



Ambassador Program
Creating a Culture of Connections

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SECTION ONE: **Introduction**



National Association of Residential Property Managers

Welcome!

Thank you so much for volunteering to serve as an Ambassador for your regional NARPM® chapters. You play an integral role in the continued success and future growth of your NARPM® community. 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 and it is your enthusiasm for NARPM®, your expertise as a Residential Property Manager, and your unique ability in assisting others that make you an essential member of our team.

In addition to being a role model in your local NARPM® community we will be asking you to serve as a liaison between your Regional Vice President and several chapters in your region. It is in this vital role that we see the most opportunity for chapter growth and success. We want to make your time spent as an Ambassador for your region as easy, rewarding and enjoyable as possible so we have created this Ambassador Guide book to assist in your efforts to become the best Ambassador you can be.

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,

Liz Cleyman, MPM® RMP®
NARPM® President

Gail S. Phillips, CAE
NARPM® Chief Executive Officer

SECTION TWO: **About NARPM®**



National Association of Residential Property Managers

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 Specialist: 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 Certified Maintenance Coordinator: CMC

The CMC 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 Certified Residential Management Bookkeeper: CRMB

The CRMB 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](#) was completely rewritten in 1994. These documents help 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 5,800 members.

Vision and Mission 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 the residential property management.

NARPM® Core Values

NARPM® Core Values:

Networking – Cooperation and sharing as colleagues

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

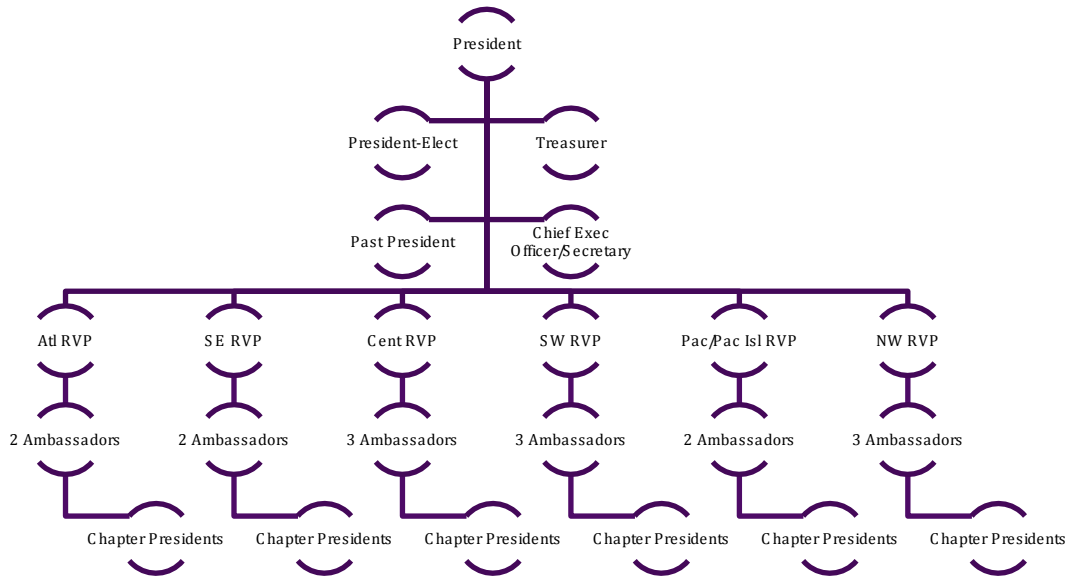
Professionalism – Recognize expertise through professional designation

Education – Promotion of education and business development

Ethics- Respect and integrity among members brought about by ethical, honest and credible behavior

Organizational Stability & Structure

NARPM Leadership Organizational Chart



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

Technology Committee

Staff: marketinginfo@narpm.org

NARPM Women's Council of Property Managers

CEO@narpm.org or marketinginfo@narpm.org

NARPM Vendor Advisory Council

CEO@narpm.org/marketinginfo@narpm.org

Organizational Oversight:

- Each RVP will have Ambassadors to assist them in the duties throughout their term, then there would always be someone “trained” and ready to step in at any time if they desire to do so. These individuals will be chosen through an application process. The main duties of the Ambassador would be to assist the RVP in all the paperwork, articles, e-mails, and communication with assigned chapters. This way, there is always a pool to pick from for future RVP or leadership in general. The RVP will send their recommendations to the Chief Executive Officer who will meet with the President and President-Elect to ratify the selections.
- Regions with less than 400 members will combine with another region to share an RVP. The shared RVP will be from an adjacent region. Since Pacific Islands has several adjacent regions, they will share with the Pacific region. In the event of a shared RVP, the Region that does not retain the RVP position will have at least one (1) RVP Ambassador who will work closely with the RVP to assure that the Regions concerns are addressed. The RVP Ambassador will assist the RVP in maintaining compliance and remain in contact with all chapters in their respective Region.

SECTION THREE:
Ambassador
Program

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.

RVPs shall have oversight councils that shall be comprised of the RVP, along with Chapter Presidents or their assignees. The affairs and the activities of the Region shall be directed by the RVP, who will be assisted by an Ambassador, in accordance with Association policies.

Each RVP will have a team of ambassadors to assist them in the duties throughout their term and these individuals will be chosen through an application process. The RVP will send their recommendations to the Chief Executive Officer who will meet with the President and President-Elect to ratify the selections. These individuals will be called Ambassadors. 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® member's 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.

Benefits of being an Ambassador

- Increased networking opportunities including:
 - Connecting one-on-one with new and existing NARPM® members
 - Potential for increased referral opportunities through other Ambassadors and members
- Heightened visibility to develop business contacts through association with other volunteers and NARPM® members.
- Opportunity to effect change within your local business community
- Opportunity to help your local/regional chapters show their NARPM® community pride
- Opportunity to get insider's perspective of what's going on in NARPM® and in your region
- Opportunity to lead and impact the development of our industry
- Increased education through special Ambassador trainings and mentoring
- Increased knowledge of NARPM® benefits and services
- Opportunity that may lead to larger leadership role(s) within NARPM®
- Lasting business relationships and friendships
- Recognition at NARPM® events
- Build relationships
- Ultimately, create a culture of connections

Ambassador Requirements

Not everyone can be a "right fit" for every position, would you agree? Therefore, not just anyone can be an Ambassador for NARPM®. In an effort to ensure that we have the right people in the right positions we have created a list of the qualifications we feel are necessary to not only fulfill the role, but to also be a "right fit" for the position.

