

p8

What are the pros and cons of property management specific licenses?

p12

NARPM® designations set you apart. Do you know how they should be listed?

p16

A proper business model of property management can keep you "out of jail."

# RESIDENTIALResource



THE OFFICIAL MONTHLY NEWS MAGAZINE OF THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS

## Keep Out Of Jail

Laws are changing on a regular basis and ignorance of the law is no excuse for breaking it. Get involved with your NARPM® colleagues to learn best practices in property management.

**PAGE 16**



# SCOOP UP MORE TENANTS



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*The mission of the National Association of Residential Property Managers is to support professional and ethical practices of rental home management through networking, education and designation.*

## FEATURE ARTICLES

### **p8** To License or Not to License

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### **p12** Designations: Do's and Don'ts

NARPM® designations set you apart from other property managers and landlords around the world. Learn how to properly format your accomplishment when listing it after your name.

### **p16** Focus on What You Know and Do Best: NARPM® Best Practices

James Alderson, RMP®, San Antonio Chapter member, explains how being involved with your colleagues in organizations like NARPM® inform as well as teach best practices in property management.

## HELPFUL HINT FOR OUR MEMBERS: MAKING A LINK

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## EDITORIAL MISSION

Since 1989, the NARPM® news magazine has been a key focal point for the organization. The *Residential Resource* keeps members up-to-date on association events, and provides valuable industry advice and insight. NARPM® members receive the *Residential Resource* as part of their membership, included in their annual dues.

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

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The *Residential Resource* is designed for the members of the National Association of Residential Property Managers by Organization Management Group, Inc. in Chesapeake, Virginia. ([www.managegroup.com](http://www.managegroup.com))

## NARPM® NATIONAL

638 Independence Parkway, Suite 100  
Chesapeake, VA 23320

P: 800-782-3452  
F: 866-466-2776  
[www.narpm.org](http://www.narpm.org)

*An award-winning publication, the Residential Resource has won a 2009 & 2007 APEX Award of Excellence, a 2006 Gold MarCom Creative Award, and a 2006 Communicator Award of Distinction for Print Media.*



## OFFICERS

**Jayci Grana, MPM® RMP®**  
President  
[president@narpm.org](mailto:president@narpm.org)  
941-955-8200

**Stephen Foster, MPM® RMP® CCIM®**  
Treasurer  
[treasurer@narpm.org](mailto:treasurer@narpm.org)  
210-340-1717

**James Emory Tungsvik, MPM® RMP®**  
President-Elect  
[presidentelect@narpm.org](mailto:presidentelect@narpm.org)  
253-852-3000

**Tony A. Drost, MPM® RMP®**  
Past President  
[pastpresident@narpm.org](mailto:pastpresident@narpm.org)  
208-321-1900

## REGIONAL VICE PRESIDENTS

**Leeann Ghiglione, MPM® RMP®**  
[northwestrvp@narpm.org](mailto:northwestrvp@narpm.org)  
206-286-1100

**Andrew Propst, MPM® RMP® CPM®**  
[northeastrvp@narpm.org](mailto:northeastrvp@narpm.org) / [northcentralrvp@narpm.org](mailto:northcentralrvp@narpm.org)  
208-377-3227

**Richard Vierra, RMP®**  
[pacificrvp@narpm.org](mailto:pacificrvp@narpm.org)  
808-293-6436

**Bart Sturzl, MPM® RMP®**  
[southcentralrvp@narpm.org](mailto:southcentralrvp@narpm.org)  
512-693-4772

**Barney Christiansen, MPM® RMP®**  
[southwestrvp@narpm.org](mailto:southwestrvp@narpm.org)  
801-566-9339

**John R. Bradford, III, RMP®**  
[southeastrvp@narpm.org](mailto:southeastrvp@narpm.org)  
704-334-2626

## COMMITTEE CHAIRS

**Tracey Norris, MPM® RMP®**  
Communications  
[communicationschair@narpm.org](mailto:communicationschair@narpm.org)  
830-625-8065

**Brian Birdy, MPM® RMP®**  
Professional Development  
[profdevelopmentchair@narpm.org](mailto:profdevelopmentchair@narpm.org)  
210-524-9400

**P.J. Chapman, MPM® RMP®**  
Member Services  
[memberserviceschair@narpm.org](mailto:memberserviceschair@narpm.org)  
208-336-5111

