although this is a non-voting membership of the association, they can serve in advisory positions to the Board of Directors, to Chairpersons of Committees, and can serve as Committee Members. Affiliate Members are valuable assets to NARPM® and the residential property management industry.

NARPM® Affiliate Member Benefits:

· Networking with knowledgeable property management professionals in the [AREA] area.
· Participation in chapter meeting and events.
· Opportunity to assist [NAME] Chapter of NARPM® as a Committee Member.
· Referral benefits from [NAME] Chapter of NARPM® members who use your product or service.

Contact: __________________________________________________________
Company: __________________________________________________________
Product or Service: __________________________________________________
Mailing Address: ____________________________________________________
Phone: __________________________ City: __________ ST____ Zip _________
Fax: ___________________________ E-mail: _____________________________
Cell/Other: _______________________ Website: __________________________

Other professional organizations in which you hold membership: __________________________
Were you referred by a NARPM® member? If yes, who? __________________________
If no, how did you hear about us? ______________________________________

I have read and understand this application and my non-voting advisory capacity. I understand that I must be accepted and approved by the Board of Directors of the [NAME] Chapter of NARPM®, and I agree to abide by their decision. I affirm that the information contained herein is true and accurate.

__________________________________________   ___________________
Signature        Date

Return To: [NAME] Chapter of NARPM®
Tips for Marketing your chapter

• Chapter Newsletter (mail, broadcast fax, email)
• Create a chapter brochure
• Create business cards with chapter meeting dates and president’s contact info for members to hand out
• Announce chapter meetings in newspapers
• Announce chapter meetings in local Chamber of Commerce emails
• Advertise with other associations
• Coordinate an event/fundraiser with another association/vendor
• What you missed and next meeting topics
• How to get free admission
• Membership drives
• Personal invitations
• Ambassador program
• “We missed you” calls
• Catchy titles
• Web site – see Tampa Bay, SW Idaho, Sacramento
• Post information on Social Media (Add value first and invite second)
How to invite guests:

As a member of an active Chapter, you understand the importance of attending Chapter meetings and events. After all, they are educational, you get to network, you are building your business and you are bettering yourself as a Residential Property Manager. With all these benefits, why aren't people beating down the doors to come to your meetings?

There are many reasons as to why, some may include:

- People were not aware that the meeting was taking place—Very little promotion (Inviting)
- Failure to promote the meeting with enough advance notice
- The topic was not relevant to them or was not of benefit to the individual
- They attended once, but did not feel welcomed
- The meeting time and location was not convenient

One of the best ways to increase your chances of greater attendance is all in how you invite them.

When inviting, follow these guiding principles:

- Stress the benefit to THEM as to why they should attend
  - Who they will meet, potential for business, opportunity to connect
- Provide all the information (Place, time, purpose etc)
- Make multiple touches
  - Invite them early enough to put it on their calendar
  - Remind them a day or two before
- Offer to meet them before or after the meeting for a one to one
- Offer to pick them up or meet them somewhere so they don't feel like they are going alone
- Invite them to meet a specific person
- Practice makes perfect—the more guests you invite the easier it gets
- Commit to not just inviting guests—but bringing guests

Sample invite:

If you have not already made plans I would like to invite you to our _____ Meeting Title _____ on _______ date _______ where we will be discussing ____ Topic ____. I thought that you may be interested in the subject and would love to see you.

I have included the details below, please let me know if you can make it and I will put you down or if you would like to register on-line you can do so by clicking here. If you can't make it I understand, but I would still love to catch up sometime soon!

Invite to an Affiliate:

If you have not already made plans I would like to invite you to our _____ Meeting Title _____ on _______ date _______ where we will be discussing ____ Topic ____. I would like to introduce you to _______ they are in the Residential Property Management industry, and I thought that it would be a good introduction for you.

I have included the details below, please let me know if you can make it and I will let _______ know you will be attending as my guest and that I would like to introduce the two of you. If you can't make it I understand, but I would still love to catch up sometime soon!
Getting them to Show up- Have a plan before the meeting

Set expectations:

- Send an introductory email introducing your guest to members you think they would benefit from meeting. When other people are expecting them, they are more likely to show.
- Inform them of the structure of the meeting.
- Call the day before the meeting letting them know you excited to see them at your chapter “tomorrow.” (less likely to back out).
- Offer to pick them up.

Getting them to join- Have a plan during and after the meeting

During the meeting:

- Arrive before or with your guest.
- Make sure they have a name tag made for them.
- Greet them with a smile as they come in (this goes a long way).
- Make sure they are properly registered.
- MAKE THEM FEEL WELCOME.
- Introduce them to other members.
- Seat them near members they could benefit from meeting.
- Give them information on membership and how to join.

After the meeting:

- The most effective way to approach someone about joining NARPM® is get to know them and their interests - then focus and share the aspects and programs that NARPM® has to offer them (stories are great).
- Follow up with them:
  - Did they find the meeting beneficial?
  - Gather insight into the benefits they received by attending and what you could improve on.
  - Was there anyone there that they would like an introduction to or a one to one with that you could arrange.
  - Ask if joining was something they would consider and what questions would they have or challenges would they have in joining.
  - Ask what would you need to get out of joining the chapter to make it worth the investment.
  - Share the benefits you have received and your successes with the chapter.
  - Email them more information if they need it.
Chapter Development

Phase Two - Running
Running an effective meeting

The four phases to running an effective meeting:
• Planning the meeting: Setting goals, creating the agenda,
• Meeting logistics: Getting the registrations set up, meals ordered etc
• Running the meeting:
• Following up after the meeting ends

Planning the meeting: creating the agenda, setting goals

As a new Chapter, planning for your first meeting can be a daunting task, but remember practice makes perfect and no one knows what it is supposed to look like.

Here are some guidelines for planning your first meeting

Setting Goals:
• What do you want to accomplish in the meeting (# of attendees, # of guests, # of members engaged)
• What is the take away you want members to leave with

The basics:
• Frequency (monthly, bi-monthly, quarterly)
• Length (should be two hours in length maximum)
  o Survey members
  o Day preferences (Tue, Wed, Thur)
  o Time preferences (Breakfast, Lunch, Late Afternoon)

Meeting Structure-keeping it consistent
• Networking/icebreaker activity (15min)
• Welcome/purpose and overview announcements (10 min)
• Introductions (15-20 mins)
• Include one of the 12 codes of ethics for points towards chapter excellence
• Leadership and Committee reports (15 mins)
• Educational presentation (45 mins)
• Sponsor moment (5 min)
• Closing and 50/50 raffle (15 min)
• Ambience may be formal or informal

Logistics: Selecting a location

(Centralized, easy access into and out of, plenty of parking, meets present and future size needs, audio/visual needs, quality of service/selection, cost)

• Restaurant
• Hotel/conference center
• Board of Realtors
• Title Companies
• City/Municipality Buildings

References: http://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main
NARPM® Chapter Meeting SAMPLE agenda

Date

1. Welcome Members and Guests

2. Purpose & Overview

   Mission
   NARPM® provides resources for residential property management professionals, who desire to learn, grow and build relationships

   Vision
   NARPM® will be the recognized leaders in residential property management industry.

3. Introductions

4. Code of Ethics

5. Leadership Reports

6. Committee Reports (review code of ethics)

7. Sponsor of the month

8. Featured Speaker

9. Q & A

10. Announcements

11. Door Prize

12. Next meeting

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.
SAMPLE Meeting Agenda Worksheet

[Name of Chapter] of the National Association of Residential Property Managers

Board of Directors Meeting Agenda

Date

Chapter Mission:

Chapter Vision:

<table>
<thead>
<tr>
<th>Carried</th>
<th>Failed</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Call Meeting to order</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Roll Call determines quorum is present. If quorum is not present cannot hold meeting</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Strategic/Industry Discussion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Use this time to have a discussion on what is happening in the industry that affects the chapter. Can assign this discussion to a different board members each month to bring a discussion item</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Sometimes these discussions will lead to a motion by the directors on action that is needed.</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Treasurer’s Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Review the financial report to assure the board understands details</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Make sure when a budget is suggested it shows actual vs forecasted amounts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Reports from any financial advisors or institutions</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Presidents Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Report on what information that is relevant to the board of action around chapter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Update on meeting attended as President of the Chapter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Any other pertinent information that should be shared with the Directors</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>President-Elect Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Review action of committees/work groups/task forces that met who are not in attendance at meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Other actions that were assigned by the President</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Committee Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. If action is needed have Committees reports given here</td>
</tr>
</tbody>
</table>

Business Action

8 Consent agenda (items on a consent agenda do not need discussion or formal motion. They are reoccurring monthly items such as below:

<table>
<thead>
<tr>
<th>Carried</th>
<th>Failed</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1. Written Committee Reports that are informational only (no action needed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Minutes of previous meeting if no additions or corrections must be made</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Correspondence that does not require action</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Any item under the consent agenda can be removed by an agreement by the group and moved under discussion item on agenda</td>
</tr>
</tbody>
</table>

Copyright © 2018 National Association of Residential Property Managers. All Rights Reserved.  www.NARPM.org
<table>
<thead>
<tr>
<th>9</th>
<th><strong>Unfinished Business</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Take action on any unfinished business from previous meetings</td>
</tr>
<tr>
<td></td>
<td>2. Take action on any items that were tabled at the last meeting</td>
</tr>
<tr>
<td></td>
<td>3. Remember Motions are needed and seconds are to be made. Discussion must take place before the vote</td>
</tr>
<tr>
<td></td>
<td>4. If it action has a financial impact make sure the Treasurer/Finance Committee gives input</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10</th>
<th><strong>New Business</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Bring forward motion for items to come to the floor, followed by second, discussion and vote</td>
</tr>
<tr>
<td></td>
<td>2. Continue this action on all items</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11</th>
<th><strong>Discussion Items</strong>*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. If an item was pulled from the consent agenda add the items here for the meeting</td>
</tr>
<tr>
<td></td>
<td>2. If a motion is needed on the item it should be handled at this time</td>
</tr>
<tr>
<td></td>
<td>3. If there are any pending items that need to be discussed from last meeting it should be addressed at this time</td>
</tr>
<tr>
<td></td>
<td>4. Review Pending Items</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12</th>
<th><strong>Adjourn Meeting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>President can adjourn meeting, no need for a motion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pending Items Date</th>
<th>Explanation of Action Pending from last meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Remember to review the code of ethics*
SAMPLE Board of Directors Minutes Template

Name of Chapter
Date of Meeting
Location of Meeting

List of Officers, Directors, and Staff Present

List of Guest Present

Welcome and Call to Order
President ________ called the meeting of the _____________ Chapter of the National Association of Residential Property Managers to order at [time] on [date].
*MUST use your chapter name in all records as the Directors do not represent NARPM® National but rather their chapter.*

Roll Call
Roll Call was given and a quorum was present at the meeting

Strategic/Industry Discussion
[Short explanation on what was discussed at meeting. List other motions here. Do not include discussion in your minutes. Stick to the facts. Should a motion come out of the discussion:] Motion was made, seconded, [amended if needed] and [carried or defeated] to [write out motion wording as adopted].

Treasurer’s Report
Board of Directors reviewed the [month and year] financial report for the organization

Committee Report
The [name of committee] brought forward a motion to [brief explanation]. Motion was made, seconded, [amended if needed] and [carried or defeated] to [write out motion wording as adopted].

Consent Agenda
There being no discussion the Consent Agenda was adopted by acclamation. [If the Directors pulled items from the consent agenda any action is noted under Discussion Items.]

Unfinished Business
The [explain motion] that was tabled at the [date of meeting] was brought back on the table. Motion was Motion was made, seconded, [amended if needed] and [carried or defeated] to [write out motion wording as adopted].

[If any items were pulled from the consent agenda add them here along with action taken. If no action taken, then give brief explanation of item.]

New Business
The Board of Directors considered action to [give brief explanation of action requested]. Motion was Motion was made, seconded, [amended if needed] and [carried or defeated] to [write out motion wording as adopted].

[If any items were pulled from the consent agenda add them here along with action taken. If no action taken, then give brief explanation of item.]

Discussion Items
[If any items were pulled from the consent agenda add them here along with action taken. If no action taken, then give brief explanation of item.]

[List other motions that come from discussion items. Do not include discussion in your minutes. Stick to the facts]
No further business to come before the directors, the meeting was adjourned.

_Signed by Secretary_

Name of Secretary  
Chapter Secretary

_Take this off agenda:_

Pending Items

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>March BoD Meeting</td>
<td>At the January Board Meeting it was discussed to move the meeting location to _______. President _______ assigned the Membership Committee to study this issue and bring a report to the Board in March for action</td>
</tr>
<tr>
<td>November BoD Meeting</td>
<td>October the President requested volunteers to help with planning the Conference. If no one volunteers the President will appoint the volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NARPM® Board Protocol & Conduct

Being elected to the Board of Directors for your chapter is an honor and privilege. Your peers have selected you to serve the chapter in representing the industry and their professional interests.

It is a commitment and responsibility that can be easily managed by staying focused on NARPM® Core Values:

- Respect and integrity among members brought about by ethical, honest, and credible behavior
- Cooperation and sharing amongst colleagues instead of competitors;
- Commitment and dedication to the profession of residential property management;
- Promotion of continual learning;
- Visionary leadership for the industry;
- Service to society.

Respect and integrity among members brought about by ethical, honest, and credible behavior:
- Leaders are held to a higher standard and are expected to be the example for our general membership to emulate.
- Stay true to NARPM® Code of Ethics and Standards of Professionalism.

Cooperation and sharing amongst colleagues instead of competitors:
- Approach and welcome new members, first time attendees, and guests so they immediately know they are accepted.
- Always be willing to share information and ideas with fellow NARPM® members.
- Always “talk the good NARPM® talk” amongst the membership.
- Give a member(s) your full attention when they address you. If they present you with a problem or other matter, see it through to the resolution or direct them to the right entity (committee chair, staff person, and/or Board member) to handle the issue. Most important, follow up with the member to ensure they were satisfied with the process and/or end result.
- At NARPM®-related events, mix and mingle (sit) with a combination of friends/long-term members, new members and first time attendees. Whenever possible, Board members should sit at separate tables.

As a leader, members take pride in getting to meet you and talk with you. By sharing your experiences they become a part of the NARPM® experience. Consequently, it is encouraged that you meet as many different members as you can. By socializing with only your friends, you miss this opportunity as a leader of NARPM®.