- The Ambassador must be knowledgeable about the offerings of NARPM® as well as the inner workings of chapter leadership
- Must possess strong interpersonal skills and be sensitive to member/potential member needs
- Must attend quarterly Ambassador mentoring sessions
- Must attend yearly Ambassador Training
- Must have the ability to travel when requested to visit other chapters within the region*
- Make a commitment of one (1) year to the NARPM® Ambassador Program
- Must be able to dedicate a **minimum** of **5 hours** monthly.
- Must have successfully completed an individual candidacy for a recognized NARPM® designation
- Must have served as an Officer or Director/Regional Vice President for a Region, or State, or Local Chapter. Served as a Chair and/or Vice Chair of NARPM® National Committee or Task Force; Chair of a local chapter committee; and/or served in an active capacity on a NARPM® National Committee for a minimum of two (2) years.
- Must be a member in good standing with NARPM®

***Association travel policy details:**

- The RVP will approve Ambassador travel reimbursements that will be allocated in a regional travel fund that is shared by the RVP and their Ambassador. National will fund the travel line item in the budget to make sure a majority of region chapters can be visited at least once by either the RVP or the Ambassador.
- RVPs are to use their travel budget to have the Ambassador travel on their behalf, when needed.
- Ambassadors are to submit their expense reimbursements to the RVP for approval who will then submit to the Chief Executive Officer for final approval.

SECTION FOUR: **On-Boarding/ Training**

Partnering with your RVP

The NARPM® Ambassador program is designed to provide additional support for chapters by appointing, training, and managing Ambassadors who will visit assigned chapters on a regular basis. Partnering with your RVP allows you to figure out “your” best “fit” so you can maximize chapter impact!

- To act as a representative of NARPM®
- To work closely with the RVP to assure that the Region's concerns are addressed
- To answer basic questions concerning NARPM® policies and procedures. Any questions that cannot be answered will be directly referred to the RVP

- To actively promote chapter growth in their region
- To increase the retention rate of the existing membership by conducting ongoing goodwill calls and relationship building with the membership of the chapters within their region

- Assist the RVP with communications to the chapter, to include but not limited to, paperwork, emails, articles and welcome letters
- Assist in creating an agenda for the RVP conference calls to the chapters while making sure the NARPM® National Staff has the conference call emails to send out
- Assist in the collection of chapter compliance updates as needed

- Mentoring new chapters-in-formation as to what is required of them
- Remain in contact with all chapters in their respective region
- Ambassador will fill out a "Chapter Health Assessment Form" after each visit and update the RVP on the status

- Meeting with members to help with local issues
- Following up with members that have dropped out due to non-renewal
- Assist members with introduction to other members that prove beneficial to their business
- Support struggling chapters in partnership with the RVP and NARPM® National Staff

- Keep NARPM® Chapter Support Manager (staff) at National informed on issues and aware of communications with chapters
- Accept additional Ambassador assignments from RVP as requested

Maximizing your effectiveness as an Ambassador

Your can help in many ways

Visiting Chapters

Assist with managing the region

Monthly contact with assigned Chapter Presidents

Assist with combined Chapter Compliance and Excellence in the Region

Teaming up with RVP to increase chapter performance

Teaming up with RVP to increase member engagement

Co-lead an RVP call (and fill in when absent). Design agenda for meetings

Check in with Chapters at least quarterly to see how they are doing (caring)

Volunteer to be a speaker at a chapter that is located close to Ambassador

Startup/assist/mentor new CIFs in Region

Follow up with new members and mentors for each new member and chapter

Be able to give guidance on elections of new officers/bylaws, etc.

Assist in sending welcome emails for the region's new members

Follow up on chapters that haven't sent in reports

Assist RVP with other tasks as requested

Your ultimate goal is to make
the Chapters feel **“cared for”**
and **“connected”** to National!


RVP/CHAPTER REPORTS

Under OneDrive

_____ Region Vice President

Board of Directors Reporting

Complete all information in the white boxes.

Chapter Name		
Health Rating:		
<ul style="list-style-type: none"> • 10 Outstanding: Chapter goes well above the minimum. provide benefits to members. • 5 Acceptable: Chapter meets the minimum requirement or provide benefits to members. • 1 Poor: Chapter does not meet minimum requirements nor provide benefits to members. 		
1.	Provide current overall chapter health rating:	
2.	Provide current health rating for Chapter Board of Directors:	
3. Written summary on Chapter.		
a.	Explain activities the RVP assisted with supporting and/or improving the chapter:	
b.	Provide comments from Chapter President:	
4.	Date of one-on-one calls with Chapter President	
5.	Was one on one call performed by RVP or Ambassador.	

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](https://www.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.

How to be an effective Networker-Networking a Room

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?

Twenty Opportunities for Ambassadors

1. Visit chapters- conduct Chapter Health Assessments.
2. Visit Chapters and make presentations.
3. Visit Chapter BOD meetings.
4. Work with specific assignments-
 - a. Chapter Compliance
 - b. Chapter Reporting
 - c. Chapter elections
5. Call all Chapter Presidents to touch base quarterly.
6. Send new member emails.
7. Work with Chapter education committees to improve educational opportunities.
8. Assist chapter requesting Grants.
9. Communicate with Chapter President Elects on upcoming year.
10. Work with Chapters membership committees.
11. Assist in preparing RVP report.
12. Investigate opportunities to create CIF's.
13. Work with integrating Members at Large.
14. Work with National Committees to update and promote issues.
15. Become the designation focal point for Regions candidates.
16. Be first line of contact for chapter BOD's for advice or needed assistance.
17. Recruit Chapter Spotlight Volunteers.
18. Assist Chapter leaders in recruiting new volunteers- (leaders report shining star, Ambassador calls to invite to step up).
19. Assist Chapters with creating yearly calendar with chapter meeting presentations.
20. Install new BOD's and designation candidates.