**Deb Newell-Wagley, MPM® RMP®**  
Governmental Affairs  
[govtaffairschair@narpm.org](mailto:govtaffairschair@narpm.org)  
952-808-9700

**Stephen Foster, MPM® RMP® CCIM®**  
Finance  
[treasurer@narpm.org](mailto:treasurer@narpm.org)  
210-340-1717

**Tony A. Drost, MPM® RMP®**  
Nominating  
[pastpresident@narpm.org](mailto:pastpresident@narpm.org)  
208-321-1900

## NARPM® NATIONAL

**Gail S. Phillips, CAE**  
Executive Director  
[executivedirector@narpm.org](mailto:executivedirector@narpm.org)

**Patricia Hartline**  
Communications, Graphic Designer  
[publications@narpm.org](mailto:publications@narpm.org)

**Cher Leadbeater**  
Administrative Assistant  
[adminassist@narpm.org](mailto:adminassist@narpm.org)

**Carla Earnest, CMP**  
Conferences & Conventions Coordinator  
[conventioninfo@narpm.org](mailto:conventioninfo@narpm.org)

**Cathy Spruiell**  
Chapter Support  
[chaptersupport@narpm.org](mailto:chaptersupport@narpm.org)

# PRESIDENT'S Message

“Whenever you need a vendor or service, be sure to first check with your Chapter and National to give our Affiliates the opportunity to work with you.”

LEADERSHIP  
BY *example*



We have the greatest Affiliate Members on both the Chapter and National levels. Whenever you need a vendor or service, be sure to first check with your Chapter and National to give our Affiliates the opportunity to work with you. They understand the property management industry and educate us on ways we can improve our businesses. Without them, our businesses would not be as successful as they are. Please take a moment to let them know how much they are appreciated. If you are a Chapter Leader and need ideas about how to best utilize and recognize your Affiliate Members please contact your Regional Vice President as they have many suggestions on how Chapters have leveraged their expertise and services.

I would also like to personally thank our corporate sponsors, Propertyware and Rentals.com, for their great financial, educational, and service contributions. Their support and value to the business and association is priceless.

Be sure to check out the most recent video addition to [www.narpm.org](http://www.narpm.org) on the home page. One of our national Affiliates, Mr. ReKey, compiled interviews with our members about the benefits of NARPM® and professionally compiled them into a video. It is a great promotional piece for visitors to the NARPM® website.

Applications to apply for the national board are due this month. Some of you may be wondering what it takes to be a national board member. It takes passion for the industry and association, understanding the needs of the entire membership versus the needs of one, and dedication to the membership by fulfilling the responsibilities of the position. It is preferred that an applicant have experience as a chapter leader and/or a leader on a national committee.

If your goal is to be on the board someday, a good place to start is to volunteer for a national committee. One of the committees

to join is the Professional Development Committee. This committee is working on making NARPM® the premier source for education and best practices for residential property management. Improving the education and professional abilities of NARPM® members are just a few of their short-term goals. If you are interested, please contact National for more information.

There is still time to register for the Northwest Regional Conference in Boise, ID and for the South Central Regional Conference in San Antonio, TX. Aside from the workshops, NARPM® educational courses are offered at each of these conferences, and I encourage you to register before it is too late. I look forward to seeing you there!

A handwritten signature in cursive script that reads "Jayci Grana".

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

## NARPM®'S FINEST *by President Grana*

I would like to take a moment to recognize Mike Mumford, MPM® RMP®. Mike has contributed his expertise while serving on several committees including the Pacific

Southwest Regional Conference Committee/Member Services, Southwest Regional Conference Committee/Professional Development and has undertaken special projects assigned to him by the board. He served as a Chapter Leader for several years. In addition,

he served on the board of Rental Home Pros. Mike is always eager to serve, and we are grateful for the time and hard work he has put into NARPM®. Please take a moment to let him know that his dedication has not gone unnoticed.

From the  
**DESK** of the  
*Executive Director*



Gail S. Phillips, CAE

Since this is only the month of April, you still have time to register and attend the remaining regional events.

The first Broker/Owner Retreat held in Las Vegas, NV has received a 4.44 rating from attendees. That's out of a possible 5! This was an outstanding event that served the purpose of owners training owners and sharing their tips. We couldn't have asked for a better attended event with over 300 broker/owners present. Surveys show that the members would like to hold this event annually, in February, and in Las Vegas. The staff is exploring other hotels that service the same needs as The Orleans. Chris Hermanski, MPM® RMP®, has agreed to chair this event again, and he will be putting a group together to help. Think about volunteering!