Where would you be in NARPM® today if a leader had not approached you?
Commitment and dedication to the profession of residential property management:

As a speaker, NARPM® representative, guest, participant, etc.

- Register for all events in which you are participating; unless directed otherwise by your host organization.
- Published dates and rates for events apply to all members.
- Always bring something to share with the members you are visiting (forms from your office, NARPM® membership packet, convention brochure, etc.).
- Meet and greet as many people as possible.
- Be accessible and approachable.
- Arrive early and be prepared.
- Turn off your cell phone.
- Private meetings should be conducted away from the membership.

As an Attendee

- During all events, be attentive and demonstrate respect to the person(s) speaking.
- Return from designated breaks promptly at or before the specified time.
- Participate in all events and get involved.

Promotion of continual learning:

- Seek continued education for yourself (CE courses, NARPM® meetings, industry-related books and workshops, etc.).
- At any NARPM® or real estate event, wear your NARPM® designation pin(s).
- Support the offering of NARPM® certification courses in your area.
- Encourage members to take certification courses and seek their NARPM® designations.
- Encourage members and prospective members to attend NARPM® events and educational offerings.

Visionary leadership for the industry:

- Release your inhibitions and personal issues to open your mind to focusing on the goals and purpose of the association.
- Give and prepare yourself to receive constructive criticism.
- Restrict negative communication; be constructive – presentation makes all the difference.
- Avoid personal agendas and politicking.
  - If you are dissatisfied with a NARPM® member or situation, discuss it with that member or the appropriate leader(s) without involving others.
  - Always remember, “NARPM® first” when preparing to present an issue, motion, etc. The needs/wants of a committee/member/yourself are secondary if it does not benefit NARPM® as a whole by adhering to the Strategic Plan.
  - Even if a controversy exists, demonstrate nothing but a positive attitude; especially when among the membership.

Even if something seems like a personal attack, remember, it probably is not. People are inherently good and do not intend to harm or offend others by their choices or actions. Often times the offensive or disappointing actions by another have nothing to do with you but rather with that person’s own goals, personal issues or insecurities. If you know them personally, approach them privately to discuss the matter as a friend. If you know them professionally, approach them privately to discuss the matter respectfully as colleagues.
Male-Female Communication:
• Avoid sexual overtones and innuendo
• Avoid inappropriate contact, dirty jokes, foul language, etc.

E-mail:
• Make sure to enter a “subject” into the subject line and that the subject matches the content of the email – NARPM®
• Restrict communication to the business being conducted
• Only include parties, as necessary; likewise, make sure to include all parties affected by the information – don’t forget to include headquarters.
• Reply as directed, if you can reply to one rather than all, do so
• Restrict humorous or sarcastic communication, as it can be easily misinterpreted
• Have access to and check your email daily; respond as needed
• Insert instructions (reply or reply all) into the email as to who should receive a reply
• You are expected to reply to emails if your name is in “To” section and if cc: then the email is FYI only

Motions, reports, agendas:
• All must be presented
  o On time
  o Complete
  o In the format requested (hard copy, electronic, etc.)
  o Using any required template, as applicable
  o To all parties, as instructed
• If you know of (or will be presenting) a motion that opposes the goals or ideas that another Board member and/or committee will be presenting, notify the appropriate board member/committee chair prior to the motion being presented
• Include all pertinent background information to a motion so the Board can make an educated and thoughtful decision
• Include how the motion/action supports the strategic plan
• Do your homework prior to the board meeting.

Relationship to NARPM’s professional staff, committee chairs/ members, and board members:
• Be supportive: offer to assist
• Be respectful: make a request, not an order
• If they have not been able to complete a task assigned, ask them what they need or how you can help to ensure the task is completed
• Exceptions should not be expected for anything that has a clear policy/ procedure
• Most importantly, do not assume; ask for clarification

Time Management:
• Manage your time so you can meet your obligations
• If you cannot meet an obligation, discuss it with the appropriate leader as soon as you realize it is a problem allowing opportunity for someone else to assist or accomplish the task
Dress:
• Dress professionally and respectfully at all NARPM® functions and when representing yourself as a NARPM® leader/member
• Men – slacks, button shirts, sports jackets, suits and ties
• Women – business attire • Wear NARPM® designation pins, etc. whenever possible
• Wear your Board name badge whenever possible
• Participation is key – if a NARPM® event has a theme calling for a costume or special dress, Board members are to participate and dress accordingly

Service to society
Public Speaking:
• Exhibit a professional and positive attitude
• Be prepared and knowledgeable about the subject
• Acknowledge all members/affiliates/guests equally and professionally
• Present yourself as an expert of the industry, as that is how you are being perceived

Promote Charitable or Community Service Projects
• If you are part of a local and/or regional chapter of NARPM, encourage the chapter to host such a project and make sure to participate in it
  Participate and support any national NARPM® sponsored project
Running Effective, Engaging and Energetic Meetings

Tips and Tricks

What are some of the keys to designing effective meetings?

- The importance of a written agenda
- The design of an agenda (hidden elements to an effective and energetic meeting)
- Staying on task, track and time – Techniques
- Avoiding burnout - strategies and tactics (ex: how to pick and transition to your next successor)
- Motivating Team Members (actions)

- Staying on task, track and time – Techniques
  - Have an Agenda (learning styles, paying attention)
  - Give an overview of the agenda and asking “is there anything else” from the beginning
  - Learn the phrase, “If we have time we can discuss that in the end?”
  - Time Keeper (utilize challenging committee members) and/or Co-leader
  - Have a plant in the meeting*

- Avoiding burnout - strategies and tactics
  (ex: how to pick and transition to your next successor)
  - Get others involved by giving updates, reports or perspective on something (pre-plan)
  - Picking your next successors (miss a meeting or show up late)
  - Getting your next successor to say yes and how to transition of new successor
  - Pulling people aside and “asking for help”
  - Subcommittees with agendas?
Chapter Meeting Checklist

To be used by Chapter in planning meetings

Before the meeting

☐ Intentional greeting area is set up with Past President, or if unable, at least one Board Member greeting and welcoming members and guests
☐ Welcome table is set up with professional name tags and agendas where members and guests are warmly greeted
☐ NARPM® membership materials are displayed with proper NARPM® signage
☐ A table is set up for raffle prizes or silent auction items -if applicable
☐ Members are standing and participating during the networking portion of the meeting
☐ Guests are being introduced to members

During the Meeting:

☐ Meeting is started on time
☐ Meeting agenda (enough for all attendees) are on the tables, which must include one Code of Ethics item to be read aloud at the meeting or displayed for all members to see
☐ Encourage Board members to sit at separate tables (no cliques)
☐ Board members to greet people they don’t know well at each meeting
☐ Members and Guests are thanked for attending
☐ Code of Ethics item on agenda is read aloud
☐ Depending on the size of the Chapter, individual introductions of each attendee should be encouraged. For larger Chapters, first time attendees should be introduced to the group
☐ President’s report given
☐ Committee reports given by Chairperson like:
  ☐ Membership
  ☐ Communication
  ☐ Education/Speaker
  ☐ Marketing/Publication
  ☐ Newsletter
  ☐ Legislative
  ☐ Affiliate/Vendor
  ☐ Recognitions
  ☐ Charity
  ☐ Other: ______
☐ Speaker(s)/presentation?
☐ Announcements of the next board meeting/membership meeting dates and other announcements pertaining to the members
☐ Silent auction closes (if applicable)
☐ Raffle drawing (if applicable)
☐ Thank everyone for coming
☐ Meeting ends on time
☐ People stick around to connect (network)

After Meeting:

☐ Prepare meeting minutes for approval at the next chapter meeting and file a copy along with the meeting agenda
☐ Submit a copy of the meeting minutes approved by the membership to NARPM® by March 15th
☐ Send survey to all participants about the meeting and ask for feedback on future topics
Chapter Checklist overview

When assessing your chapter, what to look for (elements of a good meeting)
- Welcoming
- Room set up
- Registration desk
- Agendas on tables
- Leadership is on time
- Meeting started on time
- Agenda is being followed
- NARPM® materials displayed
- Antitrust law statement on documents 😊
- Leadership is interacting with guests
- Announcements, what’s going on, etc.
- At the end members are staying around to network
- Guests are thanked for attending and asked, would they like information on membership

The KEY areas
- Welcoming
- Professionally ran meeting
- Member involvement
- Energy in the room
- Members sticking around to network
- Do they have, or are they using, Affiliates

Leadership meeting
- Agenda
- # of members present
- Score card (rate your chapter)-Also used by an RVP during their visit
- Encouragement and direction
- NARPM® Code of Ethics/Antitrust law statement

Finally (things to consider/remember)

Do’s...
- Be positive
- Be a resource
- Be Professional
- Bring Value!!!

Don’ts
- Don’t be hard on the chapter
- Don’t say “what I would do,” say “what I’ve seen other chapters do…”
This assessment is designed to determine whether the chapter is on track to succeed.
Take a few moments to answer each question by rating each item on a scale of 1-10 using the rating system below.
After you answer all the questions, average your score and rate the chapter.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Were they Welcoming?</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Was there a registration desk set up with someone warmly welcoming you?</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Were the guests being introduced to other members?</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Were the members connecting instead of impressing?</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Do members go out of their way to make guests feel welcomed?</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Overall Feeling of welcome from the chapter</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Average score: ______________

<table>
<thead>
<tr>
<th>Location</th>
<th>Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was the location convenient for the members and guests?</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Overall atmosphere of the location</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Was the room set up/seating conducive to networking and getting to know each other?</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Was the sound quality such that you could hear the speaker clearly?</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Average score: ______________</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How the meeting was ran</th>
<th>Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the leadership team arrive early and appear to be well prepared?</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Meeting started on time</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Was there an agenda and was it followed?</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Were guests warmly welcomed during the meeting and asked to submit an application?</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Was the speaker's topic relevant and timely?</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Were there announcements made of upcoming chapter or NARPM® meetings/events?</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Was the meeting an appropriate length of time?</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Average score: ______________</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Chapter Health Assessment

Chapter: __________________________  Date: __________________________
### Attribute Table

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Positive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average score:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guests/Networking</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Number of guests</td>
<td>Several</td>
<td></td>
</tr>
<tr>
<td>Leadership interacting with guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members interacting with guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members staying around after to network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guests are thanked for attending and asked, would they like information on membership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members interacting with guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average score:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Submitted By: __________________________________________ for Chapter: __________________________________________

### Top Ways to Improve a Chapter

- Follow the “elements of a good meeting”
- Assist the leadership with being enthusiastic (positive)
- Create a welcoming environment for the members and guests
- Suggest a “rate your chapter” review or “chapter health assessment”
- Assist them in getting more members involved by sharing the benefits of additional exposure
- Strategies on the best way to invite guests (to include, who would make great guests exercise)
- Suggest they visit another chapter that is doing well to see what they are doing
Chapter Development

Phase Three
Chapter Requirement Submission
& Chapter Excellence
Chapter Development – Phase Three– Chapter Excellence

What is the Chapter Excellence Award?
The Chapter Excellence Award honors chapter achievement relative to NARPM®'s desire to develop its members’ both professionally and personally. The accomplishments that are required to achieve this award carries out NARPM®’s mission “to provide resources for residential property management professionals who desire to learn, grow and build relationships” It also serves as the blueprint for setting the standards of professionalism—our ultimate goal as an organization.

How do you achieve this award?
Points are assigned for activities that the Chapter and its Chapter Members complete. Here is a breakdown of the point system:

Receive One (1) point for:
- One point for each new NARPM® chapter member
- One point for each 10 affiliate members
- One point for each chapter meeting
- One point for each meeting where the NARPM® Code of Ethics is discussed
- One point per newsletter
- One point for each chapter member achieving New Member Recruiter status
- One point for every 10 chapter members who are candidates for NARPM® designations
- One point for chapter meeting notification sent by broadcast email, fax, or web site
- One point for each article by a chapter member in the Residential Resource
- One point for every chapter member serving on national committee or as NARPM® national officer/director

Receive Two (2) Points for:
- Two points for each designation class sponsored
- Two points for each chapter sponsored educational course (3 pts if it is approved for continuing education in your state
- Two points for having a NARPM® booth at a local trade show
- Two points for chapter sponsored community service
- Two points for chapter sponsored legislative action

Receive Three (3) points for:
- Three points for each function arranged and performed with a cooperating chapter
- Three points for mentoring another chapter

Receive additional points for:
- Points for retaining more than 60% of chapter members
- Points for percentage of chapter members/companies who have designations
- Points for percent of members attending the Leadership Training
- Points for percent of members attending national convention

Achieve 30 or more points to receive award!
2017 Chapter Excellence Award Worksheet

Covers 12 month period January 1 through December 31 of the award year

This is ONLY a worksheet. All Chapter Excellence information must be completed through the website. [https://app.wizehive.com/appform/login/2016chapterexcellence](https://app.wizehive.com/appform/login/2016chapterexcellence)
E-mail questions to one of the volunteers: kdm@partnersmgmt.com
Or phone: 404-876-8700 (Eastern Time Zone)

**Chapters must have 30 or more points to submit an application.**

Three (3) Awards for top points will be given based on size of chapters. Small chapter award for less than 49 members; medium chapter award for 50-124 members; and large chapter award for 125 and over members.

The NARPM® **Chapter Excellence Award** is earned by the activities a chapter accomplishes. It is requested, but not required, that all chapters complete and submit this application annually and that the President-Elect do this.

To qualify the application MUST be received no later than the **last day of February**, following the award year, (no extensions will be granted). Chapter Excellence awards will be presented at the Annual Convention the following year of award period.

All Chapter Excellence applications must be completed through the website. [https://app.wizehive.com/appform/login/2016chapterexcellence](https://app.wizehive.com/appform/login/2016chapterexcellence)
E-mail questions to one of the volunteers: kdm@partnersmgmt.com
Or phone: 404-876-8700 (Eastern Time Zone)

The following reports are to be used as back-up and attached to this application and are available from the National website, [http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/](http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/).
**New Member Recruiter list; list of CRMC® Candidate and CRMC® designees; PAC Contributors; Leadership Conference attendee list; Convention Attendee list**
Notes to All Applicants:

1) All questions cover the period from January 1, through December 31, unless specified otherwise.

2) Back-up information/documentation should be underlined or highlighted appropriately, marked in upper corner with the corresponding question number, and included in numerical order. Zip files, or one PDF attachments can be used as uploads rather than individual documents.

3) Be sure that highlights are clearly visible in scanned documents for upload. All information must be legible and any items that are not legible will be subtracted from the total points.