Taken from NARPM Policy & Procedures Manual

Chapters

(Duties of RVP's as mentioned throughout the P&P can also be performed by the RVP Ambassador)

Objectives

National members of the Association may join together in local chapters serving specific geographic areas. A member may join one or more local chapters. The local chapter membership is in addition to the National Association Membership. The objectives of the local chapters of the Association shall be to encourage adherence to high standards of professionalism and ethical conduct; to advance the spirit of professional cooperation among the members; to provide opportunities for continuing education in concert with the Association; to increase the recognition and public acceptance of professional property managers; and to advance the interests of residential property managers in the local chapter area.

NARPM® Networking Groups and Chapter in Formation

(Adopted April 2020) NARPM® works with areas across the country on the formation of “area name” NARPM® Networking Groups (NNG), prior to discussion on becoming a Chapter. The NNG will enable a group of members to join to meet and discuss industry issues in their market area, without the requirements placed on a chapter. Each NNG shall have a “Group Leader” who will be responsible for the regularly scheduled meetings. The NNG leader will assign other volunteer positions as needed. These assignments will allow the NNG to find the future leaders. The two (2) group leaders are to attend Chapter Leader training in November.

The NNG can function similarly to a chapter, without the requirements of having a minimum of members, completing chapter compliance, filing for incorporations, tax filings, etc. The NNG shall abide by all antitrust requirements, and other anticompetitive policies. NARPM® does not oversee the operations of NNG's and will not be involved in their formation until such a time as they decide to become a Chapter.

The RVP for the area will be limited to approving any chapter grant requests, or other documentation on behalf of the NNG, prior to being submitted to National. Once the NNG has been formed and desires to move forward to a Chapter in Formation, the NNG shall meet with the RVP, or their ambassador, who will assess if the NNG is strong enough to move forward. If it is determined that the NNG has the strength to move forward, the RVP/Ambassador shall be the one to recommend the next step that will be a “Chapter in Formation”.

New Chapter Application Procedures

A group of members may submit a Chapter formation Request and the Board of Directors may authorize the organization of a chapter in any geographical area. Any application for a new chapter may be submitted by thirty-five (35) or more members of NARPM® in good standing. Within six (6) months the chapter must have fifty (50) members in good standing and be able to sustain themselves as a full chapter.

The Chapter Formation Request is to be forwarded by the local members or membership committee and received by National. National verifies all members signing the request are in good standing, with a minimum of thirty-five (35) members.

National verifies that the proposed new chapter name describes a geographical area listing either a city, county or state name and includes NARPM®.

CIF requests must be submitted to NARPM® staff at least 30 days in advance of the next Board of Directors meeting. National forwards the verified request to the RVP. The CEO will prepare a motion on behalf of the RVP

Chapter in Formation

A Chapter in Formation can be formed with a minimum of 35 members for the first 6 months and will be required to build membership to 50 members within the following 12 months. Should the chapter not be able to meet the requirement of 50 members, the chapter will be placed in a conditional membership status for an

additional 6 months. The Regional Vice President and Member Support Manager will work with the Chapter to assist in getting the chapter in good standing.

The Board of Directors approves request. National will assign a chapter number, update database and web page by adding the new CIF. National determines identity of chapter leader. Once the CIF is ready to move to full Chapter Status, this action must be presented to the Board of Directors by the RVP, with a motion drafted by the CEO. After approved the name will be changed to fill Chapter and the RVP to contact chapter informing them of approval.

Chapters may charge dues but all billing and accounting must be separate from the National Association billings. A NARPM® Chapter will not collect National NARPM® dues.

The local chapters shall adopt chapter bylaws for their governance which are not in conflict with the bylaws of the National Association. The formation of the local chapter and the bylaws shall be the responsibility of the local chapter as a condition of becoming a chapter of the National Association and must be submitted to National.

Chapters must have membership categories consistent with the National Association and Professional members must be National members. Chapters shall be self-governed and shall be responsible for the election of their own officers, holding of periodic (at least four (4) per year) chapter meetings and shall annually be required to submit chapter certification information.

Separate Incorporation and Functions Required of Chapters

The local chapter shall be an incorporated entity formed under state laws and must provide documentation of its status to the National Association. National will assist in set up incorporation in conjunction with local leaders. Also, the new chapter must be set up as a 501 C (6) nonprofit corporation through the IRS. NARPM Staff will coordinate the application process for the chapter.

Chapter Probation Status

All local chapters must complete a chapter recertification form annually. These forms will be disseminated from National.

When the membership of a chapter falls below fifty (50), the Association shall notify the President and Secretary of the local chapter. 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 the National Association to issue a notice of probation to the officers of the local chapter. Upon receipt of the notice of probation, the local chapter shall have a period of six (6) months to restore the membership to the minimum level for a chapter. (Follow chapter in formation requirements). Those chapters that were formed prior to January 1, 2016, be grandfathered to allow them to retain a minimum of 10 members

If the required membership is not restored and the chapter ceases to be a local chapter, the members may either join another local chapter or shall remain as independent, at-large members of the National Association. The member of National shall retain their membership rights, privileges, benefits, or obligations as a result of the chapter ceasing operations.

Chapter Recertification

The certification requirements were developed to maintain fair, specific procedural standards for the Chapters and to protect the legal accountability of the Association. The NARPM® Board of Directors determines each Chapter's recertification status after consideration of recommendations submitted by the Regional Vice President, staff, and the Member Services Committee.

In order to receive recertification local Chapter Presidents, or their designee, must participate in a minimum of three of the quarterly Regional conference calls.

Levels of Recertification: The levels of recertification are:

Full recertification

The Chapter has met all recertification requirements, indicated by compliance with items listed on the certificate of compliance. Only fully certified Chapters are eligible for Chapter Excellence Awards. Once recertified, an email will be sent along with a recertification certificate.

Chapter in Review

The Chapter submittal displays lack of submission of any of items on the certificate of compliance. Chapters will have six (6) months to restore their certification. NARPM® Board of Directors must confirm that a Chapter can be taken off Chapter in Review status.