A special thank you goes to the committee who put this first event together: Co-Chairs Chris Hermanski, MPM® RMP®, and George Trombley, RMP®; Rose Thomas, MPM® RMP®, Lynn Sedlack, MPM® RMP®, Kevin Mackessy, Jorgette Krsulic, Anne McCawley, MPM® RMP®, Candi Swanson, MPM® RMP®, and Chrysztyna Montanez, RMP®. Finally, thanks to each of you who were in attendance for helping make this event a great success, and special thanks to Bob Machado, MPM® RMP®, for serving as Master of Ceremonies.

The Broker/Owner Retreat was followed by the Pacific Southwest Regional conference and the enthusiasm remained. Co-chairs Beverly Perina, MPM® RMP®, and Tammy Bryant orchestrated an outstanding event that also received high marks in the surveys. They had an outstanding group of volunteers from chapters in both the Pacific and Southwest Regions of NARPM®. They reviewed the surveys, and Tony Cline took on the task of hunting down outstanding presenters. Most topics received high ratings. Thank you to all the presenters and the volunteers who put this session together, and please know that we appreciate all your time and efforts.

A special thank you goes to Ray Scarabosio, MPM® RMP®, for serving as Master of Ceremonies for this event.

Since this is only the month of April, you still have time to register and attend the remaining regional events. The Northwest Regional Conference will be held on April 20-21 at the Grove Hotel in Boise, ID. This event will kick off on the 20th with a fun and informative Chapter Development Workshop that is free to all chapter leaders. You'll want to make sure you attend. It will wrap up on the 21st with "An Evening at the Museum."

The South Central Regional Conference is being held on May 24-25 at the Embassy Suites San Antonio Riverwalk in San Antonio, TX. Bring your family and enjoy a long weekend in San Antonio. The conference concludes on the Friday before Memorial Day weekend. We're sure you'll find it a great place to relax. This event will also begin with a Chapter Development Workshop on the 24th and will wrap up with a fun event at the hotel that all should plan to attend. For more information on either regional event go to <http://www.narpm.org/conferences/regional-conferences/index.htm>.

NARPM® is reviewing all of the Spring Events that are currently being offered. If you would like to send these workgroups any feedback, please send me a note at [ExecutiveDirector@narpm.org](mailto:ExecutiveDirector@narpm.org). I know the workgroups would like to hear from you.

Until next month...

Gail S. Phillips, CAE  
NARPM® Executive Director



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# LEGISLATIVE Scoop

KEEPING OUR MEMBERS CURRENT ON THE NEWEST INDUSTRY LAWS AND POLICIES NATIONWIDE.



**Scott Abernathy, RMP®**, is a property manager in Tennessee where he has been able to survive without the state requiring a property-management specific license for over 20 years. Lately he has been questioning the many changes in the industry, and he thinks the answer may be more regulation. Some think he has lost his mind, but only time will tell. As always, he thinks the best place to find answers to difficult property management questions is on NARPM®'S Google and Yahoo Groups.

**Now that there are so many sales agents entering the leasing and management business to make ends meet, we are seeing a lot of unprofessional behavior.**

## To License or Not to License

I recently met with Senator Bob Corker from Tennessee. What stuck out to me more than anything was his opinion on regulation. He said no one wants the government in their lives, until it directly affects them positively. Truer words were never spoken. For example, REALTORS® generally do not want tax loopholes – except for the mortgage interest deduction. Property managers don't like loopholes either – except for the rental home depreciation deduction.

So I went on a search to see what property managers will tolerate when it came to regulation. I conducted some very unscientific research by posting this question to NARPM® members on the NARPM® Google Groups: What are the pros and cons of property management specific licenses? Frankly, I was surprised at the responses I received. Of those that responded, almost 70 percent favor licensing of property managers. Others (that were not included in the 70 percent) would like to see some type of certification of property managers.

Robert Gilstrap with Title One Management of Cartersville, GA, says, "What surprises me is that all these well meaning PMs out there somehow think that just a little regulation is all we need to make everything all better." He feels the mindset is "nothing more than self interest and greed by limiting competition."

Patrick Chomyn with 4RentDenver.com, who has 10 years of state legislature experience, says, "First comes regulation and then comes taxation." Others concurred with Chomyn, saying that licensing is just one more way for state governments to tax our industry.

