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The mission of the National Association of Residential Property Managers is to be the professional, educational, and ethical leader for the residential property management industry.

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p12 3rd Annual Past Presidents’ Golf Tournament
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EDITORIAL MISSION
Since 1989, the NARPM® news magazine has been a key focal point for the organization. The Residential Resource keeps members up-to-date on association events, and provides valuable industry advice and insight. NARPM® members receive the Residential Resource as part of their membership, included in their annual dues.

The Residential Resource is published monthly, with one combined issue for October/November. Articles can be submitted by e-mail to publications@narpm.org. Items mailed in for publication cannot be returned. Address changes may be forwarded to NARPM® National. The Communications Chair and Graphic Designer reserve the right to edit or refuse all publications for content and selection.

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The Residential Resource is designed for the members of the National Association of Residential Property Managers by Organization Management Group, Inc. in Chesapeake, Virginia. (www.managesgroup.com)

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“NARPM® provides its members with the resources to become leading experts in the residential property management field. Being a NARPM® member alone is just a start on the path to success.”

Networking and education have always been noted as the top two benefits of being a NARPM® member. Over the last few years NARPM® has dramatically increased the amount of educational opportunities. I encourage everyone to explore the various courses and workshops offered at chapter, regional, and national events as well as the online courses offered.

Typically, local chapters meet on a monthly or bimonthly basis, bringing in local or national speakers to educate the members on various topics. If your chapter is struggling to find quality speakers, contact your Regional Vice President. He/she will be able to provide you with ideas and a list of speakers that have proven to be informative.

The Regional Conferences have proven to be a great success. These conferences started a few years ago and continue to grow. Keynote speakers, break-out sessions, roundtable discussions, and designation courses are offered at all Regional Conferences and focus on the needs of each particular region.

The national annual convention remains the most attended event offered by NARPM®. Hundreds of our members and some non-members attend the convention each year, increasing their ability to learn through networking. Discovering the successes and pitfalls of others is invaluable. It always amazes me how much our members are willing to share their experiences by teaching each other how to be the best in our field. That is the heart of NARPM® and is such a unique aspect of the association.

The courses offered online continue to increase as demand grows. There are multiple courses available including topics such as Facebook, Blogging, Internet Marketing, Fair Housing, and much more. This is in addition to the designation courses that are now available online. If there are courses that you would like to take that are not available online please notify National with your suggestion. The Professional Development Committee is always working on improving and adding new courses.

NARPM® provides its members with the resources to become leading experts in the residential property management field. Being a NARPM® member alone is just a start on the path to success. Obtaining your designations will bring you to the next level. A designation shows the public and others in the field that you are a professional with the knowledge and experience of providing quality service and dedication to the industry. There are four designations offered through NARPM®. Please contact National or visit www.narpm.org for details about each designation.

Jayci Grana, MPM® RMP® ARM®
2012 NARPM® President

NARPM®’s FINEST by President Grana

I would like to take a moment to recognize Vickie Gaskill, MPM® RMP® CPM® ARM®. Vickie has been a NARPM® member since 1994. She has served on many standing committees as well as ad hoc committees. She was also a National board member for five years and was an effectively strong national President in 2010. Using the theme, Dare to Soar, she inspired all of us to do just that. Her experience and knowledge is endless. She is always eager to assist without being asked. We are grateful to have her as a resource and friend.
As I write my May Executive Director message, I realize this is the last month for the 2012 NARPM® Regional Conferences. I want to personally thank the many volunteers who made these events successful. While they were branded and seen as NARPM® events, each regional had its own personality. The Pacific Southwest Regional ran right after the highly successful Broker/Owner Retreat and allowed participants the opportunity to enjoy Las Vegas. Members were able to spend the evening taking in all the entertainment Las Vegas had to offer. The Eastern Regional had an outstanding Totally 80’s Party that made me realize that many of our members were in high school during that time. The Northwest Regional held “A Night at the Museum” in Boise where members shared a great evening of food and festivities at a western saloon. The South Central is May 24-25 and members will be given ample time to enjoy the Riverwalk in San Antonio, Texas. This will be a great venue and we hope to see you there. Each event was special in its own way thanks to the regional volunteers.

As the regionals wrap up, it is time for you to think about attending the Convention being held in October in Arlington (Crystal City), Virginia. Thanks to sponsors Propertyware and RentalHomesPlus, President Grana will host her Presidents Celebration at the National Zoo. Members of NARPM® will be able to visit the zoo and see the exhibits while sharing the festivities with wild birds. We were able to tour the zoo last year and know you will enjoy this venue, especially if you have never been to the National Zoo.

Our business development speaker, Kivi Bernhard, is originally from South Africa. Described by a leading international speaker bureau as “one of the most promising and talented speakers in the world today” Kivi is a riveting and captivating speaker and is renowned for his platform excellence. As the author of the internationally acclaimed business book *Leopardology™ – The Hunt For Profit In A Tough Global Economy*, he will bring the wilds of Africa to Crystal City. You too can learn from predators how to hunt for new business, while setting standards for personal success. His creative thinking will help you learn how to be a leader within your company and industry. He will explain the corporate mission statement of the African bush, Hunt or Be Hunted. Kivi will also bring some fun into his presentation, so make sure you register for this separate event.

Continued on page 24
Here are some of the “secrets of our success” that have proven to help build our chapter. Perhaps your chapter can “borrow” some of the ideas that have proven successful for us. The sharing of information is one of the paramount benefits of NARPM® membership, so be sure to take advantage of it.

Every January, the Denver Chapter of NARPM® has a board member retreat. The purpose is to plan the budget and events for the year. In addition, its purpose is to get to know each other better. Each year, I tell my family that I’m off to a “pajama party,” since our retreat includes a sleep over at a bed and breakfast. I must admit, it’s a perk which we’ve gotten very used to. Getting away to Highland Haven, a rustic setting along Bear Creek in the mountains of Evergreen, Colorado, helps us to clear our minds and focus on the upcoming year. A large conference room manages to fit us all.

The board has grown from a minimal core of officers to a full board and eleven chair people, including Education, Certification, Membership, Luncheons, Regional Conference, Special Events, Vendors, Political Liaison, Website, Marketing, and Meeting Setup (AV). We encourage doubling up on board duties as a way to mentor the position and ensure continuity. Our mentoring program is part of our success. Committee chairs are invited to participate in the retreat.