4) The Chapters who apply and are qualified for the award with 30 or more points will be announced to all members in the second quarter after the award year. The Top Awards will presented at the Annual Convention. The Award for “Chapter of the Year” will be presented to two chapters, depending on size, with the highest point total after review. Three (3) Awards for top points will be given based on size of chapters. Small chapter award for less than 49 members; medium chapter award for 50-124 members; and large chapter award for 125 and over members. New Chapters are eligible to receive Chapter Excellence and the New Chapter of the Year Award.

5) Provide accurate and specific back-up supported information. Points will be deducted for incorrect information/back-up/totals. For all answers, be prepared to explain back-up information.

6) Review of the application is usually done within 14 days of the deadline for Award. Sometimes the reviewer(s) of applications has questions or needs clarification about the back-up information, please be sure that the person who is knowledgeable about the application is readily available. In any event, if adjustments are needed, the reviewing person will make appropriate adjustments and these adjustments will be final.

7) Information relating to points on applications is confidential and is not available to people other than the Chapter Excellence volunteers, National staff, and a limited number of NARPM® leadership.

8) Whenever points are claimed, be sure that the back-up information shows clearly that the chapter is entitled to the points claimed.

9) All reviews, revisions, deductions, adjustments, interpretations and other determinations relating to this application are at the sole discretion of NARPM® and are not controvertible.

10) This application is for chapter related activities, not for the efforts of individual chapter members.

11) References to “members” in this application shall mean Professional, Associate, Support Staff, and Life members of individual chapters as listed in back-up information from question 1.

12) Submit backup documents for each question number as listed on the upload site. If a conflict between paper application and upload exists, follow upload instructions.

13) Broker/Owner Retreat is not counted in Chapter Excellence Awards as it is not open to all members.
Application Questions:

MEMBERSHIP: Fifty-five (55) points available in this category

1. Enter the number of the following types of members as of December 31 of the award year:
   - Professional members
   - Associate members
   - Support staff members
   - Life members
   - Combined total number of members

   Attach lists from the website (http://www.narpm.org/members/tools/chapter-services/member-reports/chapters/member-roster/). Ensure that the lists contain type of membership for each member. Enter the number of affiliate members as of December 31, of the award year. Attach a complete list. If the lists are not attached this application will be disqualified.

   Does the state in which the chapter is located have continuing education requirement for licensing?

2. Provide list of all new members for your chapter as of December 31 of the award year. A list of new members can be obtained on the website (http://www.narpm.org/members/tools/chapter-services/member-reports/professional-membership/members-joined-since-yyyy-mm-dd/). Chapter numbers can be found in column U). Earn points for the percentage of new members compared to existing members (take number of new members and divide by prior year member numbers will give you the percentage of growth).

   Number of New Members added to Chapter:
   
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 – 9%</td>
<td>1 point</td>
</tr>
<tr>
<td>10 – 14%</td>
<td>2 points</td>
</tr>
<tr>
<td>15 – 19%</td>
<td>3 points</td>
</tr>
<tr>
<td>20 – 24%</td>
<td>4 points</td>
</tr>
<tr>
<td>25% +</td>
<td>5 points</td>
</tr>
</tbody>
</table>

3. Three (3) points for your chapter meeting 90% retention of membership after national dues billing (March 10). See spreadsheet and highlight your chapter name and goal that was met.

4. Five (5) points if as of December 31, Chapter has an active affiliate program that encourages vendors to join chapter. If yes, supply list of local affiliates and add five (5) points.

   Number of affiliate members:
5. **Six** points each for starting and mentoring a new chapter and three points for mentoring a struggling chapter. Include letters from the leader(s) of the chapter(s) mentored detailing your efforts. Mentoring means substantial on-going effort that results in starting a chapter and/or helping a struggling chapter succeed. Twelve (12) points available.

6. **Two** points per service for providing a community service project as a group effort. Provide copy of evidence of the event and the service provided. This does not include just raising money for a donation but rather a project that involves chapter members. Six (6) points available.

7. **One** point for each member who participated in the New Member Recruitment program during the application year. Obtain list from the website and highlight names (http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/). Five (5) points available.

8. Percentage of members who attended the NARPM Annual Convention during the award year. Obtain copy of convention attendees from the website and highlight names of those in attendance. (http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/)

   Number of members in attendance:
   - 1-9%: 3 points
   - 10-19%: 4 points
   - 20-24%: 5 points
   - 25-30%: 6 points
   - 30%+: 10 points

9. Percentage of members who attended a NARPM State(s) Conferences during the award year. Submit a copy of conference attendees list and highlight names of those in attendance. Name and date of conference must on attendee list.

   Number of members in attendance: ________
   - 1-9%: 3 points
   - 10-19%: 4 points
   - 20-24%: 5 points
   - 25-30%: 6 points
   - 30%+: 10 points

10. Three points per grant a chapter applied for and used. Information on chapter grants can be obtained at http://www.narpm.org/members/tools/chapter-services/handbook/support-services/ (bottom on page). Provide evidence of use. Nine (9) points available.

11. Award points if your chapter has instituted the New Member Mentor program at the Chapter level. Upload copies of all completed checklist from mentor program in the one upload slot to show all new members in this program. (http://www.narpm.org/join/membership-benefits/)

   Number of New Members Mentored:
   - 21-30%: 1 point
   - 31-40%: 2 points
   - 41-50%: 3 points
   - 51%+: 4 points
EDUCATION: Fifty (50) points available in this category

12. **Two** points for each chapter-sponsored NARPM® 6/8 hour educational course. Provide copy of course flyer. Not applicable if points are taken with other questions within the application. Twenty (20) points available.

13. **Two** points for each chapter-sponsored educational course that is not a NARPM® 6/8 hour educational course. **Award three** points if the course is approved for required state continuing education (CE) hours for license renewal. **Award three** points if state has no Continuing Education requirements and provide documentation from state licensing division that shows no CE or license required. Provide copy of course flyer and mark CE information. Not eligible points if education is used with other questions within the application. Minimum course length –1 hour. Twenty (20) points available.

14. **Three** points for each function arranged and performed with another chapter and/or another real estate related association such as educational courses or other business related opportunity. Provide copy of applicable flyer or other demonstrative information. Not eligible if education points are used with other questions within the application. Six (6) points available.

15. **One** point for each regular membership meeting that discussed/reviewed the NARPM® Code of Ethics. A meeting must include speaker, panel, or round table, be held for a special purpose or other educational/business opportunity, and is not a “course” as referred to in questions #6, #7 or #9. **One** point per meeting. Submit copy of meeting agenda showing ethics discussion item and meeting topic. Six (6) points available.

16. Percentage of members who are candidates for the RMP® and/or MPM® designations as of December 31, of the award year. Applicants must have officially applied for the designation and paid the required fee. Chapters can only count a member once regardless of the number of designation candidacies held. Obtain lists from the website and mark names (http://www.narpm.org/members/tools/chapter-services/member-reports/professional-membership/members-with-designations/.) Candidacies have C after designation and column U lists chapters where member belongs. Number of Candidates as of December 31:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 7%</td>
<td>1 point</td>
</tr>
<tr>
<td>7-14%</td>
<td>2 points</td>
</tr>
<tr>
<td>15+%</td>
<td>3 points</td>
</tr>
</tbody>
</table>

17. Percentage of member companies who are candidates for the CRMC designations as of December 30 of the award year. Applicants must officially applied for the designation and paid the required fee. Obtain lists from the website and mark names (http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/) Number of Candidates as of December 31:
18. Percentage of members who hold the RMP® and/or MPM® designations as of December 31 of the award year. One point per member regardless the number of designations held. Obtain list from the website and mark each member/company once. Chapters can only count a member once regardless of the number of designations held. Obtain lists from the website and mark names (http://www.narpm.org/members/tools/chapter-services/member-reports/professional-membership/members-with-designations/) Column U lists chapters where member belongs. Number of Designees as of December 31:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 14%</td>
<td>2 point</td>
</tr>
<tr>
<td>15-19%</td>
<td>3 points</td>
</tr>
<tr>
<td>20-24%</td>
<td>4 points</td>
</tr>
<tr>
<td>25-29%</td>
<td>5 points</td>
</tr>
<tr>
<td>30% +</td>
<td>6 points</td>
</tr>
</tbody>
</table>

19. Percentage of member companies who hold the CRMC® designation as of December 30 of the award year. One point per company. Obtain list from the website and mark each member/company once. Chapters can only count a member once regardless of the number of designations held. Obtain lists from the website and mark names (http://www.narpm.org/members/tools/chapter-services/compliancechapter-excellence-awards/) Number of CRMC® companies as of December 31:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 14%</td>
<td>2 point</td>
</tr>
<tr>
<td>15-19%</td>
<td>3 points</td>
</tr>
<tr>
<td>20-24%</td>
<td>4 points</td>
</tr>
<tr>
<td>25-29%</td>
<td>5 points</td>
</tr>
<tr>
<td>30% +</td>
<td>6 points</td>
</tr>
</tbody>
</table>

20. Percentage of members who hold the CSS®, CMC, and/or CRMB certification as of December 31 this year. One point per member who hold certifications. Obtain list from the website and mark each member/company once. Chapters can only count a member once regardless of the number of designations held. Obtain lists from the website and mark names (http://www.narpm.org/members/tools/chapter-services/member-reports/professional-membership/members-with-designations/). Column U lists chapters where member belongs.

Number of members holding certifications as of December 31:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 14%</td>
<td>1 point</td>
</tr>
<tr>
<td>15-19%</td>
<td>2 points</td>
</tr>
<tr>
<td>20-24%</td>
<td>3 points</td>
</tr>
<tr>
<td>25-29%</td>
<td>4 points</td>
</tr>
<tr>
<td>30% +</td>
<td>5 points</td>
</tr>
</tbody>
</table>
21. Percentage of members who are candidates for the CSS®, CMC, and/or CRMB certification as of December 30 of the award year. Applicants must have officially applied for the certification and paid the required fee. Chapters can only count a member once regardless of the number of certification candidacies held. (http://www.narpm.org/members/tools/chapter-services/member-reports/professional-membership/members-with-designations/). Candidacies have C after certification. Column U lists chapters where member belongs.

Number of Candidates as of December 31:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 7%</td>
<td>1 point</td>
</tr>
<tr>
<td>7-14%</td>
<td>2 points</td>
</tr>
<tr>
<td>15+%</td>
<td>3 points</td>
</tr>
</tbody>
</table>

MARKETING: Twenty (20) points available in this category.

22. Two points each for sponsoring and staffing a NARPM® booth at a non-NARPM® trade show. Provide copy of applicable flyer and/or other demonstrative information. Not applicable points if event is used with other questions within the application. Four (4) points available.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23. One point per newsletter (electronic or printed). Provide copies with dates printed on front page. Maximum twelve (12) points.

24. Three (3) points for each marketing effort the Chapter has made to promote membership in the Chapter. This program shall be an outreach promoting chapter growth. (Examples of program can include emails, postcards, fliers, etc., that are sent to market events that are used to grow membership, or special emails, postcards, fliers, etc, that promote membership in the chapter.) Provide copies of all marketing material and documents, along with date of activity. Six (6) points available.

25. Award four (4) points for each Chapter Committee who has a Chair AND Vice Chair. Total of twenty (20) points and upload a copy of the committee agenda.

Membership Committee
Education/Designation Committee
Legislative/Governmental Affairs Committee
Meeting/Program Committee
Community Service Committee
GOVERNMENTAL AFFAIRS/LEGISLATIVE: Fifteen (15) points is available per category.

26. **Two** points per issue when members join together in an attempt to pass or defeat a legislative issue on a state, county, or city measure. Provide a copy of the issue and any related petitions and/or letters signed by chapter members or any other documentation substantiating this effort. Six (6) points available.


- 1 – 5% 1 point
- 6-10% 2 points
- 11-15% 3 points
- 16-20% 4 points
- 21% + 5 points

28. **Two** points for chapter hosting or participating in a NARPM® State Day on the Hill. Submit flyer or information that exhibits promotion of event.

LEADERSHIP: Ten (10) points is available per category.

29. One point for each member who actively served on a State, or Local Chapter Committee and/or as a State, or Local Chapter Officer or Director. Provide list of Volunteers. Chapters can count one point for each volunteer position held by a member. Submit list of volunteers.

   Number of members volunteering:


   Number of members in attendance:

   - 1 - 8 % 1 point
   - 9-11 % 2 points
   - 12-14 % 3 points
   - 15-17 % 4 points
   - 18 % + 5 points

Please answer the following question in 100 words or less to receive additional consideration, in case of a tie, for the “Chapter of the Year” and “New Chapter of the Year” award: (NOTE: Last year’s Chapter of the Year recipient is NOT eligible this year)

What has the Chapter done during the award year that promotes the growth, ethics and professionalism of NARPM® within its membership?
Chapter of the Year or New Chapter of the Year

The Chapter of the Year Award is awarded annually at the National Convention to the Chapter who receives the most points on the Chapter Excellence Award application and answers the bonus question.

In order to be considered for this award, the following are required:

1. Chapter excellence Application received on time
2. Application submitted with all required documentation to verify points taken.
3. Bonus Questions answered
4. Received highest number of points of the qualified applications submitted.
   a. To reach this level, both 1 & 2 must have been achieved.
   b. In the event of a tie in points, the bonus question can be the deciding factor as determined by the Membership Team. Membership Team consists of the Membership Chair, Vice-Chair, Membership Support Chair, Membership Development Chair, and Membership Retention Chair. The decision is to be kept confidential until announcement at the Convention.

5. Co-chapters of the year may be awarded, if the membership team feels both applicants have responses that are equal in value on the bonus question as well as the # of points received on Chapter Excellence. If at all possible, however, only one will be awarded. The bonus question will only be reviewed in case of a tie.

6. Chapter of the Year award cannot be earned in two consecutive years, but this chapter will receive Honorable mention and recognition at the National Convention.

7. The previous year recipient chapter will present the Chapter of the Year award to the new recipient(s). The President and President-Elect, if in attendance, shall come forward to accept the award. Those chapter members, who are present, will receive chapter of the year ribbons to wear for the remainder of the convention.

The winners:

- Achieve the highest number of points of any existing chapter and receive the CHAPTER OF THE YEAR award.
- Achieve the highest number of points of any new chapter (chartered in 18 months prior to July 15th of the award year) and receive NEW CHAPTER OF THE YEAR.