Many of us have mixed feelings about this issue. We have been on the low rung of the ladder in the real estate industry for so long that no self-respecting real estate agent wanted to be a property manager. Now that there are so many sales agents entering the leasing and management business to make ends meet, we are seeing a lot of unprofessional behavior. "I... believe that less government regulation is better, but the mess that has been created in the past two years... is really soiling the reputation of property managers," says Kandy Meehan, RMP®, of Home Rental Services, Inc. in Overland Park, KS.

Terry Godbold, MPM® RMP®, of Reliable Property Management, Inc. in Austin, TX, also has concerns about licensing property managers, but feels something should be done. He favors a certification program. "Property managers do not need to be regulated, just educated," Godbold says.

David Norod of WJD Management in Fairfax, VA, is among those in favor of licensure. No property manage-

ment license is required in Virginia. Norod says, "My 93-year-old mother could move here and set up shop" with little or no knowledge of the property management business."

On the other hand, Judy Cook of Truckee Meadows Property Management in Reno, NV, writes that Nevada does have a property manager license. Further, property managers are "required to submit a reconciliation of [their trust] account to the Real Estate Division on an annual basis." She believes this type of regulation aids professionalism of our industry.

Most real estate specialties are licensed. Godbold points out that "appraisers and inspectors must be certified in their areas of real estate." Auctioneers are also licensed, so why not property managers?

Melanie Butler with Chattanooga Property Management works in Tennessee, Georgia and South Carolina. South Carolina is the only one that requires a property manager license. "I do feel the bar needs to be a little higher to help... the professionalism of our industry as a whole," she says.

So, where do I fall in this conversation? I must admit I have mixed emotions. I tend to agree with Steve Crossland, MPM® RMP®, with Crossland Real Estate of Austin, TX, who says, "I do not wish to invite government into my industry... adding another layer of requirements." But I also understand where Tony Cline with Cliffdwellers Real Estate, Denver, CO, is coming from. He likes the idea of a license to "establish and enforce a minimum standard [of services] that property management companies... provide to the public." I'm not accustomed to being on the fence, so I'll take a stand. As Mike Hill, Mike Hill Real Estate, Valdosta, GA, says, "I would support [regulation], but only to a point." If the bill looked right to me, I would vote yes for a property management specific license in my state.

With all of this being said, I strongly agree with Crossland who does not believe this should be a national NARPM® issue. He advocates reviewing licensure on a state-by-state basis. If a state chapter would like to move forward, either way, on this issue with their legislature, then they should welcome NARPM® National's support.

There were more than 60 responses to my question regarding licensing our profession. I did not have room in this column to give everyone credit. If you are a business owner, I highly encourage each of you to log onto NARPM®'s Google Groups and read the rest of the responses for yourself. If you haven't taken advantage of the Google Group and Yahoo Group yet, you're missing out on one of the best services NARPM® has to offer. 📄





# 2012 NATIONAL | REGIONAL CONFERENCES

## Annual Convention & Trade Show

Leadership by Example

October 17–19

Crystal City, VA

## Regional Conferences (See next page for registration.)

Northwest Regional

April 20–21

Boise, ID

South Central Regional

May 24–25

San Antonio, TX

LEADERSHIP  
BY *example*

For registration information and more details on these and other upcoming association events, check out the NARPM® website at [www.narpm.org/conferences/](http://www.narpm.org/conferences/)

Join the conversation!



National Association of Residential Property Managers

# Regional Convention & Retreat Registration 2012

## 1 REGISTRATION INFORMATION *(please type or print)*

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

Check your designation(s):  CSS<sup>sm</sup>  RMP<sup>®</sup>  MPM<sup>®</sup>  CRMC<sup>®</sup>

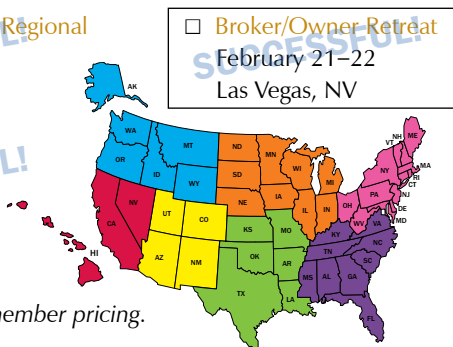
Designation candidate:  CSS<sup>sm</sup>  RMP<sup>®</sup>  MPM<sup>®</sup>  CRMC<sup>®</sup>