Arriving at about 4:00 pm, we bring potluck goodies and drinks. The president has historically come up with a getting-to-know-you game. This year we each wrote down an item on our “bucket list.” We then passed them out and read them aloud at random and then guessed who wrote what. It was a great conversation starter and an idea that any team building session can use. I’m sure you are already thinking what your response might be.

To continue the camaraderie, we are then off to dinner at the local steakhouse. With 18 attendees, we were definitely noticeable and shut the place down. 8:00 am the next morning happened all too soon, as we gathered in the dining room, waking up to fresh coffee and a homemade breakfast buffet.

At 8:30 am we start our meeting. All officers and chairs reported on their vision for the next year. The budget was noted throughout and modified as necessary. One of the highlights of planning for this year was our change in luncheon venues. We are now going to rent a large hall and hire a caterer. Many folks knew about this caterer from previous experiences and voiced their approbation. Another “secret of our success” is to listen to the voice of chapter members. They are often familiar with resources in the community. By 4:00 pm we are done and ready to drive back down the mountain to our homes.

This annual retreat is one “secret of our success.” Another is the long-term tenure of our board.

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This annual retreat is just one “secret of our success.” Another is the long-term tenure of our board. We get along remarkably well, even if we might disagree on a particular issue. Several years ago I joined a different board, having to do with a sailing program, but I didn’t stay long because several of the members clearly let me know that I wasn’t part of their crowd. After 11 years, I guess I’m the old guard at the Denver NARPM® chapter. I’ve never felt that I didn’t belong, even when I was only six weeks into my little business. We often speak of needing “fresh blood,” which we do cultivate, but still retain the continuity and wisdom of our long-term board members. Hopefully, your chapter can use some of our “secrets.”

Does your chapter have any “secrets of success”? Send them to publications@narpm.org.
Does Your Chapter Have A Legislative Chair?

I majored in Political Science with a minor that concentrated on Intentional Communities. What I learned from my studies, from my politically active father (who is a retired Army Colonel), and from my own active involvement in my community has helped me in both my personal and professional lives.

In studying Intentional Communities I learned the value of working as a team and how the community comes together for a common cause and supports each other when issues arise. It was fascinating to see how well this system worked. It was “grass roots” at its core.

When I became involved with NARPM® I quickly joined the Governmental Affairs (GA) Committee wanting to be a part of a group that made a difference. I saw the potential that this committee offers our members and knew that we were heading in a positive direction, especially as our organization grew. As our National GA Committee grows, we have seen the need for our individual chapters to aide us with the knowledge that originates from around the country. However, not every chapter has established a Legislative Chair.

We have all heard the saying “strength in numbers.” I see this more with legislative issues and policies than in any other area. A local Chapter Legislative Chair helps serve as the conduit through which the Chapter Board receives “grass root” information and upcoming legislative issues (both locally for the city or state). They also serve as the “spokesperson” on specific issues the chapter may support or wants to bring to light. It is important to note that the entire chapter must support the “cause” that has been brought up. The Chapter Board may collectively work with other state chapters or organizations in submitting a letter or taking a stand for or against a policy.

Your local Chapter Legislative Chair will serve as the vehicle to help facilitate actions that need to occur. As well, this helps enhance the effectiveness of your chapter locally by providing information about NARPM® and the organization and what we as an organization stand for and the ethics we value as a group. Your local Chair is the instrument that can help drive policy in your state.

Ideally each chapter should have a Legislative Chair and up to two committee members. While this is not always possible with every chapter, it is important to have a Chair assigned. Your local Chair will also communicate with NARPM® National GA on policy changes locally. From there we can help by posting topics to the website that may assist other members. There are issues that happen in one state that also occur in another. By learning from each other on how something was stopped legislatively or managed locally, we continue to build strong relationships of trust with our local and national government on residential property management issues.

Locally, you are the link between your state chapter and local issues to our National Committee. You help us enhance the effectiveness of the Board of Directors by helping to provide the research and advice needed for policy decisions. The involvement starts locally and with you.

As Property Managers we are all naturally involved in some shape or form with the rules/regulations surrounding our profession. Some of us are active with NAR (National Association of REALTORS®), NAA (National Apartment Association), IREM® (Institute of Real Estate Management) or our local real estate associations to bring us knowledge for our business. Some of us are new to the game and are still learning the ropes and learning from others. Joining a committee is easy, joining a governmentally minded committee is also easy, but requires involvement.

One of the smartest business decisions I have made was becoming involved locally. Selfishly, it has improved my business. By becoming vocal and active, I have met key players in the industry. Now, they come to me for information, like assisting a city write rental ordinances that were impacted or teaching classes on Ethical Property Management.

Legislative Committees serve a number of important roles in our organization and aide our Board of Directors. Legislative Committees serve a number of important roles in our organization and aide our Board of Directors. Our committee members help everyone stay informed. Please consider participating in your chapter as either the Legislative Chair or committee member (both locally and nationally).

In closing, I’m here to help you! As your Governmental Affairs Chair I want to continue to grow our committee and organization. If you have any questions or concerns feel free to contact me anytime. NARPM®’s success begins with you.
2012 NATIONAL | REGIONAL CONFERENCES

Annual Convention & Trade Show
Leadership by Example  October 17–19  Crystal City, VA

Regional Conferences (See next page for registration.)
South Central Regional  May 24–25  San Antonio, TX

LEADERSHIP BY EXAMPLE

For registration information and more details on these and other upcoming association events, check out the NARPM® website at www.narpm.org/conferences!

Join the conversation!
Regional Convention & Retreat Registration 2012

REGISTRATION INFORMATION (please type or print)

Name: ____________________________ Name for badge: ____________________________
Company Name: ____________________________ Title: ____________________________
Address/P.O. Box: ____________________________
City: ____________________________ State: ____________________________ Zip: ____________
Phone: ____________________________ Fax: ____________________________ E-mail: ____________________________

Check your designation(s): ☐ CSS® ☐ RMP® ☐ MPM® ☐ CRMC®
Designation candidate: ☐ CSS® ☐ RMP® ☐ MPM® ☐ CRMC®
Are you a chapter leader? ☐ Yes ☐ No If yes, what position? ____________________________
Are you attending Leadership Training? ☐ Yes ☐ No

SELECT A CONVENTION OR RETREAT
☐ Northwest Regional April 20–21
Boise, ID

☐ Pacific Southwest Regional February 23–24
Las Vegas, NV

☐ Broker/Owner Retreat February 21–22
Las Vegas, NV

☐ South Central Regional May 24–25
San Antonio, TX

☐ Eastern Regional March 15–16
Tampa Bay, FL

REGISTRATION FEES
☐ IREM® members check here to receive NARPM® member pricing.