This could be YOU!!!!
Local NARPM® Chapter Wins National Chapter of the Year Award

The [Your City] – [Name of Chapter], a local chapter of of the National Association of Residential Property Managers (NARPM®) announces its achievement awards of Chapter Excellence and National Chapter of the Year for [Year]. The chapter successfully met and exceeded its goals for [Year]. [Your City] – [Name of Chapter], continues to exemplify the NARPM® organization ideals nationwide by their professionalism, ethics, education, and standard of excellence in the industry of Property Management.

The [Your City] – [Name of Chapter], leaders and membership far exceed the criteria set forth for “Chapter Excellence” and consistently go above and beyond the national expectations annually. The chapter continues to focus on its vision “[Vision for Your Chapter]”. They have achieved “Chapter Excellence” every year since [Year]. Their track record is impeccable as they were awarded the title “Chapter of the Year” for [list previous years].

[Your City] – [Name of Chapter], was founded in 1995 under the direction of [Name of founding leader] and a few eager property managers. Their mission statement is “[Insert your chapter mission statement]”. Through the years, education classes about property code, maintenance, risk management, insurance, eviction processes, city ordinances, service & emotional companion animals and such have been at the forefront of this group on a regular basis. The Legislature and the laws are ever changing for property management and NARPM® is on top of their game when these changes take place.

NARPM®, founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing over 5,000 members comprised of real estate agents, brokers, managers, and their employees. The Association administers several designation programs including: Residential Management Professional (RMP®), Master Property Manager (MPM®), Certified Residential Management Company (CRMC®), Certified Support Specialist (CSS®), Certified Maintenance Coordinator (CMC), and the Certified Residential Management Bookkeeper (CRMB). The [Your City] – [Name of Chapter] is a membership of [number of members] strong and currently holds [Number of] RMP® designations, [Number of] MPM® designations, [Number of] CSS® Certification, [Number of] CMC Certification, with [Number of] property management companies holding the CRMC® designation. Our Chapter is also highly involved in NARPM® National with [Number of] of our members holding Board Positions on our National Board of Directors.

One of the things that continues to be impressive about [Your City] – [Name of Chapter] is that members do not regard each other as their competition in Property Management. They share stories, tenant issues, marketing ideas, office procedures, policies and almost everything legal for discussion related to property management. Property managers represent only about 20 to 30 percent of the market place. The other 70 to 80 percent is managed by the owners themselves; most of whom do not know the laws that govern property management and place themselves at great risk.

[Your City] – [Name of Chapter] meets [Meeting day] of every other month starting in January for their regular scheduled meetings and has a social event on the off months. The meeting place is held at [Meeting place and time]. They always have an informative or educational meeting pertinent to
Property Management. If you have been in property management for a while and know the laws and ordinances that govern property management, your expertise is welcomed. If you are just getting involved in property management and only manage a few or maybe even a large number and can use some help, NARPM® is for you. If you are a broker and agents in your office manage properties, please do yourself a favor and mandate they join NARPM® and [Your City] – [Name of Chapter] to get educated about the laws and ordinances that put you, the broker, at risk.

For information of how to get involved with this great group of Property Managers, call [Phone Number] or visit [Chapter Website] or send an email to [Contact Person]
Education
Education

Education is a key component of the mission statement of NARPM® and our organization delivers educational opportunities, both during the meetings* and through courses that are essential to your professional performance and advancement. Chapters can co-sponsor NARPM 6 hour courses. Go to the bottom of this website, https://www.narpm.org/education/, and find details.

Education shouldn't just be about getting continuing education credits to satisfy a certification. Education should be about the continuous improvement and self-development of your members. One of the key ways of making this happen is during your local chapter meetings by providing them with a well-balanced perspective on topics and trends that affect your industry. Below is a list of some topics to consider:

Education/Speaker Topics

<table>
<thead>
<tr>
<th>State continuing education credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you need assistance contact National’s Education Manager</td>
</tr>
<tr>
<td>Obtain state requirements</td>
</tr>
<tr>
<td>Prepare learning objectives</td>
</tr>
<tr>
<td>Design educational activities</td>
</tr>
<tr>
<td>Measure learning outcome</td>
</tr>
<tr>
<td>Submit proposal</td>
</tr>
<tr>
<td>Colorado allowed 15 one-hour clock hour classes. You never know till you try!</td>
</tr>
</tbody>
</table>

NARPM® board members
- Industry leaders
- Perfect for membership drives
- Break down competition barriers
- Outline NARPM® benefits

Local experts
- Human resource professionals
- Marketing professionals (newspapers, graphic designers,)
- Tenant/owner panels
- Real Estate Commissioner
- Public Housing Agencies
- Universities
- City Officials
- Chapter members giving presentations
- Accountant/tax adviser
- Property tax negotiator
- Eviction Attorneys
- Collections Experts

Affiliates offering education
- Insurance agents
- Internet providers
- HVAC contractors
- Carpet cleaners/restoration contractors
- Plumbers/electricians/painters
- Lawn contractors
- Credit agencies -- identity theft and fraud
- Home Warranty Companies
- Affiliate panel discussions
Building a Better Business Section
- Resident screening
- Effective collection techniques
- Court preparation

How To:
- Get a chapter to become more involved locally/nationally
- Hold classes/education
- Use www.NARPM.org

National/Regional
- State and Local educational classes and events
- Conventions/retreats
- NAR/IREM

Miscellaneous topics
- Effective collection techniques
- Court preparation
- Property management plans
- Strategic business planning
- Surviving a catastrophe
- Stress management
- Conflict resolution
- Understanding personality styles
- Multiple income streams
- Business expansion
- Measuring success
- Tax strategies for your business
- Choosing owners and tenants
- Staying healthy
- Retirement planning
- Marketing and branding your business
- Protecting yourself and your employees from crime
- Real estate investment
- Accounting do’s and don’ts
- Handling criminal activity
- Policies and procedures manuals
- Hiring effectively
- Rent controls and landlord licensing
- Running a maintenance company
- Economic trends (national & local)
- Time management
- Banking topics (ACH, lock boxes, etc.)
- Websites/blogs
- Advertising/Marketing/Apps
- How to manage the daily day to day
- Reduce stress

Where do you find quality speakers?
- Reach out to industry leaders
- Check out the NARPM® speaker’s bureau. (Contact NARPM® staff or RVP for more info)
- Seek out your Ambassador and/or RVP
- Reach out to your vendors/affiliate members
Courses

NARPM® Property Management Training Courses

The following are the courses for the National Association of Residential Property Managers. There are two professional member designations.

- Residential Management Professional (RMP®) designation
- Master Property Manager (MPM®) designation.

Three 6-hour courses are required for the RMP® designation, and 24 additional hours of classes are required to continue on and receive the MPM® designation. However, any member or non-member can take NARPM® courses at any time. The course descriptions are listed below.

In order to receive a certificate of completion, student must achieve a minimum of 70% on the NARPM® exams.

6-Hour Courses: All 6-Hour courses are also available online.

Basic Series Courses

Marketing
This course provides an overview of the process necessary to market your management business. Marketing techniques such as making presentations to owners, prospecting new contacts, and closing will be discussed. Marketing principles specific to residential property management will also be presented.

Tenancy
This course will focus on the knowledge, skills, and operational tools needed to effectively manage tenants in residential properties. It will cover the tenant cycle from screening, move-in and move-out, security deposits, record keeping, and much more.

SFH201 – Managing Single-Family Homes & Small Investment Properties*
Managing Single Family Homes and Small Investment Properties is the result of an exciting collaboration between IREM and the National Association of Residential Property Managers (NARPM®) that serves as a primer for agents and owners to introduce them to real estate management basics. *Note: This is an 8-Hour Class that is still being written.

Property Manager Series Courses

Developing Rewarding Owner Relationships
(formerly Owner/Client Relations Essentials)
This fundamental course covering the four (4) steps in the cycle of owner relations will assist you in developing and managing your clients from first contact to termination. From the big picture to the small details, you will learn industry best practices in obtaining new clients and working with them during several scenarios.

Essentials of Risk Management (formerly Risk Management Essentials)
Managing risk in residential property management is an often overlooked aspect. Prudent property managers are very aware of the potential of risk in all aspects of management. Participants in this course will be introduced to the basics of risks, its sources, and the proper approaches to risk as well as minimizing and controlling risk.
Personnel Procedures Essentials – Hiring Your First Assistant  
(Formerly Personnel Procedures Essentials) 
This course will help you determine when to hire an assistant and to develop an effective job description. When you are ready, you will learn the best hiring and selection practices with training and retention for your assistant. And answer how to identify how and when to terminate.

Maintenance Series Courses

Intro to Maintenance: Covering the Basics of Standards, Codes & Safety  
(Formerly Habitability Standards & Maintenance) 
This courses touches on aspects of the Uniform Housing Code, habitability standards & local codes, policies of insurance companies and NARPM®’s Standards of Professionalism; Participants will explore why it is important to know how buildings are put together and what to look at when taking properties into management.

In-House Maintenance: How To Run a Successful and Profitable Maintenance Operation Alongside Your Property Management Company  
(Formerly Operating an In-House Maintenance Company) 
Upon completion of this course, participants will be able to identify and execute best practices for running a successful and profitable maintenance operation as a compliment to the property management company. Discussions include: options for maintenance company structure; naming the business; knowing when is the right time to start; best hiring practices for finding talented maintenance technicians and training and related personnel issues. The course covers important operational details and potential pitfalls to profitability.

Maintenance: Basics and Beyond 
Maintenance and how you handle it will either make or break your business. This course covers the vital everyday maintenance components of a successful property management company.

Broker/Manager/Owner Series Courses

Office Operations – Policy & Procedures  
(formerly Office Operations) 
Every brokerage needs a policy and procedure manual to standardize their office operation, especially as they grow and add staff. This course covers the Process from start to finish and includes an overview of trust accounting policy and procedure as an example for the manual.

Advanced Risk Management 
The course is designed for the owner, leader, or executive of the property management company. There are discussions pertaining to managing risk, understanding laws that affect the real estate manager, items of importance that should be in a policy and procedures manual, how one can structure their business in order to negate some liability, and preparing for a legal situation when necessary.

Personnel Procedures Advanced 
The main course objective for this class will be to expand on key elements of an effective personnel plan for the residential property management company.

Advanced Owner Client Relations  
(formerly Owner Client Relations Advanced) 
The objectives of this course are to look at and understand the elements of a management agreement, learn about developing policies and procedures for your company, discuss how to handle conflicts, and understanding the owner/ broker risk. Note: This class is on hold for full rewrite for Advanced Content level in 2016.
3-Hour Courses

Ethics (Required for all members every four years)
Are you ethical? You may be surprised at the pitfalls. This course will cover the basics of ethical behavior in your property management business. The NARPM® Code of Ethics will be reviewed as well as the entire grievance process.

ONLINE Courses

All 6-Hour courses are also available online.

2-Hour Courses

Paperless Office (Online only; required for CSS® designation)
Course materials will include conversion of paper to digital documents, ease of transferring documents, office sharing of documents, uploading documents to clients/ customers using the internet, portability of information, and cost savings/increasing revenues.

Lead-based Paint Law
Attorney Lem Marshall dissects the Environmental Protection Agency regulations on lead-based paint and how the law will impact property owners. This two-hour video course includes information on those the law covers, those who are exempt from the law, where liability lies, and certification, testing and clean-up requirements.

3-Hour Courses

Ethics (Required for all members every four years)
Are you ethical? You may be surprised at the pitfalls. This course will cover the basics of ethical behavior in your property management business. The NARPM® Code of Ethics will be reviewed as well as the entire grievance process.

Finance and Property Management
This course provides the basis of the financial side of property management. The course explores terminology, budgeting, trust accounting, best practices, reconciliation, and property management finances as they relate to ethics.

ADA Fair Housing
The student will be introduced to a basic history of civil rights laws in our country, the protected classes, the Americans with Disabilities Act, penalties for violations of fair housing laws, and advertising as it pertains to these requirements and laws. The course also differentiates between violations and exemptions.

HR: Start to Finish
This course provides an overview of human resources procedures, from hiring employees to developing your team to best fit the needs of the company.

Interested in Attending a Class?
Between national, regional and local activities NARPM® always has a class being offered. Visit our Course Schedule to determine the time and place that works best for you. Online courses are also available so you can start down the road to designation without leaving your home or office. Keep in mind that classes can be taken by both members and non-members.
Interested in Sponsoring a Class?
Support your education courses! Bring national courses to local members by having your chapter host one (or a few). The Sponsorship Guide for NARPM® Courses will guide you through this process. You can find details for sponsoring a class at the bottom of the webpage https://www.narpm.org/education/.
Sponsorship Guide for NARPM® Courses

Profit for Your Chapter/Organization

A GUIDE FOR SPONSORING A NARPM® COURSE

This guide is prepared by the Professional Development Committee as a tool for local chapters/organizations to sponsor 6 hour NARPM® Course. Following these guidelines will aid you in planning and holding a successful course. Be sure to read through the guide carefully and follow the procedures.

- NARPM® National will distribute a set schedule of the annual education courses and instructor assignments. Schedule will be available no later than the end of July annually.
- Each chapter can select one course during initial sign-ups and after all chapters have selected, a second course can be selected.

NARPM’s National Leadership and staff want to the course your chapter sponsors to be successful. We want to help you in any way we can. So, sit down, take your time and good luck on sponsorship.

Anti-Trust Statement: It is the policy of the NARPM to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM’s membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.
Chapter/Organization Sponsorship Request For NARPM® Courses

All parties are to understand that the course content is owned by NARPM® and all information supplied for this course will come from NARPM® National.

NARPM® National will reserve the right to make final choice of class assignments for the chapter based on availability of instructor and the frequency of the course offerings in the Region. Please indicate course first, second and third choice of class preferences, along with the Chapters requested dates.

Chapters will be notified by NARPM® National within two (2) weeks of notifying National of class selection of the instructor and sponsor will be sent the request for flier approval.

Course flier templates will be designed by NARPM® National and sent to the chapter coordinator for updates. All course registrations are to come through NARPM® National and sponsoring Chapter/Organizations will share in the profits once all expenses have been paid.