De-certification

De-certification must be preceded by a period of Chapter in Review and indicates continued non-compliance of recertification requirements. NARPM® Board of Directors must approve all de-certification of Chapters.

A time line was established to deal with chapter certification:

Last day of February - DEADLINE to submit Chapter Compliance Certification to NARPM® staff.

Chapter not in compliance list sent to RVP's

June 1 - July 30 – RVP works with NARPM® staff to get in chapter certifications completed and turned in. Updated list of chapters not in compliance sent to RVP's regularly

Beginning of August a list of chapters not in compliance included in National Report to members

Beginning of September Email from President to members of all chapter who have not responded to chapter certification notifying them the chapter is on Chapter in Review status

October 1 Chapters are decertified and all members are notified by mail with a list of all current NARPM® chapters and they are placed as at-large Members until such time they choose another chapter.

State Chapter Formation taken from NARPM® Policy & Procedures Manual Appendix 14

State Chapters will be encouraged to be formed in states where there is a minimum of 70 members at the time of formation and 100 by the time they become a state chapter. Other members in adjoining states, who do not currently have a chapter, can be members of a State Chapter in Formation

Should a state not be able to maintain 100 members, they will be placed on probation for six (6) months in order to grow the membership. Should the state chapter still be unable to have the 100 members they will be disbanded.

NARPM® will also assist by providing financial support to help get a state chapter started. The maximum amount provided will be up to \$10,000 for the first year, and up to \$7,500 for second year, and will be placed in the NARPM budget.-This seed money will alleviate the need for state chapters to charge dues initially.

State Chapters must have name similar to National: (State) Association of Residential Property Managers.

Purpose of State Association:

- Helping property management industry with state and local law. Promote professionalism and help with training, education focuses on state landlord tenant law. To offer legislative support and advocacy.
- Coordinate getting together with people in their state so chapters do not feel there are on their own.
- Bundle chapters together to offer education by combining member numbers and allows smaller chapters to offer their members education.
- Assist in cultivating and developing leaders.
- Support local chapter as needed

Relationship with local Chapters

- Critical that State chapters will assist National in supporting local chapters.

- Have state Board members visit assigned local chapters and trying to get involved in legislative arena and committees and leadership on local levels
- Assist with getting CE credits for courses chapters are offering.
- Vital to be able to translate information down the chain from National to local chapters.

NARPM® State Conferences

- NARPM® will assist state conference with the following:
- Support in marketing the event to all NARPM® members. Assist in finding additional keynote speakers who have been successful at National level and will fit their budget.
- National to assist in the coordination with hotels contracts.
- Promote conference to all members so they can attend and understand what happens in one state may soon be in their state (i.e.: Medical Marijuana issue).

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state chapter until it is determined they can function on their own.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

How can states get local leaders to agree need state chapter?

- Every chapter will have a voting member on the board so they all get to have a voice in the state. Locals need to get a fire in their belly so they see how combining efforts will add to aiding the entire state.
- One voice for all Property Managers in the state
- Support to local chapters that National may not have time or staffing to aid.
- Have chapters sign off to start a state chapter in lieu of a number of members. 6

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state chapter until it is determined they can function on their own, which must be accomplished in a minimum of two (2) years, and no longer than four (4) years.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

Minimum number of members needed approve state chapters in formation

- In order to have a state chapter they must have a minimum 100 members throughout the state.
- Along with the funding by members, the deposits to book hotels for state conferences will be needed. As their event begins to make a profit, money must be set aside for future hotel deposition. NARPM® can retain their funds on a balance line items if needed.
- Support state chapter to hold Legislative program and educational offerings.
- Assist with partnering with other groups on legislative issues.
- States will fall under National for 3-4 years and when ready incorporate them individually.
- Assist with campaign for membership recruitment and printing membership info.
- **NARPM® to study the feasibility of processing annual billing for state chapters at a later date.**
- State Chapters will need to plan for admin staff to assist in coordination of the activities. Volunteerism will drop off, which is the reason for admin support.
- Legislative Chair needs to be correct person to make sure the state can hold day on the hill and have members involved in. National offers grants to assist with this program.
- Offering education throughout the state. Partner with local chapters.

SECTION FIVE: **Visiting a Chapter**



National Association of Residential Property Managers

Preparing to visit a Chapter

Chapter Visits

The RVP and Ambassadors will work together to arrange visits with the chapters as needed. All scheduled visit dates are to be sent to NARPM® national to ensure chapters in need are being visited. The most productive visit includes a chapter meeting, event, or Board meeting where the Ambassador is prepared to speak regarding national NARPM® issues. These meetings are important in presenting a national perspective to the membership. These visits should be scheduled early to avoid conflicts with other chapters. The Ambassador is reimbursed for an approved amount for chapter visits. This amount is subject to annual review through the budgeting process.

Best practices when arranging to visit a chapter

- These meetings should coincide with a Chapter Meeting and possibly their board of directors meeting.
- Try to schedule several meetings with chapters back to back so there is less time the Ambassador is out of the office.
- Arrange for a volunteer to pick you up from the airport (if flying) so you can chat about the chapter and how things are going.

Preparing for the visit:

- Along with the RVP, determine the chapters that would benefit from a visit (growing or struggling)
- Contact chapter president to talk about current challenges and arrange for a visit
- Prepare an educational presentation to share with the Chapter. Send topic to leadership well in advance to visit so it can be promoted
- Reach out to chapter leadership to arrange time to get together and discuss their challenges
- Arrange for volunteer to pick you up from the airport (if flying)
- Review updated roster of chapter and send note to those you know, letting them know you will be in town and hope to see them at the meeting
- Review updated roster for key influential members and schedule time to get together to connect and make sure their needs are being met
- Help the chapter in the marketing of the event. Find nonmembers who are close by and send a list to chapter leaders so they can send invitations to attend.

Chapter Meeting Checklist

For Chapter use in Planning Meetings

Before the meeting

- Intentional greeting area is set up with 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) is 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 approved meeting minutes approved to the NARPM® Compliance portal
- Send survey to all participants about the meeting and ask for feedback on future topics

Visiting a Chapter Checklist(s)

When visiting, 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)
- 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..."