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Check each conference online to see if there are off-site events at an additional cost.

Special event ticket information will be e-mailed to all registrants for purchase prior to the event.

ARE YOU APPLYING FOR NARPM® MEMBERSHIP? ☐ Yes ☐ No ☐ Already a Member

TOTAL FEES $________

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REGISTRATION DEADLINES
Early Bird registrations must be postmarked or faxed by 11:00 pm Eastern Time 30 days prior to the event. Less than 30 days prior to the event, send the higher fee shown. Do not send registration to National two weeks prior to the event. Instead, register on-site at the event.

JOIN & REGISTER
Not yet a member? You can become a NARPM® member and register for the convention at the reduced member rate. Check “Yes” at the “Are you applying for membership?” option at left and submit the appropriate membership application with this form. Applications can be found online at www.narpm.org/join.

CANCELLATION POLICIES
If this event is cancelled for any reason, the liability of NARPM® to the registrant is limited to the return of the registration fee. A necessary rescheduling of the event, as approved by the NARPM® Board, does not constitute a cancellation.

Event cancellations must be received in writing. If cancellation is received 30 days prior to the event, there will be a full refund less a $25 processing fee. If cancellation is received 15-29 days prior to the event, there will be a 50% refund. There is NO refund if cancellation is 1-14 days prior to the event.

MONETARY POLICIES
A $25 processing fee will be charged for re-billing a credit card. A charge of $25 will apply for all non-sufficient fund checks. Checks not in U.S. funds will be returned. You are not considered a registered attendee until payment has been successfully processed.

EASY WAYS TO REGISTER
MAIL - Send your form with payment to: NARPM® National, 638 Independence Parkway, Suite 100, Chesapeake, VA 23320.

FAX - Send your signed form with payment to 866-466-2776. Please do not mail the original.

ONLINE - Visit www.narpm.org and login to the Internet Member Services (IMS) section.
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No matter which hosting solution you choose, you can add PROMAS Central to give your owners and tenants a portal to view their activity, statements, documents and make payments online. PROMAS partners with HeroPM to provide this unique service. We refer to this as the Hybrid Cloud solution. All critical accounting data is under your control and access to activity and statements is available to owners, tenants.

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*Comprehensive reporting
*Customize by property
*Quick and easy to use

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Start your 2012 NARPM® National Convention in Arlington, Virginia... close to the Nation’s Capital, by participating in the 3rd Annual Past Presidents’ Golf Tournament on Tuesday, October 16, 2012. This is a tremendous networking opportunity which will allow you to spend a fun and relaxing day with your NARPM® peers and our affiliates. Old Hickory Golf Club in nearby Woodbridge, Virginia is the venue of this year’s event. This premier, upscale par-72 championship golf course has been described as “one of the must play courses of the Middle Atlantic” (Golf Styles Magazine) and as having “The most visually exciting Par 3’s you will ever play” (Washington Diplomat Magazine). Whether you are a golf enthusiast, sponsor or spectator, don’t miss this chance to experience a memorable outing amidst the fall splendor of the oaks, maples, and hickories lining this stunning course.

This year’s tournament is being chaired by two of NARPM®’s Past Presidents, Rose Thomas, MPM® RMP®, (2006) and Kit Garren, MPM® RMP®, (1994-95). Rose and Kit have each identified a worthy organization that will receive 50% of the total raised.

Rose selected the ALS Association - DC/MD/VA Chapter as her charity. Amyotrophic lateral sclerosis, or ALS, is a disease of the nerve cells in the brain and spinal cord that control voluntary muscle movement. ALS is also known as Lou Gehrig’s disease. Rose will establish a patients’ assistance fund in honor of her brother, Tony Gegor, who was diagnosed with ALS in 2008. The fund will provide financial assistance to individuals for expenses not covered by insurance, such as modifications to their home. During the past three-plus years, Rose has personally witnessed how seemingly small little items like a ramp, chair, or even a modified toilet, make a massive improvement in an ALS patient’s life.

Kit has selected the Corporate Angel Network as his recipient. The Corporate Angel Network is the only charitable organization in the United States whose sole mission is to help cancer patients access the best possible treatment for their specific type of cancer by arranging free travel to treatment facilities across the country by using empty seats on corporate jets. This not only improves the patients’ chances of survival but also reduces the emotional stress, physical discomfort and financial burden. The charity currently arranges around 2,500 flights per year and has provided nearly 27,000 flights since its founding in 1981. Kit and his wife Marilyn lost their daughter Jessie to a rare form of cancer in 2008, but experienced firsthand the life-extending services of the Corporate Angel Network and their caring network of volunteers.

NARPM®’s past participants, 207 sponsors, and countless volunteers all came together to raise $78,450 over the past two tournaments – a real testament to the generosity and kind-hearted spirit of our NARPM® family. Once again we are seeking your participation in this worthwhile event so we can continue the successful tradition of graciously helping others.

Sponsorship opportunities are available and your company can register for those by completing the form at http://www.narpm.org/user_docs/12golfsponsor_reg.pdf. If you would like to register to play, please complete the form at right. Thanks for your support and we look forward to a fantastic golf outing on October 16, 2012.
The past presidents of NARPM® invite you to join them at their annual Golf Tournament to benefit local charities of their choice. This year’s event will take place on October 16, 2012.

**SPONSORSHIPS**

If your company is interested in sponsoring the tournament, please view the opportunities available at http://www.narpm.org/user_docs/12golfsponsor_reg.pdf

**DONATIONS**

☐ Friend of the ALS Association

Help us help the ALS Association with a suggested donation of $100 or a $__________ donation of your choosing.

☐ Friend of the Corporate Angel Network

Help us help the Corporate Angel Network with a suggested donation of $100 or a $__________ donation of your choosing.