<table>
<thead>
<tr>
<th>Chapter</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Coordinator</td>
<td></td>
</tr>
<tr>
<td>Daytime Phone</td>
<td></td>
</tr>
<tr>
<td>Email Address</td>
<td></td>
</tr>
<tr>
<td>Shipping Address (No P.O. Boxes)</td>
<td></td>
</tr>
<tr>
<td>Course Monitor</td>
<td></td>
</tr>
<tr>
<td>Course Monitor’s Email Address</td>
<td></td>
</tr>
<tr>
<td>Location &amp; Address</td>
<td></td>
</tr>
<tr>
<td>Additional fees add description (i.e. Lunch, CE)</td>
<td></td>
</tr>
</tbody>
</table>

Please sign below signifying you have reviewed the NARPM® Education Guide for Chapters and understand the requirements set forth and will agree to abide by NARPM® policies in offering the above course(s).

Print Name __________________________ Signature __________________________
Planning the Course

How It Works

National will provide a list of course instruction dates to membership no later than July 30 annually. Chapter coordinators are to choose one course and date that will accommodate their chapter.

- Once a request is made, NARPM® National has to coordinate the availability of the instructors, their travel schedules, and the schedule of other courses in progress.
- Information on the facilities, dates, etc. must be supplied to NARPM® National before the registration flyer can be produced.
- Chapters should create a marketing plan once they have confirmed the selected course, to ensure that the course is promoted to members and the course meets the minimum registrations.
- Select a Course Coordinator that will serve as the point of contact for all communication and registration updates for the NARPM® course. *Please note that Course Coordinators can earn points toward their designation for their service.
- Hosting a NARPM® Course can be a profit generating event for the chapter. NARPM will split course profits with the sponsoring chapter/organization or chapter in formation. The sponsoring chapter/organization of a 6 hour course will get 25% of the profits from the course with 10 or more paid registrations. If coordinator or the chapters does not perform the duties as described above, the co-sponsorship reimbursement will be reduced to fifteen (15) percent.

CHOOSING THE COURSE TO SPONSOR

- Discuss sponsorship with the chapter/organization for input and support before making the request.
- See how many individuals would support and assist in this project.
- Conduct a poll of the chapter/organizations membership/real estate community to see how many people would participate and what topics should be covered.
- You can find a full listing of courses and course descriptions online at [http://www.narpm.org/education/course-descriptions/](http://www.narpm.org/education/course-descriptions/)

APPOINTING A COURSE COORDINATOR

The course coordinator is an important duty and must:

- Be able to attend the course.
- Act as a contact person and, coordinate with National, the instructors, the hotel, and the classroom facility.
- Handle continuing education credits “if applicable.”**
  - **It is the chapter’s/organization’s responsibility to arrange and pay filing fee for continuing education credit for any national course. The National Association of Residential Property Managers cannot take any responsibility for continuing education credits. Whether to apply for continuing education certification is solely up to the sponsoring chapter. Staff can assist with supplying documentation for application.
o Do NOT advertise the course as approved for continuing education credit unless it is certain.
• Arrange for local advertising to be sure that the course registration meets their minimums.
  o A course may be held with seven (5) students for a course but the chapter will not be reimbursed for expenses. Classes will be cancelled if minimum numbers have not registered 30 days prior to date of class, unless the chapter agrees to pay ALL expenses. Profits are determined by NARPM® National and are after all expenses.
  o The course **can and may be cancelled** if the minimum number of registrations has not been received by NARPM® National by noon, thirty (30) days prior to the course date. Chapters who fail to hold a scheduled class be charged a $250 cancelation fee unless the class is cancelled 30 days or more prior to the scheduled date. This fee will allow the instructor to purchase their airfare upon notification of teaching a class. If the class is cancelled, the instructor is to cancel the flight and submit reimbursement for the fee charged for the cancellation.

• Answer questions about the course.
• Handle registrations on the day of the course and sign in students on the class roster.
• Request reimbursement of expenses, etc.
• All unused materials, evaluation scantrons, exam and exam scantrons must be postmarked to National within 10 business days of the course.
• Select a Course Monitor to assist with on-site registrations and instructor set-up.

**Administering the Course**

**Course Coordinator/Monitor Duties**

**PRIOR TO THE COURSE**

• NARPM® National will furnish the local chapter/organization coordinator with the course materials. It is the local coordinator’s responsibility that all materials are there PRIOR to the morning of the course. The Local Coordinator is responsible for being to the classroom at least one hour PRIOR to the start of the course start time.
• The local coordinator will assist the instructor in making arrangements for hotel accommodations, travel from airport, preparing course materials, and necessary equipment. The coordinator should coordinate for transportation to and from the airport.
• Submit the Course Monitor Agreement to National.
• Registration fees are outlined on the NARPM® National Education Registration form.
• Attendees that have not paid registration fees will not receive credit for their course until registration fees have been paid in full.

**ONE OR TWO DAYS BEFORE THE COURSE**

• The local coordinator should remind everyone about the course via phone or email.
• Last minute registrations should be accepted on a space available basis and all payments submitted through NARPM® National upon the course material return.

**THE DAY OF THE COURSE**

• Arrange to arrive at least one hour prior to the time of the course.
• Check classroom and all necessary equipment.
• Set up the registration table with extra course registration flyers to be used by walk in registrations.
• Accept the registration form with payment (check made payable to NARPM® for the registration fee.)
• Put out some NARPM® membership and RMP®/MPM® certification applications as well as any other materials that National sends to be distributed.
• Assist the instructor with seating arrangements for the desired classroom layout.
• Registration normally begins about 30 minutes before class begins or about 8:30 am.
• Welcome students as they come in, (direct them to coffee services, rest rooms, etc. and have registrants sign in on the certified course completion list, receive their booklet and course materials, and provide a name tent card.
• Share information with non-members about the local NARPM® chapter.
• **Start on time. Courses start at 9 am – 6 hour course**
  • Introduce the instructor. Instructor will provide their biography on-site or via email.
  • Announce the time for lunch, which is one hour, and not provided for in the course fee and provide suggestions for places for lunch.
  • Let students know the survey is important it is to the success of the courses that we received their honest opinions and input on these evaluations. Remind everyone that the course evaluation must be completed **BEFORE** they will receive their final exams.
  • The instructor will hand out the exams but the coordinator will be collecting them.

• Collect the Exams and the Scantrons. Please put the exams with Scantrons, survey Scantrons and the sign in sheet in an envelope and seal. The chapter/organization coordinator is responsible for sending them to National immediately.

**A typical 6 hour course schedule is as follows:**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Class Begins</td>
</tr>
<tr>
<td>12 Noon</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 p.m.</td>
<td>Class Resumes</td>
</tr>
<tr>
<td>3:30 p.m.</td>
<td>Evaluations &amp; Exam</td>
</tr>
<tr>
<td>4:00 p.m.</td>
<td>Class ends</td>
</tr>
</tbody>
</table>

**After the Course**

The local coordinator contacts NARPM® National to send shipping label to have shipment sent back to NARPM® National:

• The certified course Sign in Sheet
• All exams with Scantrons.
• All Evaluations Scantrons
• ALL unused materials
• The request for reimbursement for any room fee, audio/visual cost, photocopies for marketing, postage, refreshments (max $10/student) must be submitted with 30 days of incurring expenses. Include all original receipts in the return package to National or email directly to Professional Development Manager. All expenses incurred by the sponsoring chapter cannot exceed $750 for reimbursement from NARPM® National. This includes room/facilities rental, refreshments, audio/visual, postage and marketing. Local Chapter will be responsible for any expense exceeding $750. (National will provide a return shipment label in the materials shipment.)

**NATIONAL RESPONSIBILITIES**
• NARPM® National will provide a registration flyer template for chapters to use to promote the local contact for duplication and mailings.
• National will provide the appropriate number of course booklets with course materials, handouts, evaluation forms, tests, name tent cards, etc.
• NARPM® National will send out four (4) email blasts (One 90 days prior to class, one 90 days prior to class, one 60 days prior to class, and one 30 days prior to class. Contact professionaldevmgr@narpm.org for details.
• All courses will appear in Residential Resource.
• NARPM® National will place the course on the course registration information in the Residential Resource.
• NARPM® National will pay the instructors and reimburse their expenses.
• NARPM® must approve the location facility and cost for the course chosen. NARPM® wants to maintain a high quality standard for all courses.
• Reimbursements and profit sharing are normally mailed out within 60 days of National receiving the course materials. No funds will be distributed until the NARPM® course materials and tests have been returned.
Sponsorship Guide for NARPM® Ethics Courses

Profit for Your Chapter/Organization

A GUIDE FOR SPONSORING A NARPM® COURSE

This guide is prepared by the Professional Development Committee as a tool for local chapters/organizations to sponsor 6 hour NARPM® Course. Following these guidelines will aid you in planning and holding a successful course. Be sure to read through the guide carefully and follow the procedures.

• NARPM® National will distribute a set schedule of the annual education courses and instructor assignments. Schedule will be available no later than the end of July annually.
• Each chapter can select one course during initial sign-ups and after all chapters have selected, a second course can be selected.

NARPM’s National Leadership and staff want to the course your chapter sponsors to be successful. We want to help you in any way we can. So, sit down, take your time and good luck on sponsorship.

Anti-Trust Statement: It is the policy of the NARPM to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM’s membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.
Chapter Sponsorship Request For NARPM® Ethics Courses

All parties are to understand that the course content is owned by NARPM® and all information supplied for this course will come from NARPM® National.

Please fill out the following and submit a minimum of Sixty (60) days prior to the proposed dates. All parties are to understand that the course content is owned by NARPM® and all information supplied for this course will come from NARPM® National. Chapters will provide MPM® instructor to teach NARPM® Ethics, this does not have to be a NARPM® approved Instructor. Please note that MPM® Instructors will be paid $150 to teach the course. No other expenses, including Instructor travel will be reimbursed for the presentation of this class.

Chapters will be notified by NARPM® National within two (2) weeks of notifying National that the course has been scheduled and listed on the NARPM® website.

Course flier templates will be designed by NARPM® National and sent to the chapter coordinator for updates. All course registrations are to come through NARPM® National and sponsoring Chapter/Organizations will share in the profits once all expenses have been paid.

Course Date: 

Instructor: 

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Course Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Daytime Phone</td>
</tr>
<tr>
<td></td>
<td>Email Address</td>
</tr>
<tr>
<td></td>
<td>Shipping Address</td>
</tr>
<tr>
<td></td>
<td>(No P.O. Boxes)</td>
</tr>
<tr>
<td></td>
<td>Course Monitor</td>
</tr>
<tr>
<td></td>
<td>Course Monitor’s Email Address</td>
</tr>
<tr>
<td></td>
<td>Location &amp; Address</td>
</tr>
</tbody>
</table>

Please sign below signifying you have reviewed the NARPM® Education Guide for Chapters and understand the requirements set forth and will agree to abide by NARPM® policies in offering the above course(s).

_______________________________  _______________________________
Print Name       Signature
Planning the Course

How It Works

National will provide a list of course instruction dates to membership no later than July 30 annually. Chapter coordinators are to choose one course and date that will accommodate their chapter.

- Once a request is made, NARPM® National has to coordinate the availability of the instructors, their travel schedules, and the schedule of other courses in progress.
- Information on the facilities, dates, etc. must be supplied to NARPM® National before the registration flyer can be produced.
- Chapters should create a marketing plan once they have confirmed the selected course, to ensure that the course is promoted to members and the course meets the minimum registrations.
- Select a Course Coordinator that will serve as the point of contact for all communication and registration updates for the NARPM® course. *Please note that Course Coordinators can earn points toward their designation for their service.
- Hosting a NARPM® Course can be a profit generating event for the chapter. NARPM will split course profits with the sponsoring chapter/organization or chapter in formation. The sponsoring chapter/organization of a 6 hour course will get 25% of the profits from the course with 10 or more paid registrations. If coordinator or the chapters does not perform the duties as described above, the co-sponsorship reimbursement will be reduced to fifteen (15) percent.

CHOOSING THE COURSE TO SPONSOR

- Discuss sponsorship with the chapter/organization for input and support before making the request.
- See how many individuals would support and assist in this project.
- Conduct a poll of the chapter/organizations membership/real estate community to see how many people would participate and what topics should be covered.
- You can find a full listing of courses and course descriptions online at [http://www.narpm.org/education/course-descriptions/](http://www.narpm.org/education/course-descriptions/)

APPOINTING A COURSE COORDINATOR

The course coordinator is an important duty and must:

- Be able to attend the course.
- Act as a contact person and, coordinate with National, the instructors, the hotel, and the classroom facility.
- Handle continuing education credits “if applicable.”**
  - **It is the chapter’s/organization’s responsibility to arrange and pay filing fee for continuing education credit for any national course. The National Association of Residential Property Managers cannot take any responsibility for continuing education credits. Whether to apply for continuing education certification is solely up to the sponsoring chapter. Staff can assist with supplying documentation for application.
- Do NOT advertise the course as approved for continuing education credit unless it is certain.
- Arrange for local advertising to be sure that the course registration meets their minimums.
  - A course may be held with seven (5) students for a course but the chapter will not be reimbursed for expenses. Classes will be cancelled if minimum numbers have not registered 30 days prior to date of class, unless the chapter agrees to pay ALL expenses. Profits are determined by NARPM® National and are after all expenses.
  - The course **can and may be cancelled** if the minimum number of registrations has not been received by NARPM® National by noon, thirty (30) days prior to the course date. Chapters who fail to hold a scheduled class be charged a $250 cancelation fee unless the class is cancelled 30 days or more prior to the scheduled date. This fee will allow the instructor to purchase their airfare upon notification of teaching a class. If the class is cancelled, the instructor is to cancel the flight and submit reimbursement for the fee charged for the cancellation.
- Answer questions about the course.
- Handle registrations on the day of the course and sign in students on the class roster.
- Request reimbursement of expenses, etc.
- All unused materials, evaluation scantrons, exam and exam scantrons must be postmarked to National within 10 business days of the course.
- Select a Course Monitor to assist with on-site registrations and instructor set-up.

## Administering the Course

### Course Coordinator/Monitor Duties

**PRIOR TO THE COURSE**

- NARPM® National will furnish the local chapter/organization coordinator with the course materials. It is the local coordinator’s responsibility that all materials are there PRIOR to the morning of the course. The Local Coordinator is responsible for being to the classroom at least one hour PRIOR to the start of the course start time.
- The local coordinator will assist the instructor in making arrangements for hotel accommodations, travel from airport, preparing course materials, and necessary equipment. The coordinator should coordinate for transportation to and from the airport.
- Submit the Course Monitor Agreement to National.
- Registration fees are outlined on the NARPM® National Education Registration form.
- Attendees that have not paid registration fees will not receive credit for their course until registration fees have been paid in full.