Chapter Health Assessment for Chapter: _____

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.

Organization Member Event	Poor	Average	Great	NOTES
How did Chapter handle any guests/potential new members?				
Was there an organized agenda that was followed?				
Overall feeling of welcome from the chapter?				

Execution Membership Event	Poor	Average	Great	NOTES
Did the meeting facilitate growth and development of the membership and/or the Chapter?				

Chapter Leadership/Board Meeting	Poor	Average	Great	NOTES
Did leadership team work well together?				
Did they understand NARPM organization/structure/tools available?				
Was agenda distributed before the meeting?				
Did the President follow the agenda and give member a chance to share their concerns?				
Did the Board Members come prepared to the meeting by reviewing information?				
Were Leaders positive?				
Were Leaders professional?				

Strategic Plan	Notes
What is the leadership's plan for growing the chapter?	
What elements of the chapter does the BOD feel need to improve? Do they have a plan?	
How has the chapter engaged members to encourage new membership?	
Additional Notes on Chapter:	

Submitted By: _____ Date: _____

Please return to completed form to NARPM National

Chapter Challenges (FAQ's)

Finding people willing and able to contribute, and getting members to step up and volunteer:

One of the reason people don't volunteer is they don't know it's an options. The second and bigger reason is they are not *individually asked* to contribute. In many cases the Leadership team "announces" volunteer opportunities and for whatever reason people don't think you are talking to them. We suggest that you approach a person you think would be a great leader and then ask them, "would you be open to _____," Typically they say, "yes, I might be open to _____, what all is involved?"

Member engagement: getting members to events

Traditionally, some of the reasons why members don't attend events are:

The events aren't consistent (follow a specific format and/or flow).
People don't always feel welcomed (clicks form and guest are overlooked).
If people don't know what the event will look like they are hesitant to attend.

For most people, if they know who is going to be there and that they will be welcomed when they arrive, they are more likely to attend. Be consistent with this approach.

How to run a better meeting:

What can you do to run a better meeting? For starters always have an agenda. Don't be a "meeting hog." Get others involved using reports, sharing success and results. Also:

- Find new, interesting material to present at meetings.
- Look at the Educational/Speaker topics in the resource section.
- Check with your ambassador (who oversees other chapters) to see what has worked.
- Come up with new speakers for chapter meetings.
- Check with your local Speakers Bureau, Toastmasters, Chamber of Commerce, & 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. Are your chapter meetings exciting or boring? As mentioned earlier, if the meetings are not consistent or the president rambles on, who would want to invite something to that? Once you have all the elements of a great meeting in place, teach your members who to invite and how to do it effectively. Teach your members about who would be a GREAT guest and how to invite that person:

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 Linked In to see who the owner is or key person
3. Share your list 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, tell them more. If they say no, that is ok. It might be that now is bad timing for them or they have other things that they are dealing with.

Who?

1. **Affiliates Guests.** Make a list of your top 2 -3 vendors as a property manager you can't live without.
2. Go to Linked In to see who the owner is or key person
3. Share your list 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 property managers in the area that are a notch above the rest?”
3. If they say yes, tell them more. If they say no, that is ok. It might be that now is bad timing for them or they have other things that they are dealing with.



National Association of Residential Property Managers

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.

3. Introductions
4. Leadership Reports
5. Committee Reports (review code of ethics)
6. Sponsor of the month
7. Featured Speaker
8. Q & A
9. Announcements
10. Door Prize
11. 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.

SECTION SIX:

Chapter Management

Education/Speaker Topics

State continuing education credit

- If you need assistance contact National's Education Manager
- Obtain state requirements
- Prepare learning objectives
- Design educational activities
- Measure learning outcome
- Submit proposal
- Colorado allowed 15 one-hour clock hour classes. You never know till you try!

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 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

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 like-minded 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, and create a community and care. *May your contacts turn into contracts!*

Use NARPM.org Chapter Leader site to help manage the chapters. It can be found at <https://www.narpm.org/members/tools/chapter-services/>

Leadership Teams – The key to consistency

How many leaders should a chapter have? Why?

Chapter Leadership

President: _____

Past President: _____

President-Elect: _____

Secretary: _____

Treasurer: _____

Educational Coordinator: _____

Designation Coordinator: _____

Membership Coordinator: _____

Legislative Coordinator: _____

Affiliate Program Coordinator: _____

Marketing/Publications: _____

Recognitions Chair: _____

Other: _____

Who else should be on your team? Why?

Make sure the chapters submit this information to their Regional Vice President and also National NARPM® (leadershipinfo@narpm.org)

Job Descriptions

NARPM® CHAPTER President Job Description

Function: 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®. Their role is to provide vision and leadership for the chapter. Facilitate all meetings of the Chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Verify that the chapter's articles of incorporation and bylaws are on file with the appropriate state agency. If they are not, complete and file them.
3. Organize a membership meeting to elect officers. All positions listed below are required; it is possible to "double" positions. Give each member a job description.
 - a. President
 - b. President-Elect
 - c. Secretary
 - d. Treasurer
4. Form committees (some or all). Give each committee chairperson a job description. Note that it is also possible to "double" positions. Give each member a job description.

a. Membership	e. Web Site
b. Education	f. Arrangements
c. Legislative	g. Affiliates
d. Newsletter/Publications	h. Certification
5. Attend the Leadership Tool Box session. Chapters should plan to send their president-elect to the conference in future years at the expense of the chapter.
6. Hold strategic planning meeting with the board and subcommittee chairs. Ask each subcommittee chair to bring an outline of their vision for their area to the meeting. Publish your annual plan in your newsletter, web site, etc. Use the Chapter Excellence Award Application as a planning guide. Get copy of Nationals plan and use it as a starting point.
7. Facilitate chapter meetings by organizing presentation and keeping meetings on time schedule.
8. Attend quarterly RVP calls and if not available assign another leader.
9. Complete Chapter Compliance documentation that is required to be submitted December 1 annually.