Are you a chapter leader?  Yes  No If yes, what position? \_\_\_\_\_

Are you attending Leadership Training?  Yes  No

## 2 SELECT A CONVENTION OR RETREAT

- Northwest Regional**  
 April 20-21  
 Boise, ID
- Pacific Southwest Regional**  
 February 23-24  
 Las Vegas, NV
- Broker/Owner Retreat**  
 February 21-22  
 Las Vegas, NV
- South Central Regional**  
 May 24-25  
 San Antonio, TX
- Eastern Regional**  
 March 15-16  
 Tampa Bay, FL



## 3 REGISTRATION FEES

IREM<sup>®</sup> members check here to receive NARPM<sup>®</sup> member pricing.

	Members	Members	Non-members	Non-members
	Early Bird Discount 30-Day Postmark	Less Than 30-Day Postmark	Early Bird Discount 30-Day Postmark	Less Than 30-Day Postmark
<input type="checkbox"/> Each Entire Convention	\$100	\$125	\$125	\$150

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

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

4 ARE YOU APPLYING FOR NARPM<sup>®</sup> MEMBERSHIP?  Yes  No  Already a Member

5 TOTAL FEES \$ \_\_\_\_\_

## 6 METHOD OF PAYMENT

Check # \_\_\_\_\_, payable to NARPM<sup>®</sup>, enclosed for total fees amount listed above.

Please charge my  Visa  MasterCard  Discover  American Express for total amount above.

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*I authorize NARPM<sup>®</sup> to charge my credit card.*

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National Association of Residential Property Managers

Are you a current NARPM<sup>®</sup> member?

Yes  No

Is this your first NARPM<sup>®</sup> event?

Yes  No

## SPECIAL ASSISTANCE

I will require special assistance

I have special dietary needs

Specify: \_\_\_\_\_

## REGISTRATION DEADLINES

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

## JOIN & REGISTER

Not yet a member? You can become a NARPM<sup>®</sup> member and register for the convention at the reduced member rate. Check "Yes" at the "Are you applying for membership?" option at left and submit the appropriate membership application with this form. Applications can be found online at [www.narpm.org/join](http://www.narpm.org/join).

## CANCELLATION POLICIES

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

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

## MONETARY POLICIES

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

## EASY WAYS TO REGISTER

**MAIL** - Send your form with payment to: NARPM<sup>®</sup> National, 638 Independence Parkway, Suite 100, Chesapeake, VA 23320.