**GOLFERS**

Help us reach our goal of 100 golfers to participate in this exciting first-year event! Don’t be shy—all skill levels are welcome. Just come on out to the green for a great time with your fellow NARPM® members and support this year’s charities.
When Technology Fails Us

When applied properly, technology can significantly improve the functioning of our businesses. Unfortunately, we all have stories about the terrible results when the opposite is true. This article is a personal example of one such tale.

THE SITUATION

Many of our clients elect our cloud platform and these clients can select from different plans for paying their hosting fees. We also allow self-hosted/on-premise clients to pay their annual support fees in quarterly installments. Clients benefit by saving the costs associated with processing an invoice, printing a check, and mailing it. We save the cost of preparing an invoice, sending it, and processing the payment.

We send a reminder email message to each person designated by the client prior to charging their account. This practice alerts the client to the pending transaction and prompts them to notify us if there is a change in their form of payment. Because email by its very nature is not a very secure environment, the email we deliver does not have any personal or financial data that would be harmful if it were intercepted.

Our technical group had upgraded the server that hosts the custom application that sends these email messages. Part of the upgrade was a new mail server. We also allow self-hosted/on-premise clients to pay their annual support fees in quarterly installments. Clients benefit by saving the costs associated with processing an invoice, printing a check, and mailing it. We save the cost of preparing an invoice, sending it, and processing the payment.

When Technology Fails Us

Michael Mino is President and CEO of PropertyBoss Solutions, a provider of property management software. A serial entrepreneur, he has started a number of software technology firms and became a landlord in 1977 when he purchased his first rental units. For more information about Michael or PropertyBoss Solutions, visit propertyboss.com or call Michael at 864.297.7661 x26.

When Technology Fails Us

The email chatter was another story. A flood of traffic emerged rivaling the barrage that I sent the previous evening resulting from recipients engaging in a group discussion using the “Reply All” function. The initial messages were ugly ranging from expressions of irritation to requests for financial remuneration. By midday the tide began to turn with moderates asking the posters to direct their energies to more important matters and asking them to stop using the “Reply All” function. Later in the afternoon, supporters joined in putting an end to the discourse with their kind words of encouragement.

LESSONS LEARNED

We (re)learned a number of lessons from this experience.

• Haste makes waste –

The approaching deadline prompted bad decisions. Don’t take shortcuts only to expend more effort than originally “saved.”
• **Stick to your strengths** –
   I was playing out of position and my area of expertise. Keep the job with the pros who do the work every day.

• **Trust your instincts** –
   Before I pushed that fateful button I had an inkling that something wasn’t quite right. Had I listened to that internal voice, I wouldn’t have found myself in this situation.

• **Avoid critical tasks when you are tired** –
   Never work on critical tasks late in the evening. Save significant projects for when you are fresh. Next time I’ll go to bed.

• **Leverage others** –
   Don’t work alone; engage others for that second look. They can help you see the blind spots.

• **Test, Test, Test** –
   Although I had conducted a pilot test, I should have started with a much smaller production test group of five or ten. It is also a good idea to have a person other than the creator perform the testing (see Leverage Others).

• **Internal projects are also important** –
   Maintenance projects are often prioritized behind mainstream projects related to our product or clients. These orphans can often (as this one did) directly affect clients. Many of the above items are codified in our quality assurance process for our product, but not always followed (until now) on internal projects.

• **Have a crisis plan** –
   While it’s difficult to plan for these types of events, a generic standard “How to Handle a Crisis” procedure that outlines general “what to do” and “what not to do” steps would help. Additional resources are available at propertyboss.com/narpm or by scanning the QR code at right.

• **Admit your mistakes** –
   Everyone and every company makes mistakes. Most people and most customers are understanding of your predicament if you admit responsibility and try to make amends.

• **Email is a poor method of communication** –
   People are willing to say things in an email that they would never say in person. How often have you read an email with an ugly sentiment and then talked to the person and they were as nice as they could be. Email is great for fast notes or for explaining the details of a situation. It is a bad mechanism for building relationships or for communicating an apology.

• **Never forget the importance of the personal touch** –
   As a company we pride ourselves on building a relationship with our customers. It never hurts to pick up the phone and talk with the customer. The relationship you build on the phone establishes trust and understanding when problems do occur.

**IN CLOSING**

When technology fails us, it is seldom the fault of the technology. Instead it is often the fault of the person using it. Learning these lessons can be painful, but if handled correctly can lead to stronger relationships with your customers and a better company.
CHAPTER Spotlight

SHEDDING SOME LIGHT ON THE EXCELLENT NARPM® CHAPTERS ACROSS THE UNITED STATES.

Utah

Merrilee Christiansen, MPM® RMP®, is a managing partner in Safeguard Property Management, LLC, in Sandy, Utah. Merrilee was busy managing a home and family of eight children when she stepped in for her husband, Barney Christiansen, MPM® RMP®, during recuperation from surgery. She covered the office for him as best she could and they agreed it would be wise for her to get her real estate license and learn the property management business. Merrilee found she enjoyed property management and she currently serves as Membership Chair for the Utah Chapter.

If at first you don’t succeed…try, try, again – that is what happened with the Utah Chapter!

When you are a brand new NARPM® member and you attend your first convention, it is such an amazing experience! I remember the first National Convention I went to, in San Diego back in 1995. My husband, Barney, was a new member of NARPM® and wanted me to come to the convention with him, but I went as his spouse, not as a member of NARPM®. Since I was helping my husband with his property management company at the time, I was interested in going to the whole convention, not just the evening events. I remember sitting in the classes and taking so many notes and being so impressed with the instructors who knew so much about property management. This was the best property management education I had ever received at one time – it was great!

Then I noticed at the end of the classes, the instructors passed out forms for me to take home and use in our company. I could not believe how many new ideas I was receiving, and how much sharing was taking place. Each time I sat at lunch or a round table discussion, ideas were shared. Then members gave me their business cards and told me that I could call them if I had a question or if I needed a form. Everyone was so friendly and open! I was so impressed that before I left the convention, I went to the newly installed President at the convention, Donna Brandsey, MPM® RMP®, and told her that I wanted to become her first new member.