NARPM® CHAPTER PRESIDENT ELECT

Job Description

Function: 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®. Their role is to assist in the leadership of the organization and prepare for the presidency.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Attend the Leadership Tool Box session. Chapters should plan to send their president-elect to the conference in future years at the expense of the chapter.
3. Assist in the coordination and execution of organizational activities.
4. Arrange membership meeting location and speaker needs.
5. Prepare the chapter excellence application annually.
6. Facilitate board meetings in the absence of the president.
7. Facilitate chapter meetings in the absence of the president.
8. Work with the President to complete Chapter Compliance documentation that is required to be submitted December 1 annually.
9. Train to move into President position the following year.

NARPM® CHAPTER PAST PRESIDENT

Job Description

Function: 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®. Their role is to assist in the leadership of the chapter and to assist with mentoring future leaders within the chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Shall serve as Chairman of the Nominating Committee
3. Undertake responsibilities as assigned by the President
4. Serve a term of one year commencing with the beginning of the calendar year.

NARPM® CHAPTER SECRETARY

Job Description

Function: 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®. Their role is to maintain the official records of the chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Maintain the official records of the association.
3. Record the minutes of the organization's board meetings.
4. Provide the member sign-in sheet for membership meetings and file.
5. Send out meeting notices by broadcast fax or broadcast email.

NARPM® CHAPTER TREASURER

Job Description

Function: 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®. Their role is to maintain the financial records of the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Send out member renewal forms in November of each year.
3. Collect dues and record.
4. Pay expenses of the organization.
5. Arrange for the preparation of the federal and state tax returns.
6. Provide financial statements to the board.
7. Prepare the annual budget for consideration.
8. Arrange for the preparation of the annual federal and state tax returns.

NARPM® CHAPTER EDUCATION CHAIR

Job Description

Function: 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®. Their role is to select and arrange for educational topics, speakers, and membership activities.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Determine educational wants of members (i.e., verbal and written surveys).
3. Solicit and secure speakers for meetings. Be creative because there are thousands of topics that would be beneficial and equally as many local speakers who would be willing to lead discussions or speak to your chapter.
4. Coordinate national speakers and classes as desired by the chapter.
5. Work with other chapters to provide combined educational events and state or regional conferences.
6. Arrange for continuing education credit if possible.

NARPM® CHAPTER DESIGNATIONS CHAIR

Job Description

Function: 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®. Their role is to promote NARPM® classes and designations to members.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Convey information about potential NARPM® classes in the area.
3. Convey information about the value and benefit of NARPM® classes.
4. Convey information about the benefit of professional designations.

NARPM® CHAPTER MARKETING CHAIR

Job Description

Function: 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®. Their role is to promote chapter events and communication with members and prospective members.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Coordinate the chapter newsletter.
3. Send notices for upcoming meetings and events

NARPM® CHAPTER MEMBERSHIP CHAIR

Job Description

Function: 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®. Their role is to invite and welcome the participation of prospective members in the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the chapter leader tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Record prospective members in the online database.
3. Personally call and invite prospective members to meetings.
4. Welcome members as they enter the meeting.

NARPM® CHAPTER AFFILIATE CHAIR

Job Description

Function: 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®. Their role is to invite and welcome the participation of vendor members in the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the site.
2. Solicit and welcome participation of vendors in the chapter.
3. Arrange for vendor spotlights at meetings and in the chapter newsletter.
4. Consider holding and arrange vendor fairs.
5. Select the best quality vendors for the affiliate relationships with the chapter.
6. Leverage vendor benefits (i.e., Vendor discounts, vendor preference to services to NARPM® members, etc.)

NARPM® CHAPTER LEGISLATIVE CHAIR

Job Description

Function: 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®. Their role is to keep abreast of national and local laws and ordinances that impact members in your chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Develop relationships with the local apartment association.
3. Subscribe to legislative newsletters and monitor for activities which impact property management in your area.
4. Develop a local mailing tree to advise members of actions in local or state governing bodies which are open for public comment on topics related to property management.

Board of Directors Meeting Agenda

Date

Chapter Mission:

Chapter Vision:

	Carried	Failed	Description
1			Call Meeting to order
2			Roll Call determines quorum is present. If quorum is not present cannot hold meeting
3			Strategic/Industry Discussion
			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
			2. Sometimes these discussions will lead to a motion by the directors on action that is needed.
4			Consent agenda (items on a consent agenda do not need discussion or formal motion. They are reoccurring monthly items such as below:
			1. Written Committee Reports that are informational only (no action needed)
			2. Minutes of previous meeting if no additions or corrections must be made
			3. Correspondence that does not require action
			Any item under the consent agenda can be removed by an agreement by the group and moved under discussion item on agenda
5			Treasurer's Report
			1. Review the financial report to assure the board understands details
			2. Make sure when a budget is suggested it shows actual vs forecasted amounts
			3. Reports from any financial advisors or institutions
6			Presidents Report
			1. Report on what information that is relevant to the board of action around chapter
			2. Update on meeting attended as President of the Chapter
			3. Any other pertinent information that should be shared with the Directors
7			President-Elect Report
			1. Review action of committees/work groups/task forces that met who are not in attendance at meeting
			2. Other actions that were assigned by the President
8			Committee Reports
			1. If action is needed have Committees reports given here
			Business Action

9			Unfinished Business
			1. Take action on any unfinished business from previous meetings
			2. Take action on any items that were tabled at the last meeting
			3. Remember Motions are needed and seconds are to be made. Discussion must take place before the vote
			4. If it action has a financial impact make sure the Treasurer/Finance Committee gives input
10			New Business
			1. Bring forward motion for items to come to the floor, followed by second, discussion and vote
			2. Continue this action on all items
11			Discussion Items*
			1. If an item was pulled from the consent agenda add the items here for the meeting
			2. If a motion is needed on the item it should be handled at this time
			3. If there are any pending items that need to be discussed from last meeting it should be addressed at this time
			4. Review Pending Items
12			Adjourn Meeting
			President can adjourn meeting, not need for a motion

Pending Items Date			Explanation of Action Pending from last meeting

*Remember to review the code of ethics

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 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.]*

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]*.

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]*.