**ONE OR TWO DAYS BEFORE THE COURSE**

- The local coordinator should remind everyone about the course via phone or email.
- Last minute registrations should be accepted on a space available basis and all payments submitted through NARPM® National upon the course material return.

**THE DAY OF THE COURSE**

- Arrange to arrive at least one hour prior to the time of the course.
- Check classroom and all necessary equipment.
- Set up the registration table with extra course registration flyers to be used by walk in registrations.
• Accept the registration form with payment (check made payable to NARPM® for the registration fee.)
• Put out some NARPM® membership and RMP®/MPM® certification applications as well as any other materials that National sends to be distributed.
• Assist the instructor with seating arrangements for the desired classroom layout.
• Registration normally begins about 30 minutes before class begins or about 8:30 am.
• Welcome students as they come in, (direct them to coffee services, rest rooms, etc. and have registrants sign in on the certified course completion list, receive their booklet and course materials, and provide a name tent card.
• Share information with non-members about the local NARPM® chapter.

• **Start on time. Courses start at 9 am – 6 hour course**
• Introduce the instructor. Instructor will provide their biography on-site or via email.
• Announce the time for lunch, which is one hour, and not provided for in the course fee and provide suggestions for places for lunch.
• Let students know the survey is important it is to the success of the courses that we received their honest opinions and input on these evaluations. Remind everyone that the course evaluation must be completed **BEFORE** they will receive their final exams.
• The instructor will hand out the exams but the coordinator will be collecting them.

• Collect the Exams and the Scantrons. Please put the exams with Scantrons, survey Scantrons and the sign in sheet in an envelope and seal. The chapter/organization coordinator is responsible for sending them to National immediately.

**A typical 6 hour course schedule is as follows:**

8:30  Registration  
9:00 a.m.  Class Begins  
12 Noon  Lunch  
1:00 p.m.  Class Resumes  
3:30 p.m.  Evaluations & Exam  
4:00 p.m.  Class ends

**After the Course**

The local coordinator contacts NARPM® National to send shipping label to have shipment sent back to NARPM® National:
• The certified course Sign in Sheet  
• All exams with Scantrons.  
• All Evaluations Scantrons  
• ALL unused materials  
• The request for reimbursement for any room fee, audio/visual cost, photocopies for marketing, postage, refreshments (max $10/student) must be submitted with 30 days of incurring expenses. Include all original receipts in the return package to National or email directly to Professional Development Manager. All expenses incurred by the sponsoring chapter cannot exceed $750 for reimbursement from NARPM® National. This includes room/facilities rental, refreshments, audio/visual, postage and marketing. Local Chapter will be responsible for any expense exceeding $750. (National will provide a return shipment label in the materials shipment.)

**NATIONAL RESPONSIBILITIES**
• NARPM® National will provide a registration flyer template for chapters to use to promote the local contact for duplication and mailings.
• National will provide the appropriate number of course booklets with course materials, handouts, evaluation forms, tests, name tent cards, etc.
• NARPM® National will send out four (4) email blasts (One 90 days prior to class, one 90 days prior to class, one 60 days prior to class, and one 30 days prior to class. Contact professionaldevmgr@narpm.org for details.
• All courses will appear in Residential Resource.
• NARPM® National will place the course on the course registration information in the Residential Resource.
• NARPM® National will pay the instructors and reimburse their expenses.
• NARPM® must approve the location facility and cost for the course chosen. NARPM® wants to maintain a high quality standard for all courses.
• Reimbursements and profit sharing are normally mailed out within 60 days of National receiving the course materials. No funds will be distributed until the NARPM® course materials and tests have been returned.
State Conference Sponsorship Guide for NARPM® Courses

Profit for Your Chapter/Organization

A GUIDE FOR SPONSORING A NARPM® COURSE

This guide is prepared by the Professional Development Committee as a tool for local chapters/organizations to sponsor 6 hour NARPM® Course. Following these guidelines will aid you in planning and holding a successful course. Be sure to read through the guide carefully and follow the procedures.

- NARPM® National will distribute a set schedule of the annual education courses and instructor assignments. Schedule will be available no later than the end of July annually.
- Each chapter can select one course during initial sign-ups and after all chapters have selected, a second course can be selected.

NARPM's National Leadership and staff want to the course your chapter sponsors to be successful. We want to help you in any way we can. So, sit down, take your time and good luck on sponsorship.

Anti-Trust Statement: It is the policy of the NARPM to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM's membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM shall not restrict members' ability to solicit competitors' clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.
State Chapter Sponsorship Request For NARPM® Courses

All parties are to understand that the course content is owned by NARPM® and all information supplied for this course will come from NARPM® National.

NARPM® National will reserve the right to make final choice of class assignments for the chapter based on availability of instructor and the frequency of the course offerings in the Region. Please indicate course first, second and third choice of class preferences, along with the Chapters requested dates.

Chapters will be notified by NARPM® National within two (2) weeks of notifying National of class selection of the instructor and sponsor will be sent the request for flier approval.

Course(s) Requested:

Date(s):

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Course Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Daytime Phone</td>
</tr>
<tr>
<td></td>
<td>Email Address</td>
</tr>
<tr>
<td></td>
<td>Shipping Address (No P.O. Boxes)</td>
</tr>
<tr>
<td></td>
<td>Course Monitor</td>
</tr>
<tr>
<td></td>
<td>Course Monitor’s Email Address</td>
</tr>
<tr>
<td></td>
<td>Location &amp; Address</td>
</tr>
<tr>
<td></td>
<td>Additional fees add description (i.e. Lunch, CE)</td>
</tr>
</tbody>
</table>

Please sign below signifying you have reviewed the NARPM® Education Guide for Chapters and understand the requirements set forth and will agree to abide by NARPM® policies in offering the above course(s).

__________________________________   ______________________________
Print Name       Signature
Planning the Course

How It Works

National will provide a list of course instruction dates to membership no later than July 30 annually. Chapter coordinators are to choose one course and date that will accommodate their chapter.

- Once a request is made, NARPM® National has to coordinate the availability of the instructors, their travel schedules, and the schedule of other courses in progress.
- Information on the facilities, dates, etc. must be supplied to NARPM® National before the registration flyer can be produced.
- Chapters should create a marketing plan once they have confirmed the selected course, to ensure that the course is promoted to members and the course meets the minimum registrations.
- Select a Course Coordinator that will serve as the point of contact for all communication and registration updates for the NARPM® course. *Please note that Course Coordinators can earn points toward their designation for their service.
- Hosting a NARPM® Course can be a profit generating event for the chapter. NARPM will split course profits with the sponsoring chapter/organization or chapter in formation. The sponsoring chapter/organization of a 6 hour course will get 25% of the profits from the course with 10 or more paid registrations. If coordinator or the chapters does not perform the duties as described above, the co-sponsorship reimbursement will be reduced to fifteen (15) percent.

CHOOSING THE COURSE TO SPONSOR

- Discuss sponsorship with the chapter/organization for input and support before making the request.
- See how many individuals would support and assist in this project.
- Conduct a poll of the chapter/organizations membership/real estate community to see how many people would participate and what topics should be covered.
- You can find a full listing of courses and course descriptions online at [http://www.narpm.org/education/course-descriptions/](http://www.narpm.org/education/course-descriptions/)

APPOINTING A COURSE COORDINATOR

The course coordinator is an important duty and must:

- Be able to attend the course.
- Act as a contact person and, coordinate with National, the instructors, the hotel, and the classroom facility.
- Handle continuing education credits “if applicable.”**
  - **It is the chapter’s/organization’s responsibility to arrange and pay filing fee for continuing education credit for any national course. The National Association of Residential Property Managers cannot take any responsibility for continuing education credits. Whether to apply for continuing education certification is solely up to the sponsoring chapter. Staff can assist with supplying documentation for application.
• Do NOT advertise the course as approved for continuing education credit unless it is certain.
• Arrange for local advertising to be sure that the course registration meets their minimums.
  o A course may be held with seven (5) students for a course but the chapter will not be reimbursed for expenses. Classes will be cancelled if minimum numbers have not registered 30 days prior to date of class, unless the chapter agrees to pay ALL expenses. Profits are determined by NARPM® National and are after all expenses.
  o The course can and may be cancelled if the minimum number of registrations has not been received by NARPM® National by noon, thirty (30) days prior to the course date. Chapters who fail to hold a scheduled class be charged a $250 cancelation fee unless the class is cancelled 30 days or more prior to the scheduled date. This fee will allow the instructor to purchase their airfare upon notification of teaching a class. If the class is cancelled, the instructor is to cancel the flight and submit reimbursement for the fee charged for the cancellation.
• Answer questions about the course.
• Handle registrations on the day of the course and sign in students on the class roster.
• Request reimbursement of expenses, etc.
• All unused materials, evaluation scantrons, exam and exam scantrons must be postmarked to National within 10 business days of the course.
• Select a Course Monitor to assist with on-site registrations and instructor set-up.

Administering the Course
Course Coordinator/Monitor Duties

PRIOR TO THE COURSE

• NARPM® National will furnish the local chapter/organization coordinator with the course materials. It is the local coordinator’s responsibility that all materials are there PRIOR to the morning of the course. The Local Coordinator is responsible for being to the classroom at least one hour PRIOR to the start of the course start time.
• The local coordinator will assist the instructor in making arrangements for hotel accommodations, travel from airport, preparing course materials, and necessary equipment. The coordinator should coordinate for transportation to and from the airport.
• Submit the Course Monitor Agreement to National.
• Registration fees are outlined on the NARPM® National Education Registration form.
• Attendees that have not paid registration fees will not receive credit for their course until registration fees have been paid in full.

ONE OR TWO DAYS BEFORE THE COURSE

• The local coordinator should remind everyone about the course via phone or email.
• Last minute registrations should be accepted on a space available basis and all payments submitted through NARPM® National upon the course material return.

THE DAY OF THE COURSE

• Arrange to arrive at least one hour prior to the time of the course.
• Check classroom and all necessary equipment.
• Set up the registration table with extra course registration flyers to be used by walk in registrations.
• Accept the registration form with payment (check made payable to NARPM® for the registration fee.)
• Put out some NARPM® membership and RMP®/MPM® certification applications as well as any other materials that National sends to be distributed.
• Assist the instructor with seating arrangements for the desired classroom layout.
• Registration normally begins about 30 minutes before class begins or about 8:30 am.
• Welcome students as they come in, (direct them to coffee services, rest rooms, etc. and have registrants sign in on the certified course completion list, receive their booklet and course materials, and provide a name tent card.
• Share information with non-members about the local NARPM® chapter.
• Start on time. Courses start at 9 am – 6 hour course
• Introduce the instructor. Instructor will provide their biography on-site or via email.
• Announce the time for lunch, which is one hour, and not provided for in the course fee and provide suggestions for places for lunch.
• Let students know the survey is important it is to the success of the courses that we received their honest opinions and input on these evaluations. Remind everyone that the course evaluation must be completed BEFORE they will receive their final exams.
• The instructor will hand out the exams but the coordinator will be collecting them.

• Collect the Exams and the Scantrons. Please put the exams with Scantrons, survey Scantrons and the sign in sheet in an envelope and seal. The chapter/organization coordinator is responsible for sending them to National immediately.

A typical 6 hour course schedule is as follows:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Class Begins</td>
</tr>
<tr>
<td>12 Noon</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 p.m.</td>
<td>Class Resumes</td>
</tr>
<tr>
<td>3:30 p.m.</td>
<td>Evaluations &amp; Exam</td>
</tr>
<tr>
<td>4:00 p.m.</td>
<td>Class ends</td>
</tr>
</tbody>
</table>

After the Course

The local coordinator contacts NARPM® National to send shipping label to have shipment sent back to NARPM® National:

• The certified course Sign in Sheet
• All exams with Scantrons.
• All Evaluations Scantrons
• ALL unused materials
• The request for reimbursement for any room fee, audio/visual cost, photocopies for marketing, postage, refreshments (max $10/student) must be submitted with 30 days of incurring expenses. Include all original receipts in the return package to National or email directly to Professional Development Manager. All expenses incurred by the sponsoring chapter cannot exceed $750 for reimbursement from NARPM® National. This includes room/facilities rental, refreshments, audio/visual, postage and marketing. Local Chapter will be responsible for any expense exceeding $750. (National will provide a return shipment label in the materials shipment.)

NATIONAL RESPONSIBILITIES
• NARPM® National will provide a registration flyer template for chapters to use to promote the local contact for duplication and mailings.
• National will provide the appropriate number of course booklets with course materials, handouts, evaluation forms, tests, name tent cards, etc.
• NARPM® National will send out four (4) email blasts (One 90 days prior to class, one 90 days prior to class, one 60 days prior to class, and one 30 days prior to class. Contact professionaldevmgr@narpm.org for details.
• All courses will appear in Residential Resource.
• NARPM® National will place the course on the course registration information in the Residential Resource.
• NARPM® National will pay the instructors and reimburse their expenses.
• NARPM® must approve the location facility and cost for the course chosen. NARPM® wants to maintain a high quality standard for all courses.
• Reimbursements and profit sharing are normally mailed out within 60 days of National receiving the course materials. No funds will be distributed until the NARPM® course materials and tests have been returned.
Member Development & Engagement

Creating Raving Fans
Why people join and why they don't

Top three reasons people join associations:

1. Networking
2. Growing their business through one or all of the following:
   a. Business received from contacts they met at the association,
   b. Exposure of being a member
   c. Professional development
3. Giving back to the community

Top three reasons why people leave an association:

1. They didn't feel included
2. They didn't see the value
3. They didn't get a return on investment/relationships

**What is your Engagement Plan?**
Creating Raving Fans = Retention

The basics of engaging your members:

- Create a welcoming environment
- Creating a Culture of Connections
- Create a sense of belonging (application)
  - Welcome email, call and/or letter
- Understanding your members' needs
  - Short Survey

New Member Orientation (Onboarding = VISION with Enthusiasm)

- Encourage them to engage by getting on a Committee
- Teach them how to network
- Attend an Event
- Share with them about Education & Advocacy

New Member Mentoring for your success

3, 6 and 9 month check in

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Be welcoming at events</td>
<td>Orientations</td>
<td>Mentoring</td>
<td>Survey members</td>
<td>Are you member getting results?</td>
</tr>
<tr>
<td>Encourage members to invite guests</td>
<td>Engagement plan</td>
<td>Education</td>
<td>Be welcoming at events</td>
<td>Relationships?</td>
</tr>
<tr>
<td></td>
<td>Survey members</td>
<td>Networking</td>
<td>3, 6 and 9 month check in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Committees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Engagement Checklist

- Welcoming – Do your key people have the welcoming mindset and actions?
- Orientation – Do you have one? Are you creating the culture you want?
- Value – Are you telling and selling or are you SHOWING them the value?
- Offer – Are your benefits written in a way that speaks to your prospect?
- Engagement – Are you checking to see if members are engaged? When? How often?
- Committees – Do your committees follow a set agenda every time?
- Ambassadors – Do you have an Ambassador program? Visitor/Guest Hosts?
- Survey’s – Are you conducting surveys? (1st, 30th, 90 day, 6 and 9 month mark)
  - Why did you join?
  - What are three things you want to get out of being a member?
  - How do we know we are winning?
  - What would you need to get out of your membership to be worth the investment?
- Education – Does your education address members “needs” and “wants”?
- Networking – Are you teaching (showing) your members how to network?
- Results – How do you measure your members’ results other than “feelings”?