By the time our first national convention experience was over, Barney and I were so excited and so impressed with NARPM® that we decided we wanted to get a NARPM® chapter going in Utah. We had no idea how difficult it would prove to be! We formed our little chapter with Barney as the President and me as the Secretary/Treasurer, and we received great support from NARPM® National in our efforts. Many hundreds of invitations were sent out to property managers throughout Utah and we held numerous luncheons, breakfasts and dinners. Many wonderful NARPM® speakers came to town to help us.

But we were still only able to recruit a few other members. Melissa Prandi, MPM® RMP®, Steve Urie, MPM® RMP®, Betty Fletcher, MPM® RMP®, and others came to Salt Lake and tried to help. Eventually they said, “Maybe the timing just isn’t right yet.” We kept trying, all the while hoping that some other Utah property managers who felt the same excitement and love for NARPM® that we had, would join. But eventually, our members in Utah became so few, that our struggling little chapter had to be decertified.

Then just a couple of years ago, the timing in Utah was finally right. Some terrific new members who also saw the vision joined NARPM® and got to work. NARPM® Utah was finally ready to grow, and grow it has, thanks largely to great new members who are doing an excellent job such as Tiffany Sleater, RMP®, Chad Collins, Joe Berger, Steve Randall, and others.

Our new Utah Chapter President, Chad Collins, said, “I was first attracted to the Utah Chapter of NARPM® before it was formed, when it was mentioned at Seattle at a National Conference I was attending. I had already experienced the great value of NARPM® on a national level and just knew that if a local chapter was going to be formed, that it was something I needed to be involved in. We have already had some great events and education, but my favorite thing about the local chapter is becoming friends with the other great property managers in my area. It is really nice to have a close network of professionals that I can call on anytime regarding any issue, but especially local issues that we might be dealing with. What an amazing resource!”

I am so grateful to Carolyn Rogers, MPM® RMP®, our RVP for the past two years, and all the new NARPM® property managers who went to the National Convention in Seattle 2010 and finally started to see the vision of a local chapter here in Utah with all its benefits. It has been a little over a year now since our new Utah Chapter was formed. We may be young, but it is a great feeling to finally be part of an active and growing local chapter. If your area has not formed a chapter yet, try getting some members to go to a Regional Conference or National Convention – it works!!
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EPA Phaseout of Hydrochlorofluorocarbons

Refrigerants R-22 vs R-410A

HCFC-22 (also known as R-22) has been the refrigerant of choice for residential heat pump and air conditioning systems for more than four decades. Basically, what is happening is that the EPA is not allowing anymore R-22 units to be built. As of January 1, 2012, there was a 45% reduction in the production of R-22 refrigerant, and it is only going to get worse. In conjunction with this, the cost of R-22 has increased 450% in the last two years. The AC company that we use is now charging us +/- $65 a pound. As this refrigerant becomes scarcer, that cost will only continue to rise. As an example, units hold 7 to 11 pounds of refrigerant, and it will cost $450 to $700 just to add refrigerant. To top this off, effective January 2015, the EPA will not be allowing AC companies to put new refrigerant (R-22) into units that were built prior to 2010.

In accordance with the phaseout, the next thing that will be happening (2020) is that the R-22 will no longer be available and you will have to replace your complete air conditioning system with the new R-410A compatible equipment. On average, this cost will run about $4,000 for a small 1000 square foot home. I’m sorry to be the bearer of bad news, but feel that you must know about this so you can be prepared. To verify this information, talk with the AC company that you use locally when you do have an air conditioning problem at your rental home.

Following is general information available from the EPA. You may access the full text at http://www.epa.gov/ozone/title6/phaseout/22phaseout.html

BACKGROUND: BAN ON PRODUCTION AND IMPORTS OF OZONE-DEPLETING REFRIGERANTS

In 1987, the Montreal Protocol, an international environmental agreement, established requirements that began the worldwide phaseout of ozone-depleting CFCs (chlorofluorocarbons). These requirements were later modified, leading to the phaseout in 1996 of CFC production in all developed nations. In 1992 the Montreal Protocol was amended to establish a schedule for the phaseout of HCFCs (hydrochlorofluorocarbons). HCFCs are less damaging to the ozone layer than CFCs, but still contain ozone-destroying chlorine. The Montreal Protocol as amended is carried out in the U.S. through Title VI of the Clean Air Act, which is implemented by EPA.

As stated above, R-22 has been the refrigerant of choice for residential heat pump and air conditioning systems for more than four decades. Unfortunately for the environment, releases of R-22 contribute to ozone depletion. In addition, R-22 is a greenhouse gas and the manufacture of R-22 results in a by-product (HFC-23) that contributes significantly to global warming. As the manufacture of R-22 is phased out over the coming years as part of the agreement to end production of HCFCs, manufacturers of residential air conditioning systems are offering equipment that uses ozone-friendly refrigerants. Many homeowners may be misinformed about how much longer R-22 will be available to service their central A/C systems and heat pumps. See below for information about the transition away from R-22, the future availability of R-22, and the new refrigerants that are replacing R-22. This information is intended to assist consumers in deciding what to consider when purchasing a new AC system or heat pump, or when having an existing system repaired.

PHASEOUT SCHEDULE FOR HCFCs INCLUDING R-22

Under the terms of the Montreal Protocol, the U.S. agreed to meet certain obligations by specific dates that will affect the residential heat pump and air conditioning industry.

- **January 1, 2004:** The Montreal Protocol required the U.S. to reduce its consumption of HCFCs by 35% below the U.S. baseline cap. As of January 1, 2003, the EPA banned production and import of HCFC-141b, the most ozone-destructive HCFC. This action allowed the United States to meet its obligations under the Montreal Protocol. The EPA was able to issue 100% of company baseline allowances for production and import of HCFC-22 and HCFC-142b.
- **January 1, 2010:** The Montreal Protocol requires the U.S. to reduce its consumption of HCFCs by 75% below the U.S. baseline. Allowance holders may only produce or import HCFC-22 to service existing equipment. Virgin R-22 may not be used in new equipment. As a result, heating, ventilation and air conditioning (HVAC) system manufacturers may not produce new air conditioners and heat pumps containing R-22.
- **January 1, 2015:** The Montreal Protocol requires the U.S. to reduce its consumption of HCFCs by 90% below the U.S. baseline.
- **January 1, 2020:** The Montreal Protocol requires the implementation of R-410A in all new AC systems.
U.S. to reduce its consumption of HCFCs by 99.5% below the U.S. baseline. Refrigerant that has been recovered and recycled/reclaimed will be allowed beyond 2020 to service existing systems, but chemical manufacturers will no longer be able to produce R-22 to service existing air conditioners and heat pumps.