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

New Business

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

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

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

Due Date	Completed	
March BoD Meeting		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
November BoD Meeting		October the President requested volunteers to help with planning the Regional Conference. If no one volunteers the President will appoint the volunteers

SECTION SEVEN: **Resources**

Ambassador Development Plan

- Review Development Plan with your RVP
- Thoroughly review and sign off on Policy Handbook
- Demonstrate competencies as an Ambassador with all procedures and processes
 - To answer basic questions concerning NARPM® policies and procedures.
 - Conducting goodwill calls and relationship building with the membership of the chapters within their region
 - Communications to the chapter, to include but not limited to, paperwork, emails, articles and welcome letters
 - Copy NARPM® Chapter Support Manager (staff) at National on emails so staff is aware of communications with chapters
 - Creating an agenda for the RVP conference calls to the chapters while making sure the NARPM® staff has the conference call emails to send out
 - Following up with members that have dropped out due to non-renewal
 - Collection of chapter compliance updates
 - Accept additional Ambassador assignments from RVP as requested
- Demonstrate competencies in management and leadership activities
 - Connecting with all chapters in their respective region
 - Visiting a Chapter
 - Filling out a "Chapter Health Assessment Form" after each visit and update the RVP on the status
 - Support struggling chapters in partnership with the RVP and the NARPM® staff

 - Assist members with introduction to other members that prove beneficial to their business
 - Meeting with members to help with local issues.
 - Mentoring new chapters- in-formation as to what is required of them

 - Be a temporary replacement for the RVP
 - When applicable, become the transition person when the RVP term changes to maintain continuity among the chapters and assist the new RVP in becoming acclimated to their region.
 - Assist as needed at NARPM® events with activities such as: Check-in, name tag distribution, greeter, host, introductions, connector, mentor, etc
 - Keep NARPM® Chapter Support Manager (staff) at National informed on issues

Development Plan Schedule – Ambassador

Preliminary Measures			
Time	Location	Topic	Person
First Week			
Day	Location	Topic	Trainer
Second Week			
Day	Location	Topic	Trainer
Third Week			
Day	Location	Topic	Trainer
Fourth Week			
Day	Location	Topic	Trainer



National Association of Residential Property Managers

Board of Directors Self-Nomination Form

To be eligible to serve as a Director/Regional Vice President or Officer, a Member must have met the following criteria:

- 1) Shall be an Association Professional Member in good standing.
- 2) Shall have served as an Officer or Director/Regional Vice President for Region, State, or Local Chapter; or, served as Chair and/or Vice Chair of an Association National Committee or Task Force; or, served in active capacity on an Association National Committee for a minimum of two (2) years.
- 3) Shall have attended a minimum of two (2) of the last four (4) National Association Conventions.
- 4) A candidate for RVP/Director shall hold the RMP® designation at the time of submitting the self-nomination application
- 5) Candidates for an Officers position shall hold the MPM® designation at the time of submitting the self-nomination application.

All candidates should be knowledgeable of the NARPM® Bylaws and Policy and Procedures Manual (Governing Documents) (<https://www.narpm.org/members/tools/leader-services/board-committee-documents/>). In particular the applicant should review the requirements for the position which is being sought.

All Applications must be type written and legible when submitted.

Position on the Board of Directors:

I understand the minimum requirements and qualifications for service on the NARPM® Board of Directors and wish to be considered for the following position:

- President-Elect (Three Year Term, Officer Position and have served on the board for 2 years)
- Treasurer (One Year Term, Officer Position and have served on the board for 1 year)
- Director (Two Year Term, Regional Vice-President)
- The nominating committee has the right to choose the best candidate for each office that is open. If you do not wish to be considered for any other position than the one designated in this application please check this box**

If you are currently on the NARPM Board of Directors, what is your position and when does your term expire?

A. Biographical Information:

Name:

Nickname:

Company Name:

Position in Company: Business Owner Business Partner Employee Other

Are you planning on remaining in the Property Management Business for four (4) years?
 Yes No

Address:

City: State: Zip:

Phone: Cell: Fax:

E-Mail:

Mark Professional Designations held: MPM® RMP® CRMCC®

Please list other designation(s) and association(s) tied to:

B. Professional Accomplishments (include dates where relevant):

1. Educational background:
2. Nominees last two professional positions/roles before current position:
3. Brief outline of past accomplishments with NARPM® at a national, state, and chapter level:
4. Other non-NARPM® leadership activities or recognitions that demonstrate skills or attributes that you feel would be beneficial to the NARPM Board:
5. Job/positions held prior to your current career:

6. Volunteer positions other than those with NARPM®:
7. What percentage of your business is residential property management (does not include POA and HOA management or sales)?
8. How long have you been a Professional Member of NARPM®?

C. In 250 or fewer words or less per question, please respond to the following:

1. During your time as a leader of a committee or chapter, what is one change you would like to see implemented within NARPM®, and how would do you recommend changing it?
2. NARPM® has a goal to reach 7,500 members by December 31, 2020. Once this goal is met, how do you envision NARPM® five (5) years from now? What three bullet points explain your vision?
3. As a leader of a committee or chapter, you see many opportunities and challenges facing NARPM®. What do you see as a major opportunity for NARPM® in the future?
4. On the other side, as a NARPM® leader, what do you see as challenges facing NARPM® in the future?
5. Why is NARPM® relevant today and will this keep the organization relevant in the future?

6. Using other reasons not covered in #1 and #2 above; explain why you wish to serve on the NARPM® Board of Directors.

About Myself:

Describe below what positions you have held on various levels of the NARPM® organization. If you are an At Large member please state under local chapter level:

- Local NARPM® chapter level:

- State NARPM® chapter level:

- National NARPM® level:

Other Business, Community, and Civic Organization affiliations held:

Years of real estate experience:

Years of property management experience:

Licensed: Yes No

Do you have any record of official sanctions involving your state's licensing law division or any other laws prohibiting unprofessional conduct within the past five (5) years that may have violated "public trust"? ("Public trust", as used in this context, refers to demonstrated misappropriation of client or customer funds or property, willful discrimination, or fraud resulting in substantial economic harm.) Yes No

If yes, please explain:

As a member of the Board of Directors for NARPM® you will be required to pay expenses up to \$1,500 per event prior to being reimbursed since reimbursements happen after the event has occurred. In some cases you may need to cover some of your own expenses as each person has an established budget and a travel policy that must be met. (See travel policy at the end of this application)

Do you feel you can cover this financial requirement? Yes No

If no, please explain:

Serving on the board of directors, and assisting chapters in their development can require a great deal of time. (Approximately one day a week; this estimation does not include time to travel to board meetings) Do you feel that you have the time to allot to these endeavors?