**BONUS**

- Engagement the next Level - Are people sticking around after meetings & events?
NARPM® New Member Mentor Program

A Mentoring relationship is developed between someone who is new to the organization and a more experienced member of the Association. The Mentor should share with the Mentee the knowledge, resources, and experiences they have gained by being a member of NARPM® and how that knowledge relates to their success in the property management industry.

The Goal of the New Member Mentoring Program is to maximize new member retention

The Purpose of the New Member Mentoring Program is to create and develop a relationship between a new member of NARPM® and their local chapter in order to facilitate a long and rewarding relationship with the organization and other members.

WHO?
1. The most important characteristic of a potential Mentor is their motivation to serve as Mentor.
2. Ideally the Mentor will have the following qualifications:
   a. One or more NARPM® Designations or active participation within NARPM® for at least 3 years.
   b. Regular attendance at the Chapter Meetings
   c. Attendance at one or more Regional Conferences
   d. Attendance at one or more National Conferences

HOW?
1. Chapter Leaders, or the Chapter Membership Committee - recruit/compile a list of Mentors to assist new members with their transition into NARPM®. Make sure that these individuals have the time and will make the commitment to help. If they do not make the commitment and follow through with these new members the program will fail. Do not be afraid to replace a Mentor if they do not do their job.
2. Once a new member has been assigned to the Mentor, and contacted by the RVP and Chapter President via email, the Mentor should make a follow up phone call between one and two weeks after the new member has joined. This time frame may be shortened if a specific event is coming up sooner.
3. The Mentor should touch on the following on the first call. (see checklist)
   a. Welcome them to NARPM.
   b. Brief intro of yourself as it relates to NARPM® participation-what is your favorite part of NARPM?
   c. Make inquiry with new member about why they joined and what they expect to get out of their membership.
   d. Introduce the NARPM® website; feature the area where new member can read Residential Resource e. Tell member about List Serve and how to sign up. This will provide an instant picture of the way NARPM® networks in the industry.
   e. Mention the next upcoming event they may want to participate in, invite them directly to meet with you at the next event. Keep in mind they may not have a chapter so an upcoming webinar may be appropriate.
   f. Be sure to follow up with an email. It is important to include links to NARPM® website along with any other sites that may be relevant to your discussion (Chapter link, List Serve enrollment& Residential Resource)
4. Second contact - Should be made within two to three weeks of last contact
   a. Ask about any questions the new member might have
   b. Introduce NARPM® education opportunities
   c. Discuss Designations, if appropriate
   d. Mention Vendor relationships and how they work within the organization
   e. Review Regional Convention & National Convention
5. Third contact- Should be made a month after last contact
   a. Should include general follow up conversation
   b. Did member join list serve?
   c. Have they had a chance to look at the website?
   d. This would be a great opportunity to discuss a couple of articles from the Residential Resource you have found valuable

6. Continuing contact should be made no less than every six weeks. Preferred method of communication would be in person or on the phone. The main point is to make sure the new member feels welcome and equipped to maximize their membership.
NARPM® New Member Mentor Checklist

New Member Name: 
Mentor Name: 

<table>
<thead>
<tr>
<th>Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**1st Call-to be made within 2 weeks of membership**
Welcome new member to NARPM®
Brief intro of self- your favorite part about NARPM®
Ask why did member join? leaders?
Briefly review logging into the NARPM® Website
Residential Resource Magazine List Serve sign up. Directions and archives found at http://www.narpm.org/members/list-serves.htm
Next Upcoming event
Follow up discussion with an email

**2nd Contact-within 2-3 weeks of meeting or last contact**
Any questions from new member?
Introduce NARPM® education opportunities.
http://www.narpm.org/education/index.htm
Discuss Designations, if appropriate
Mention Vendor relationships within local area
Remind about upcoming State, Regional, & National Conventions

**3rd Contact-to be made a month after last contact**
General follow up
Did member join List Serve?
Have they had a chance to look at the website?
Check out the NARPM® marketing campaign for your use
http://www.whyuseone.com/
Residential Resource articles you find valuable
Any questions?

**4th Contact- four to five weeks from last contact**
Are they enjoying their interaction with the Chapter?
Are they using services provided by National
Check out affinity program:
http://www.narpm.org/about/affinityprograms.htm

**5th Contact- six to seven weeks from last contact**
Are you attending any of the free webinars offered by NARPM®?
http://www.narpm.org/education/education
If you missed them they are recorded and saved at
http://www.narpm.org/members/resources/videos.htm
Did you know that all copies of the residential resource are archived at
http://www.narpm.org/members/resources/residentialresource/resource-archives.htm?

**6th Contact- eight to ten weeks from last contact**
Ask local questions and make sure they have registered for upcoming National events
Are they using the list serves?

**7th Contact- eleven weeks from last contact**
Hope you are finding your membership beneficial
Is there any feedback I can supply to the NARPM®
New Member Orientation

Maximizing Members’ Membership
New Member Orientation

Are you getting the most out of your membership? Would you like to?

Then JOIN us on ________ where we will discuss:

How to GET the MOST out of Your Membership
How to Connect & Collaborate with KEY members
Much, much more

Sample Agenda

3:00 p.m. Welcoming remarks by
Attendee Introductions with one thing you would like to get out of today

3:05 p.m. About NARPM®
Vision, Mission, Structure, Staff

3:10 p.m. Committee Descriptions
- Communications
- Finance
- Governmental Affairs
- Nominating
- Member Services
- Professional Development

3:30 p.m. Using your Membership Tools to Promote Your Business

3:45 p.m. Feature Presentation
Maximizing your Membership™, by Jim Roman, BOI
  o Top Reasons why people join
  o Getting the most out of your membership
    ▪ Getting involved (get on a committee)
    ▪ 1 year membership not a 24 hours membership
    ▪ Events (all types)
  o How to Network (help others get what they want)

4:15 p.m. Networking
4:30 p.m. Adjourn
Steps to Maximizing Your Membership
by Jim Roman

**Step 1: Get involved**, especially if you are new. One of the best ways of Maximizing your Membership is getting involved. There is no better way to get involved than being on a committee. If you like to network, be on the membership committee. If education is important to you, then you may want to assist in finding speakers for your chapter. If creating great experiences is important to you, then you may want to get involved in an events committee.

Why join a committee? Because it increases your visibility and you start to gain credibility among your peers by giving back, showing you are a giver. Being on committees is great because you get to rub elbows with likeminded people. You get to know them better and see how they do business. In public people act one way, but get them into a more intimate setting and they are completely different. Being involved in a committee allows you to see their passion and their heart. It is a great way to get connected. There are many ways to get involved, talk to your leadership team!

**Step 2: Attend events and bring a guest.** A lot of times people don't like going to places where they don't know people. I too can be that way, but being involved will help you know more people. Why bring a guest? It gives you a purpose for being there and takes the focus off of you and helps get you over the anxiety of not knowing anyone. More importantly, bring a guest that you can introduce around. Help make introductions. It is easier to start making introductions of someone you know; than it is a stranger would you agree? Another good reason is to get you out of an awkward (tough) situation. It is always helpful to have someone to rescue you from the proverbial "Sales Guy."

**Tip 3: Use the resources.** NARPM® has many resources available to its members from its websites and webinars to classes, courses and discussion boards. Check them out at www.NARPM.org

**Tip 4: Be a better networker:** Do you know what a 90 minute wonder is? It's someone who attends an event and stands in the corner for 90 minutes wondering why this networking thing isn't working. One of the best ways to be a better networker is to have a plan before, during and after a networking event.

*Before:*
1. Pick the right event (not all events are created equal)
2. Have a goal - Who do you want to meet? Who do you want to help get connected? How many people do you want to schedule coffee with etc?
3. Have a plan- Don't just show up and throw up (the key to networking is being memorable)

*During:
Have the right mindset: Serving versus selling

Do you remember that life insurance agent, Ned Ryerson, in the movie Groundhog Day? He sees Bill from across the street and starts calling his name and next thing you know he is in his face trying to sell him something? Have you ever met that "guy" at a networking event? We all have come in contact with these people right? More than likely, we all have been that person. Not intentionally, it's just how you may come across to someone, especially if it is your first time, you are new to this networking game and you don't know anyone. Are you passionate about what you do? That sometimes comes across as selling. The moment that someone asks you what you do, it's like the timer has been started and you feel like you are on a countdown to tell them everything. Or if you are just starting out and need to start making money and have a mortgage to pay, you start your sales pitch right away because you are trying to close that gap from when you meet to actually doing business. That's not how you get an ROR (return on relationships) from networking.
Networking is not selling. Ivan Misner, the founder of one of the largest referral organizations in the world, has been known to say, “Networking is more about farming than it is about hunting.” It is about building relationships. If you are in it for the long term you will get results.

"Why are memberships typically a one year membership versus a one day or one month membership?" Because statistics show that it takes at least a year to get results. Most people want the instant satisfaction and start writing the association off after only a few months, because it's not working. Building relationships takes time. Take the time and see the rewards!

After:
Have a plan to follow up to get to know people, not to sell people.

People buy from people they know, like and trust. Give them time to get to know YOU! One of the best ways I’ve done this all over the world is by asking key (caring) questions. Questions to REALLY get to know people:

Caring Questions™:
1. How did you get into the current profession? Not what do you do? It is a different question
2. What do you enjoy most about what you do other than helping people?
3. Find 10 things in Common (this world is a small world)
4. What is your biggest Challenge?
5. No really what is your biggest challenge?
6. No REALLY, other than time and money, what is your biggest challenge?

Master these questions and you will master relationship building. The next step from here is to figure out how to help them. Helping them helps you!

In closing, this is YOUR NARPM® Community. Your experience is what you make of it and you get out what you put into it. It is our job to help people get connected, collaborate, create a community and care. May your contacts turn into contracts!
Networking
Creating a Culture of Connections
“How to take the WORK out of Networking”

Are you getting all the business you want from your Networking activities? Are you racing from networking event to networking event with little to no results? Are you spending a lot of time networking in hopes to bring in more business, but don’t seem to be getting anywhere or where you want?

In this issue of the Monday Motivational we will be sharing with you the myths of networking, how to overcome them and how to maximize your networking activities. Jim speaks all over the country on this topic and has helped thousands of business owners network more effectively so that they are spending less time networking and more time doing the things that they enjoy. We hope that you enjoy this article.

We are going to start off with a couple of networking myths that are out there:

Myth 1: “Marketing, Networking and Selling are the same thing.” This is a myth - I am here to tell you that Marketing is not Networking is not Selling. It’s been my experience that when people go to networking events they are selling and that is not the best place for that. If you get, that Marketing is visibility (gaining exposure for you and your company). Networking is relationship building and connecting other and Selling is more about a process, then your results will drastically improve. So when I go to a networking event, I would focus on marketing (gaining visibility for myself and my company) while networking (building relationships with strategic alliances and current and past customers). If you do that, you plant those seeds for today you will reap in the future.

Myth 2: “It’s a numbers game” Another myth. It is not a numbers game it is a relationship game. In fact I did a study 10 years ago with life insurance agents, where some life insurance agents had to cold call and others did not. What I found out was that those who cold called had little to no relationships (ones that led to business) and the others had relationships (or were good at building them fast) and got referrals. So as you build relationships, your referrals go up and you get to make less cold calls. So if you learn how to build better relationship, then it will be much easier to build up the momentum to get more referrals and minimize or eliminate your cold calls.

Myth 3: “It’s not how many people you know, it’s “who” you know in this town”: It is not “who” you know, it’s not how many you know, it’s how well you know them. What I mean by this is, I know thousands of people in Virginia but I don’t know them well enough to make introductions to a life insurance agent, realtor or banker etc. Just because I know them doesn’t mean that I can get business for them or from them. So remember, the better you get to know people, the smaller the world becomes.

Myth 4: “You have no more than 60 seconds to connect” This is a myth, I believe that you have more than 60 seconds to connect, so stop trying to sell people within the first 60 seconds you meet them. Often times I will go to a networking event and when I am first introduced to someone it goes something like this:

They ask “What do you do”, I say - I run a company called BOI – Business Owners Institute and we help business owners to position themselves to sell their business in 3-5 years by getting the business to run without the owner and intern increasing the value of the business.” They say, “WOW, that's interesting, here are two of my cards, this is what I do and I would love an opportunity to meet to see how we can work together”, what they are really meaning is how they can sell me.

I don’t know about you, but that totally turns me off from wanting to do business with them. People have a fear that if they don’t do this, they may never get an opportunity with this person again. What opportunity did you have in the first place, they don’t know you? People do business with people. The key thing to remember is that it takes time to build relationships with people, look at it as a long-term investment.
Now that we have uncovered the 4 myths, let’s talk about how to be more effective with your networking. Here are just a couple of things you can do to increase your networking effectiveness.

1. **Have a plan** – What is your plan before, during and after a networking event?

   Before: Think about why you are going? What is your goal? Think about who you plan to invite to go with you (don’t go to a networking event alone)? Finally, before you go to an event, pick the right networking event. Not all networking events are equal. As you probably know they have different people (target markets) attending and they have different results.

   During: For starters arrive early. How can you act like a host? Make people feel welcomed? How can you help others get introductions so you get introductions? Remember what goes around, comes around. Someone has to start it.

   After: How do you plan to follow up with the people that you meet? It’s been my experience that people don’t have a follow up plan. They are what I call “90 minute wonders.” They stand in the corner at a networking event and “wonder” why these networking events don’t work. One, is they don’t “work” it, two they have no plan before, during or after. Take time to sit down with people after a networking event to get to know “them.” What I like to say is to “WTO” – win them over not sell them over and over.