**WHAT DOES THE HCFC-22 PHASEOUT MEAN FOR CONSUMERS?**

- **Availability of R-22:** The Clean Air Act does not allow any refrigerant to be vented into the atmosphere during installation, service, or retirement of equipment. Therefore, R-22 must be recovered and recycled (for reuse in the same system), reclaimed (reprocessed to the same purity standard as new R-22), or destroyed. After 2020, the servicing of R-22-based systems will rely solely on recycled or reclaimed refrigerants. It is expected that reclamation and recycling will ensure that existing supplies of R-22 will last longer and be available to service a greater number of systems. As noted above, chemical manufacturers will no longer be able to produce, and companies will no longer be able to import, R-22 for use in new AC equipment after 2010, but they can continue production and import of R-22 until 2020 for use in servicing existing equipment. Given this schedule, which was established in 1993, the transition away from R-22 to the use of ozone-friendly refrigerants should be smooth. For the next 10 years or more, R-22 should continue to be available for all systems that require R-22 for servicing.

- **Alternatives to R-22 in Residential Air Conditioning:** As R-22 is gradually phased out, non-ozone-depleting alternative refrigerants are being introduced. Under the Clean Air Act, EPA reviews alternatives to ozone-depleting substances to evaluate their effects on human health and the environment. EPA has reviewed several alternatives to R-22 for household and light commercial air conditioning and has compiled a list of substitutes that EPA has determined are acceptable. One of these substitutes is R-410A, a blend of hydrofluorocarbons (HFCs) that does not contribute to depletion of the ozone layer, but, like R-22, contributes to global warming. R-410A is manufactured and sold under various trade names, including GENETRON AZ-20®, SUVA 410A®, Forane® 410A, and Puron®. EPA will continue to review new non-ozone-depleting refrigerants as they are developed.

- **Servicing existing units:** Existing units using R-22 can continue to be serviced with R-22. There is no EPA requirement to change or convert R-22 units for use with a non-ozone-depleting substitute refrigerant. Such changes, called “retrofits,” are allowed if the alternative has been found acceptable for that type of use. R-410A is not allowed in retrofits due to its higher working pressures. In addition, the new substitute refrigerants would not work well without making some changes to system components. As a result, service technicians who repair leaks to the system will most often continue to charge R-22 into the system as part of that repair.

- **Installing new units:** The transition away from ozone-depleting R-22 to systems that rely on replacement refrigerants like R-410A has required redesign of heat pump and air conditioning systems. New systems incorporate compressors and other components specifically designed for use with specific replacement refrigerants. For instance, if a new outdoor unit (typically called a “condensing unit,” containing the condenser and compressor) is installed, it is likely that a new indoor unit (typically called an “evaporator”) will also be required. With these significant product and production process changes, testing and training must also change. Consumers should be aware that dealers of systems that use substitute refrigerants should be schooled in installation and service techniques required for use of that substitute refrigerant.

**A COMMON SENSE APPROACH TO SERVICING YOUR SYSTEM**

Along with prohibiting the production of ozone-depleting refrigerants, the Clean Air Act also mandates the use of common sense in handling refrigerants. By containing and using refrigerants responsibly – that is, by recovering, recycling, and reclaiming, and by reducing leaks – their ozone depletion and global warming consequences are reduced. The Clean Air Act outlines specific refrigerant containment and management practices for HVAC manufacturers, distributors, dealers and technicians. Properly installed home comfort systems rarely develop major refrigerant leaks, and with proper servicing, a system using R-22, R-410A, or another refrigerant will reduce its impact on the environment. While EPA does not mandate repairing or replacing small systems because of leaks, system leaks can not only harm the environment, but also result in increased operation and maintenance costs.

One important thing a homeowner can do for the environment, regardless of the refrigerant used, is to select a reputable dealer that employs service technicians who are EPA-certified to handle refrigerants. Technicians often call this certification “Section 608 certification,” referring to the part of the Clean Air Act that requires minimizing releases of ozone-depleting chemicals from HVAC equipment.

**A COMMON SENSE APPROACH TO PURCHASING NEW SYSTEMS**

Another important thing a homeowner can do for the environment is to purchase a highly energy-efficient system. Energy-efficient systems result in cost savings for the homeowner. Today’s best air conditioners use much less energy to produce the same amount of cooling as air conditioners made in the mid-1970s. Even if your air conditioner is only 10 years old, you may save significantly on your cooling energy costs by replacing it with a newer, more efficient model. Products with EPA’s Energy Star® label can save homeowners 10% to 40% on their heating and cooling bills every year. These products are made by most major manufacturers and have the same features as standard products but also incorporate energy saving technology. Both R-22 and R-410A systems may have the Energy Star® label. Equipment that displays the Energy Star® label must have a minimum seasonal energy efficiency ratio (SEER). The higher the SEER specification, the more efficient the equipment. You should consider energy efficiency, along with performance, reliability, and cost, in making your decision.
An RVP is one of six stalwart NARPM® members who work energetically behind the scenes and volunteer their services in the position of Regional Vice President and member of NARPM®’s National Board of Directors. This month, we welcome the insight of Barney Christiansen, MPM® RMP®, who began serving his term as our new Southwest Regional Vice President in January 2012.

**Residential Resource:** Thank you, Barney, for taking time out to share your NARPM® experiences with us.

**Barney:** Oh, my pleasure! I love NARPM® and it was very easy to fit you into my schedule.

**Residential Resource:** Let’s see...how did your career begin? Did you go to college to learn about business?

**Barney:** After college, in the late 70s, I got my real estate license and found I really enjoyed listing and selling houses, and even won a couple of regional Century 21 contests. I began to purchase and manage small residential rental properties with my dad. With help from my brother-in-law, I founded Safeguard Property Management, LLC in 1984, and made the fortuitous decision to specialize in full-service management of single-family rental homes. One of the best things I ever did was to join NARPM®, Ralph Tutor. I first heard about it while attending a computer software seminar in El Paso, TX in 1990, taught by the founder of NARPM®, Ralph Tutor. Joining NARPM® saved my business...and my life.