Yes No

If no, please explain:

Do you feel that you are technically proficient in areas such as: word processing, calendar organization, webinars, and accessing NARPM.org? Yes No

If no, please explain:

The Application Process:

Applications must be submitted electronically to National no later than **April 1, for an officer position and May 4, for a Director/RVP position** to NARPM® c/o Nominating Committee at ExecutiveDirector@narpm.org. The Nominating Committee will review all materials and may invite prospective candidates to participate in a telephone interview. Interviews will be scheduled at a prearranged time. **Also, please attach a high quality photograph of yourself.**

Time and Travel Requirements:

If selected as a NARPM Director you will be required to personally attend no fewer than four (4) meetings of the board scheduled is as follows:

Prior to taking office

- Strategic Planning and Board Leadership Training September 23-25 in Virginia
- Annual Convention Board Meeting Convention October arrive Sunday before
Will have travel reimbursement for the added accommodations and food for two days (Sunday and Monday)
- Ambassador & Chapter Leader Training November 18 & 19 San Antonio, TX

After Elected:

- Board Meeting the Thursday following Broker/Owner Conference & Expo
- Board Meeting at the following year's convention site in June
- Board Meeting the Monday prior to the Annual Convention & Trade Show

References: Please list three (3) professional references. Include name, email address, and contact phone and relationship with candidate:

- 1.
- 2.
- 3.

AFFIRMATION: I have answered each question truthfully, completely, and to the best of my knowledge. I understand the NARPM Bylaws require candidates and Board Members to be, and remain, members in good standing at all times. The application process is confidential and I hereby agree not to disclose or discuss confidential issues with parties outside of the nominating committee.

Nominating Committee may choose to call Committee Chair(s) during reference checks, or other person that worked with me during my NARPM® volunteer time (excluding National President and President-Elect), and ask the same set of questions on my performance as a volunteer.

I affirm that I have read and understand the NARPM® Leadership Travel Policy as outlined below.
Yes No

I also affirm that I have read the job description for the position I am applying as outlined on <http://www.narpm.org/members/get-involved/apply.htm/rvpoverview.htm> (for RVP) or <http://www.narpm.org/members/get-involved/apply.htm/overview.htm> (for Officer)
Yes No

Type Name and date:

Form must be submitted electronically to CEO@narpm.org by **April 1, for an officer position and May 4, for a Director/RVP position.**

Board of Directors Travel
Travel Policy
Updated 2021

General Travel Policy:

Travel is expected to be by the lowest and most efficient method of travel available, using coach fare, and purchased as soon as possible, but no later than 20 days in advance. Compare airlines if necessary. If the volunteer chooses to drive personal vehicle, or use a rental car, a cost comparison with other means of travel may be requested to demonstrate the lowest travel cost was secured. Where available, use long term parking at airports, no short-term parking will be reimbursed, unless long term parking is not available.

All travel, including to and from airport, is expected to be by the lowest cost available. Volunteers are responsible for checking into the most economical means of travel, including travel home and to the airport. NARPM® will pay mileage plus long term parking.

All volunteers are to plan their visits so they fall within their budget. Any overage must be approved by the finance committee prior to spending on the travel.

Should an event be cancelled, and the volunteer has purchased an airline ticket they should attempt to acquire a refund or use towards future travel. If this is not feasible, and through no fault of the volunteer and not receive a refund or use for future travel, they can request a refund from NARPM® of the airline expense the volunteer has due to the cancellation of the event.

Hotel: Room charges, including internet service, will be reimbursed as long as volunteer is within the budgeted allowance. NARPM will not pay for upgrades. Prior approval will require for any instructor who will need to spend over \$250 a night (base rate). Instructor is to submit a request to the CEO and the Professional Development Chair. This does not include hotels that are tied to a NARPM® event, such as National and state meetings, where instructors are staying. Once the Chair and CEO review a

Baggage fees: Up to \$35 for baggage fees will be reimbursed without a receipt. Any baggage fee over \$25 will require a receipt.

Transportation: Use hotel shuttles if available. NARPM will reimburse car rental fees at the same rate for the shuttle service or taxi fee, whichever is less, to and from airport/hotels. NARPM will not pay for parking or fuel of rental cars. Please make a note on car rental receipt.

Food: Actual cost for food, beverage, and tips with a max of \$60 per day (no alcohol) and is not cumulative

Tips: A maximum of \$5 each tip with a maximum daily amount of \$10.

Maximum reimbursement (includes airlines tickets, hotel charges, food, etc.) will be based on amounts requested in budget for volunteer/event.

Receipts must be submitted for any expenses over \$10, along with reimbursement form, within 30 days after event has ended.

Long distance phone charges will not be reimbursed.

Parking and mileage to/from airport for personal vehicle will be reimbursed. An airport limo/taxi may be taken to the airport if the charges are less than or equal to mileage and parking. All volunteers

and staff will provide proof of mileage to a NARPM function through a mapping service such as MapQuest.

Clarification:

Please make notes on receipts of the amount to be reimbursed. Where available, use long term parking at airports, no short term parking will be reimbursed, unless long term parking is not available. Plan additional time to board your flight. All travel, included to and from airport, is expected to be by the lowest cost available. This means you are responsible for checking into the most economical means of travel, even from your home to the airport. NARPM® will pay mileage plus long term parking. All volunteers are to plan their visits so they fall within their budget. Any overage must be approved by the finance committee prior to spending on the travel. Reimbursements will only be made to volunteers after the event has taken place. NARPM will not advance any travel reimbursement prior to an event being held.

Prior approval must be obtained from the Finance Committee should exceptions to this policy be needed by the volunteer before

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.