2. **Don’t sell** - Often times our passion for what we do can be easily misconstrued as selling so be careful. When we get asked about what we do, we are so passionate about it that we go on and on and on about how great our product or service is and worse yet we start talking in industry terms that no one understands. Don’t be selling, networking events are primarily events designed to get you visibility (exposure) and build relationships.

3. **Help others get what they want** - typically what do people want at networking events? Business. They want opportunities, they want introductions. What goes around comes around. What I did the first year living in Richmond, knowing nobody, I spent the whole year introducing people that I met to other people, and eventually I was the man who knew everybody. Seek out the people that are standing in the corner by themselves, I do this because I remember what it was like, to not know anybody, and start to introduce them around. They will never forget that you did that for them.

Here are some key things to remember when deciding to go to a networking event, we will discuss in further detail during our lunch talk on this subject.

1. Have a plan, Be memorable, Take someone with you, Pick the right event
2. Arrive early and act as a host and Make introductions
3. Get to know others before they get to know you
4. “Networking is more about farming than it’s about hunting” – Ivan Misner, Founder of BNI

As you can see there is a lot more to networking than just showing up and winging it. There actually is a process to it.

I hope that you found this article to be useful.
Sincerely,

Jim Roman
President, Business Owners Institute

How to be an effective Networker-Networking a Room

One of the keys to networking is relationships, getting to know the person first and the profession second. People want to know that they can relate to you and that they trust you, the only way to do this is to find out about them, allow them to talk about themselves and their interests. Find out first name, where there from, experience, how they got into it, family, kids, etc… get something that you can use to connect to them. Find that common ground and history you can use to reconnect again in the future. That way you can come back to it as an ice breaker next time. Here are some more tips for effective networking.

1. Go to the networking event with a goal in mind (don’t go just to go)
2. Present yourself professionally (first impressions are important)
3. Take your networking tools (business cards, cell phone, etc.)
4. Decide how many strong contacts you want to make at the event
5. Enter the room, center yourself, and observe
6. Initiate a conversation (listen more than you speak)
7. Ask good questions (figure out how to help someone)
8. Circulate (make connections for people)
9. Don't get stuck (always bring someone with you to an event)
10. Follow up (serve don't sell)
11. Always have a plan (www.NetworkingChecklist.com)
Networking a Meeting

Reflect on a recent meeting or social event you attended. Answer each of the below with a "yes" or "no"

__________ 1. Did you come to the event well groomed?
__________ 2. Did you initiate a conversation with at least 5 people?
__________ 3. Did you introduce yourself?
__________ 4. Did you listen for common interests and special needs?
__________ 5. Were you open-minded to those who may have appeared to be different from you?
__________ 6. Did you actively listen for clues to each person's special strengths and abilities?
__________ 7. Did you genuinely compliment others on their positive attributes?
__________ 8. Did you convey enthusiasm, energy, and direction through your conversation?
__________ 9. Did you let others know your expertise or special skills?
__________10. Did you mingle throughout the room?
__________11. Did you make a point of introducing any person you talked with to anyone else?
__________12. Did you exchange business cards or telephone numbers?
__________13. Have you followed up on significant contacts by phone or personal note?
Chapter Challenges
FAQ's
Chapter Challenges (FAQ’s)

Finding people willing and able to contribute/getting members to step up and volunteer

One of the reasons people don’t volunteer is they don’t know it’s an option. The second reason and the bigger reason they are not individually asked to contribute. In most cases Leadership team “announce it” and for whatever reason people don’t think you are talking to them. Suggestion is to approach a person you think would be a great leader and then asking them, “would you be open to ________,” typically they say, “yes, I would be open to ________, what all is involved.”

Member engagement-getting members to events

Traditionally, I find some of the reasons why members don’t attend events are:

1. The events aren’t consistent (follow a specific format and/or flow)
2. People don’t always feel welcomed (clicks form and guest are overlooked)
3. If people don’t know what the event will look like they are hesitate to attend

For me, if I know who is going to be there, that I will be welcomed when I arrive and that I can count on it be consistent, I am more likely to attend.

How to run our meetings

What can you do to run a better meeting? For starters always have an agenda*. Don’t be a “meeting hogger.” Get others involved using reports, sharing success and results.

Finding new, interesting material to present at our meetings.

See Educational/Speaker topics in resource section.
Check with your ambassador (who oversees other chapters) to see what has worked

Coming up with new speakers/Finding good speakers for their chapter meetings

See Educational/Speaker topics in resource section.
Check with your ambassador (who oversees other chapters) to see what has worked
Check with your local Speakers Bureau, Toastmasters, Chamber & Real Estate Assoc.
Chapter Challenges (FAQ’s) continued

Member Recruitment

There are many ways to grow a chapter. The best way is to invite guests. The best way to get members to invite guests is to get them excited and give them a reason. A lot of chapters I visit are not exciting (in some cases boring). Who would want to invite someone to that? As I mentioned earlier, if the meetings are not consistent or the president rambles on, who would want to invite something to that? But say you have all the elements of a great meeting in place, then what? Teach your members who to invite and how to do it effectively. You see, so often the membership committee or the affiliates chair “just announces” we need to “invite guests” but do they ever teach you who would be a GREAT guest and how to do it?

Who?
1. **Property Managers.** Make a list of property managers that in your area that you think would be great “potential” members.
2. Go to LinkedIn to see who the owner is or key person
3. Type of the list and share it with the chapter. Ask, “Does anyone know any of these people on the list?” See if they would be willing to invite them.

How?
1. Reach out to the potential guest and ask them, “Would it benefit you to meet ____ number of business people?”
2. Would it benefit you to network with other property managers to learn best practices, collaborate and/or just support one another in the industry?”
3. If they say yes, great, tell them more. If they say no, that is o.k. maybe now is bad timing for them or they just don’t know what they are missing and that is o.k.

Who?
4. **Affiliates Guests.** Make a list of your top 2-3 vendors as a property manager you can’t not live without. Those vendors that help you do what you do.
5. Go to linked in to see who the owner is or key person
6. Type of the list and share it with the chapter. Ask, “Does anyone know any of these people on the list?” See if they would be willing to invite them.

How?
4. Reach out to the potential guest and ask them, “Would it benefit you to meet ____ number of business people?”
5. Would it benefit you to network with property managers in the area that a notch above the rest?”
6. If they say yes, great, tell them more. If they say no, that is o.k. maybe now is bad timing for them or they just don’t know what they are missing and that is o.k.
Ambassadors & Mentors

Bridging the Gap between Members & Momentum
What is an Ambassador?

The Ambassador is a representative at the chapter level, who volunteers their time to serve as a liaison between the Regional Vice President (RVP) and the chapter.

The Ambassador approach is to have someone trained to assist the RVP with their various duties. RVP’s are required to use their team members to cover the regions geographical area and work with chapters. This team will consist of professional members from different Chapters spread throughout the Region. The team members will travel as needed to assure that chapters are supported.

It is recommended that for every 3 to 4 chapters you should have one (1) Ambassador. For example: Regions with 3 or less chapters will have 1 Ambassador appointed through the application process; 4-10 Chapters will have 2 - 3 Ambassadors; 11 or more Chapters will have 4 + Ambassadors.

What does an Ambassador do?

The ambassador's primary roles are to provide support to the RVP and the chapters in the areas of chapter growth and sustainability as well as to strengthen the connection with new and first-year members to create welcoming environments in which they can thrive as members.

What is the purpose of an Ambassador program?

This program was designed to ensure that members and potential members are having their needs met and are gaining value from their membership. It is also designed to give individual NARPM® members’ opportunities to become more involved in the NARPM® organization.

By distributing some of the "administrative" tasks necessary to keep our NARPM® organization efficient and growing, we provide our members with an opportunity to have more ownership within the organization, develop more meaningful relationships, and allow the RVPs to focus their time on training and directly impacting their regions.

One of the prior year Ambassadors shall be the transition person when the RVP term changes. This Ambassador will help with continuity within the region and will help the new RVP. Also, this position will assist in grooming future leaders by preparing the Ambassador to possibly apply for a Board position along with assisting in transitioning a new RVP. The Ambassador will also give NARPM® someone to fill in, should something should happen to RVP, while waiting for Board of Directors approval of a replacement.
How to be an effective Mentor

Mentoring is a relationship between two people – the "mentor" and the "mentee." As a mentor, you pass on valuable skills, knowledge, and insights to your mentee to help them develop not only in their position, but also professionally.

Tips for effective Mentoring

To be an effective mentor you need to:

- **Have the desire to help** – You should be willing to spend time helping someone else, and remain positive throughout.

- **Have a willingness to share skills, knowledge, and expertise** – A good mentor is willing to teach what he/she knows and accept the mentee where they currently are in their professional development. The mentor does not take the mentoring relationship lightly and understands that good mentoring requires time and commitment. They are willing to continually share information and their ongoing support with the mentee.

- **Be a good role model** – A good mentor exhibits the personal attributes it takes to be productive and successful in their role, as well as in their industry. A good role model also possesses the personal attributes that inspire personal development of the mentee as well.

- **Ask more questions** – The best mentors ask questions that make the mentee do the thinking. A simple guide is to think of what you want to tell the mentee, and to find a question that will help the mentee come to the same conclusion on their own. To do this, try asking open questions that cannot be answered with just yes or no. Or ask more direct questions that offer several answer options. Then ask the mentee why they chose that particular answer. Avoid statements such as "You should", "You have to", "You need to", and other statements that infer the feeling of "Being told what to do."

- **Listen actively** – Be careful to process everything the mentee is saying. Watch body language, maintain eye contact, and understand which topics are difficult for the mentee to discuss. Showing someone that you're listening is a valuable skill in itself. It shows that you value what the person is saying and that you won't interrupt them. This requires patience, and a willingness to delay judgment.

- **Provide feedback** – Do this in a way that accurately and objectively summarizes what you've heard but also interprets things in a way that adds value for the mentee.

Remember, mentoring is about transferring information, competence, and experience to mentees, so that they can make good use of this, and build their confidence accordingly. As a mentor, you are there to encourage, nurture, and provide support.
How to Manage a Mentoring Relationship taken from Mindtools.com

Below are some guidelines for setting up and running a successful mentoring arrangement:

**Set regular mentoring meetings**

A mentoring relationship is one of mutual trust and respect. So meet regularly, and lead by example. The mentoring conversation may be informal, but treat the overall arrangement with formality and professionalism.

If possible, conduct mentoring meetings away from the mentee's normal working environment. A change of environment helps remove the conversation from everyday perspectives.

**Be honest and open**

If you're not honest, a mentoring meeting will probably be a waste of time for both of you. Discuss current top issues or concerns. Sometimes an honest exchange leads to the mentor and mentee deciding that they don't really like or respect each other. It's better to know up front and build from this sort of understanding, rather than have it hurt the relationship.

**Build sustainable improvements, not quick fixes**

Use the mentoring session to exchange views and give the mentee guidance, and don't just give the mentee immediate answers to a problem. A simple answer to a problem is rarely as valuable as understanding how to approach such problems in the future.

**Play by the rules**

Establish some rules or a charter for the mentoring arrangement, with desired outcomes. This could be a set agenda for points to cover, or some performance goals for the mentee to pursue outside of their regular appraisal structure. (One of the key reasons that mentoring can fail is that there's a fundamental misunderstanding about what's expected from the mentor and mentee.)

Most mentoring arrangements work best when they're outside of the day-to-day line management relationship between people. That doesn't mean that you can't mentor the people in your team, but it's often best to have a mentoring relationship that crosses reporting lines.

In a small organization, you may not have this option. If this is the case, make sure everyone knows when you're acting as a mentor, rather than as a manager.
Tips to a better Presentation

What do most people fear more than death? Fear of public speaking, which is ultimately a fear of being rejected, not being respected, people looking down on you, making fun of you etc... People will go to great lengths to avoid such a fate as speaking in front of an audience. Some people do this with avoidance. They pass up promotions and assignments which would require speaking. Others don't go that far, but will go to great lengths to avoid making presentations, or even just having to speak at a meeting.

If you are one of those people referenced above, we would like to share a few tips that we learned over the years from speaking to thousands of people.

1. **You are told you have 20-30 minutes to speak but in reality you have less time than you think.** Something always comes up that delays the presenter, the meeting may not get started in time, trouble with technology, people talk too much etc. One way to avoid the agonizing pain of finding out you have half the time you thought, highlight the key points you need to cover as if you only had 10 minutes to talk. This keeps you focused on the real meat of your presentation and your message. This will save you A LOT of anxiety.

2. **When you feel stuck, ask a question of your audience. This will give you a chance to gather your thoughts.** Let’s face it sometimes we lose our train of thought because we are so nervous or sometimes, if we are reading from notes, we lose our place. Come up with some questions that you could ask the audience that would allow you to be more interactive as well as give you some breathing room if you start to feel yourself getting anxious. Having a glass of water handy is also helpful.

3. **Just because they are silent doesn’t mean anything, they are thinking. Be OK with silence.** This is a big one. People in front of the room hate silence when they ask the audience a question. If you are a comedian and you just told a joke, it’s OK, but if you are not, don’t make it mean anything. Because we are so nervous and gripped with fear, we start to tell ourselves that the silence means they didn’t get it, they don’t care, I am boring them and on and on and on we go. More than likely it doesn’t mean any of that! They are probably taking time to think. Guess what, people in the audience are also fearful of public speaking so they never want to be the first person to speak. We would suggest having someone in the room you know that will be your first person to speak if no one else is. Once the conversation is going, more and more people will speak up.

   **Bottom line: Your message is bigger than yourself, so if what is keeping it from getting through is you, it’s time to get out of the way.**
RECEIPT/ACKNOWLEDGEMENT

I acknowledge that I have received a copy of NARPM® Chapter Launch Guide, dated _______________. I agree to read it thoroughly, describing the purpose and effect of the Guidebook. I understand that violations of the guidelines contained in the Guidebook, could result in corrective action, up to and including termination.

I agree that if there is any guideline in the Guidebook that I do not understand, I will seek clarification from my NARPM® representative.

I further understand that the information contained in the Guidebook represents guidelines for NARPM®, which are continually evaluated, and that NARPM® reserves the right to modify the Guidebook at any time.

Please acknowledge receipt of this Guidebook by signing and returning this page to Gail Phillips, Chief Executive Officer.

Signature: ___________________________________________________________ Date: ______________

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members’ ability to solicit competitors’ clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.