**Residential Resource:** Really? How do you mean that?

**Barney:** My company is successful, and we make a nice living expertly managing our clients’ properties, but we don’t have dozens of employees or manage thousands of doors like some NARPM® leaders. We have a few wonderful employees, all of whom are extended family members. They help us skillfully manage several hundred carefully-chosen, high-quality homes near our office. We turned away or referred out more new business in the past year than we accepted. That business model wouldn’t work for everyone, but it works for us.

**Residential Resource:** OK, but what about the ‘saved my life’ part?

**Barney:** Well,...back in the early 90s, shortly after joining NARPM®, I was busy building our property management business while my wife, Merrilee, was busy raising our large family and taking care of our home. Merrilee would come into the office a couple
Northwest: Leeann Ghiglione, MPM® RMP®

Pacific: Richard Vierra, RMP®
California, Nevada, Hawaii.

Southwest: Barney Christiansen, MPM® RMP®
Utah, Arizona, Colorado, New Mexico.

North Central: Andrew Propst, MPM® RMP® CPM®
North Dakota, South Dakota, Nebraska, Minnesota, Iowa, Wisconsin, Illinois, Michigan, Indiana.

Northeast: Andrew Propst, MPM® RMP® CPM®

South Central: Bart Sturzl, MPM® RMP®
Kansas, Oklahoma, Texas, Missouri, Arkansas, Louisiana.

Southeast: John R. Bradford, III, RMP®
Virginia, North Carolina, South Carolina, Georgia, Florida, Kentucky, Tennessee, Alabama, Mississippi.

Residential Resource: It sounds like NARPM® is very important to you.
Barney: That is an understatement. You see, NARPM® is about more than just education and ethics and service and professionalism. As important as all those things are, NARPM® is also about people. Human beings who get to know each other and truly want to help each other. People like Carolyn Rogers, MPM® RMP®, who has served so admirably in this RVP position for the past two years. Like Past President Tony Drost, MPM® RMP®, who taught us to Protect and Serve, and President Jayci Grana, MPM® RMP®, who is showing us Leadership by Example. And many others, too numerous to list here.

Residential Resource: Is that why you became an officer?
Barney: Yes. As I said before, I am not the CEO of some huge financial empire. I am simply a partner in a terrific little family business. But I suspect there are many NARPM® members out there (and many more property managers who should be members) who are a little like me. For many years, we were in a forced survival mode, and the principles and practices I learned from NARPM® saved us from extinction. I have a lot of empathy for the small practitioners in our business, and what they go through as they build and strive and are tested while they search for success. I volunteered to serve in this position with only one thought: so I could help as many of them as possible to effectively handle their problems and challenges, and to hang in there and not give up, while they create their future and construct their dreams, the way others in NARPM® have done for me.

Residential Resource: Good Luck!
Barney: Thank you.
MEMBERSHIP Growth

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM FEBRUARY 21 - MARCH 15, 2012.

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<tr>
<td>Ricardo Figueroa</td>
<td>Advanced Management Specialist, Kissimmee, FL</td>
<td>407-483-1013</td>
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<tr>
<td>Ben Fox</td>
<td>Harris McHaney Property Management, Rogers, AR</td>
<td>479-696-0711</td>
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<td>David Cape</td>
<td>Coldwell Banker Residential Real Estate, Bradford, PA</td>
<td>239-394-8121</td>
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<td>Vickie Gleason</td>
<td>Watson Realty Property Management CRMC®, Longwood, FL</td>
<td>407-629-6643</td>
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<td>Leon Green</td>
<td>Green Residential Group, Houston, TX</td>
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<td>Marci Greenberg Cox</td>
<td>West USA Realty, Peoria, AZ</td>
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<td>Dwayne Hicks</td>
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<td>Barbara Highfield</td>
<td>Tombstone Real Estate, Tombstone, AZ</td>
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<td>Real Property Management Capital, Rockville, MD</td>
<td>301-869-5001</td>
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<tr>
<td>Danielle Kenny</td>
<td>Wind Chime Properties, Glen Allen, VA</td>
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<td>Nina Kestner McVeer</td>
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<td>William Lanfer</td>
<td>Solutions Property Management, Austin, TX</td>
<td>512-535-4472</td>
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<tr>
<td>Robert Leary</td>
<td>ELF Real Estate Services, Washington, DC</td>
<td>202-756-4013</td>
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<tr>
<td>Maria Machin</td>
<td>The Regatta Group, LLC, Miami Lakes, FL</td>
<td>305-759-8090</td>
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<tr>
<td>David Maldonado</td>
<td>Home Team of America, San Antonio, TX</td>
<td>210-690-4991</td>
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<td>Clayton Maloy</td>
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<td>Sara Marr</td>
<td>Summit Property Management, Missoula, MT</td>
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<td>Reynolds Massenat</td>
<td>Green Tree Realty, Inc, Stockbridge, CA</td>
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<tr>
<td>Yvonne McAnally</td>
<td>American Northwest Realty, Craig, CO</td>
<td>970-824-3445</td>
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<td>Megan McCawley</td>
<td>Bennett Property Management CRMC®, Mesa, AZ</td>
<td>480-969-1818</td>
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<td>Stacey McKay</td>
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<td>407-261-5610</td>
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<td>Bridget Mosallim</td>
<td>Infinity PM, LP, Plano, TX</td>
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<td>Robin Myers</td>
<td>Memorial Property Management, Houston, TX</td>
<td>713-973-1001</td>
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<td>Phoebe Nason</td>
<td>City Scape Real Estate, LLC, Denver, CO</td>
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<td>Mark Nation</td>
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<td>Olakunowo Oni</td>
<td>Realestoer Group, Richmond, VA</td>
<td>804-269-0255</td>
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PROFESSIONAL MEMBERS

Michelle Ali       Coldwell Banker  Orlando, FL  407-841-6060
Yvonne Arntson     Coldwell Banker  Orlando, FL  407-841-6060
John L. Scott      Coldwell Banker  Orlando, FL  407-841-6060
Monica Averite     Real Property Management Platinum Scottsdale, AZ  480-306-7300
Justin Bajema      Access Property Management Group Allendale, MI  616-301-9450
Kathryn Banks      A-1 Home Management, LLC Colorado Springs, CO  719-573-5575

22 | May 2012 Issue | Volume 23 | Number 5
In Loving Memory Of
Thais R. Soler
August 22, 1947 – March 9, 2012

Thais R. Soler passed away on Friday, March 9, 2012, after a lengthy illness with cancer. Born August 22, 1947 in Havana Cuba, Thais’ family migrated to the United States in 1956. Thais eventually moved to Orlando, FL in 1980 with her husband and two daughters, and Orlando became home. In addition to being the owner of Soler Realty and being active in Central Florida real estate, Thais served as president of the Orlando/Central Florida Chapter of the National Association of Residential Property Managers. Her dedication to our association helped raise awareness to our industry and she will be missed greatly by her local, state and national colleagues and friends. Donations may be made to: Hospice of the Comforter in Altamonte Springs, FL (http://www.hospiceofthecomforter.org/en/page/giving-hospice) or Moffitt Cancer Center in Tampa, FL (http://www.moffitt.org/giving).

In Loving Memory Of
Robert Gaudette, RMP®
May 21, 1942 – March 10, 2012

The Southern Arizona Chapter is saddened to announce the passing of Robert Gaudette, RMP®, who was one of the founding members of the original Tucson Chapter. Robert died of complications from pancreatic cancer. He is survived by his wife of 48 years Vicky Gaudette, RMP®, and five sons.

He served his country in the U.S. Navy. His passion in life was his family, square dancing with Vicky, country music, and raising and showing Irish Wolfhounds. His friends remembered him as a man of character, honesty and integrity whose word was his bond, and who was a friend and counselor to those in need. He is missed by all who knew him.

Continued from page 6 “From the Desk of the Executive Director”

The Closing Gala will be an 80’s Party. To those of you who were like me and thought what was so great about the 80’s, it was a fun time to be a teenager as you can see from the pictures in this article. There will be lots of time to share with your friends, have your pictures taken, sing karaoke, and dance the night away. Watch as details unfold on this wonderful evening as you say goodbye to your fellow NARPM® members. Hope to see all of you at the annual convention. Details can be found at www.NARPM.org under the Conferences tab.

In 2012 President Grana reformed the Next Generation Professional (Under 40’s) Advisory Board. This group made a presentation at the Eastern Regional about getting involved in NARPM® and how involvement makes a difference in their business. I have heard many of the over 40’s who were at the event say that the future of NARPM® is in good hands with the younger generation of members. We see this as true on all levels of the organization and we encourage everyone to work together as we find each generation can learn from the other. The experiences one generation has learned in building their businesses can be shared with the newer generation and vice versa. The new technology that the younger generation is using can help other generations operate more effectively. So yes, NARPM® is in good hands because everyone is working together to make the Property Management industry stronger for all generations!

Another month comes to an end. Feel free to send me an email if there is anything I can help you with, ExecutiveDirector@narpm.org. If I missed you at a regional conference I will see you at the Convention in October.

Gail S. Phillips, CAE
NARPM® Executive Director
DESIGNATION Classes

DEMONSTRATE THAT YOU HAVE EXPERT KNOWLEDGE ABOUT RESIDENTIAL PROPERTY MANAGEMENT.

Interested in Sponsoring?
Opportunities are available to chapters that would like to further educate their members and increase their chapter funds. However, it takes time to plan a class so give your chapter five to six month’s lead-time if you wish to sponsor.

Online Designation Courses are now available through OMG Distance Learning. For information and/or to enroll visit www.narpm.org/education.

FEES (subject to change)

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

COURSE INFORMATION

- Course flyers containing additional information may be downloaded from www.narpm.org/education/schedules.html.
- All materials will be given to students on the day of the class.
- Attendees required to make their individual hotel reservations.

CANCELLATION POLICY

Cancellations must be received in writing. If cancellation notice is received at least 30 days prior to the class, a full refund will be issued less a $25 processing fee. If cancellation notice is received less than 30 days before the class, a 50% refund will be issued. No refunds will be made on the day of the class; however, the registration fee can be applied to a later class with a $25 transfer fee.

If NARPM® cancels the course because minimum registrations have not been met or for any other reason, then tuition paid will be fully refundable. All courses are subject to cancellation by NARPM®.

1. Mail form below to NARPM®, 638 Independence Parkway, Suite 100, Chesapeake, VA 23320.
2. Fax your form with credit card payment to 866-466-2776. Please do not mail the original.
3. Online registration is also available through Internet Member Services at www.narpm.org.

Name _______________________________________________________________
Company _____________________________________________________________
Address ______________________________________________________________
City/ST/Zip ___________________________________________________________
Phone ________________________________ Fax ___________________________
E-mail _______________________________________________________________

Register for Classes

Name of Class | Class Date | Cost
--------------|------------|-----
|             |            | $   |
|             |            | $   |
|             |            | $   |
|             |            | Total $_______

Method of Payment

☐ I have enclosed a check for $ ________ Check # __________
☐ Please charge my credit card in the amount of $ ________
☐ Visa ☐ MasterCard ☐ Discover ☐ American Express
Name of Cardholder ________________________________________________
Signature _________________________________________________________
I authorize NARPM® to charge my credit card.

Card Number ______________________________ Exp. Date ______

All information below this line will be shredded.
Who better to spread the word of the benefits of NARPM® than its members? To achieve Ambassador status, you must refer five new members in one year. You will then receive an award certificate and a $200 NARPM® credit that can be used toward your annual dues, upcoming events, education classes, and more! You can earn multiple award certificates in a 12-month period, so be sure you continue referring new members even after you have achieved Ambassador status.

1. Contact NARPM® National for Membership Application brochures. Upon request, National can mail the application directly to the prospective member.
2. The 12-month period to obtain five new members starts the day the first application is processed.
3. When the fifth application is received, an award certificate and a recognition certificate will be issued and dated. A $200 NARPM® credit will also be issued.

**2012 AMBASSADORS**

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<td>Christina Hogan, MPM® RMP®</td>
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<td>Kevin Martin, RMP®</td>
<td>Bradley Isa, RA</td>
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**FEBRUARY 21 - MARCH 19, 2012**

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<td>Tina Bradley, RMP®</td>
<td>Marita Dorr</td>
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