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

**ONLINE** - Visit [www.narpm.org](http://www.narpm.org) and login to the Internet Member Services (IMS) section.



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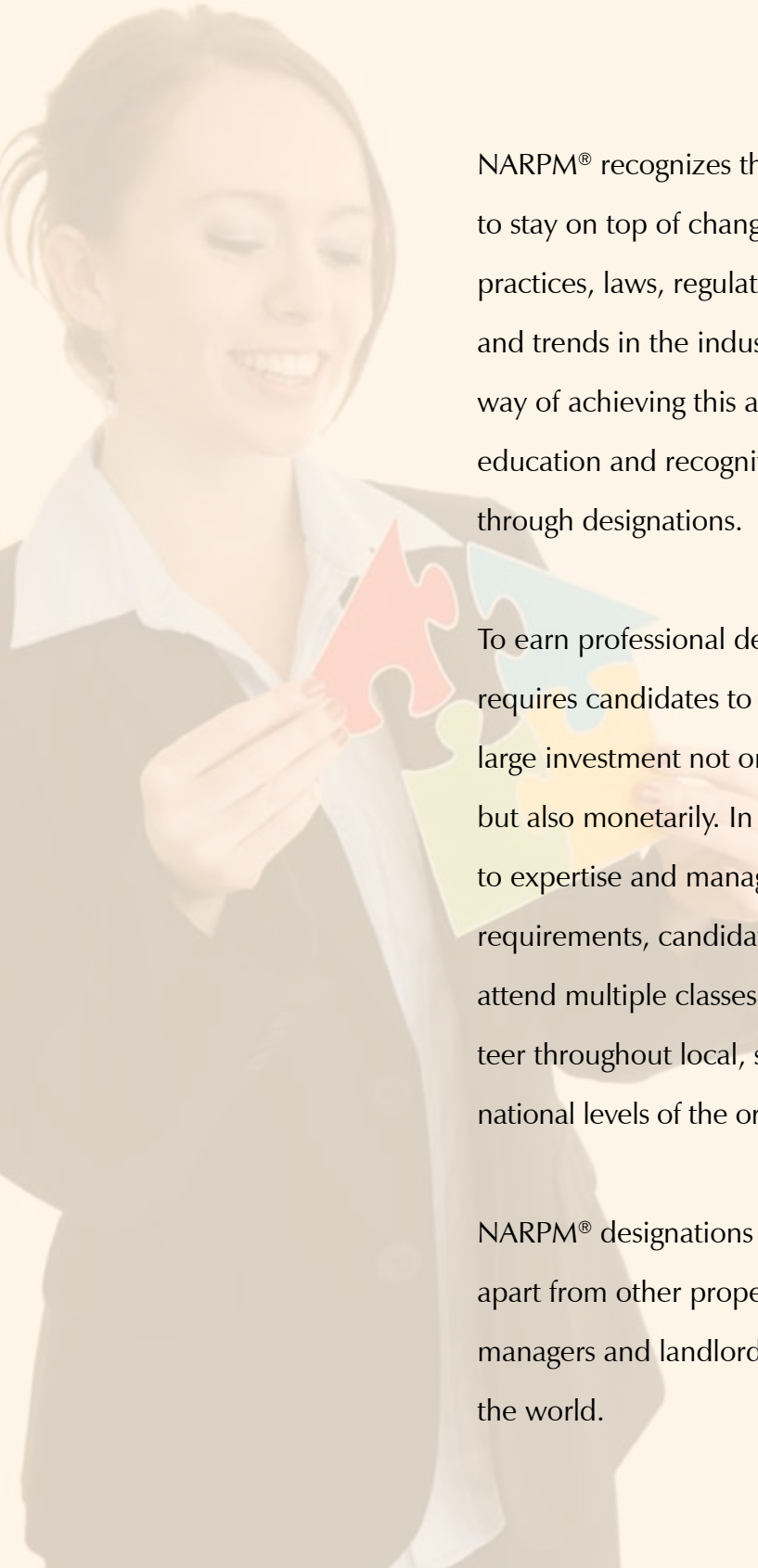


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# DESIGNATIONS Do's and Don'ts

CLARIFYING EVERYDAY ISSUES THAT INVOLVE THE CONTINUING EDUCATION OF NARPM® MEMBERS.



NARPM® recognizes the need to stay on top of changing practices, laws, regulations, and trends in the industry. One way of achieving this advanced education and recognition is through designations.

To earn professional designations requires candidates to make a large investment not only in time, but also monetarily. In addition to expertise and management requirements, candidates must attend multiple classes and volunteer throughout local, state, and national levels of the organization.

NARPM® designations set you apart from other property managers and landlords around the world.

**RMP®** The first stop on the *Road to Designation* is the Residential Management Professional. This designation is awarded to professionals who have completed 18 hours of NARPM® approved coursework, have experience in residential property management, and have provided service to NARPM® locally and nationally.

**MPM®** The Master Property Manager designation is awarded to RMP® designees who have demonstrated proficiency in the management of residential properties, completed an additional 24 hours of NARPM® coursework, and contributed substantial time, talent, and energy to further advance NARPM® and their industry.

**CRMC®** The Certified Residential Management Company designation is available to companies with a Master Property Manager (MPM®) on staff and demonstrating the highest level of professionalism.

**CSS<sup>sm</sup>** Our newest designation, the Certified Support Specialist, is available to Support Staff members who have worked with their NARPM® sponsor for at least a year, completed three approved CSS<sup>sm</sup> courses and the Ethics course, and have provided service to NARPM®.

**WE OFTEN SEE DESIGNATIONS LISTED INCORRECTLY. PROVIDED BELOW ARE THE PROPER WAYS TO FORMAT YOUR DESIGNATIONS.**

**DO** follow proper designation formatting. Your designation should follow your last name after a comma. Ex: John Doe, RMP®. A superscript registered mark should follow the designation acronym.

**DON'T** separate your designation with periods or spaces. Incorrect: Jane Doe, R.M.P.

LEADERSHIP  
BY *example*

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**DO** use the RMP® in addition to your MPM® designation. Be proud that you have earned two industry designations. The proper way to list both out is "John Doe, MPM® RMP®."

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**DO** use the designation logos available in the Members Only section of [www.narpm.org](http://www.narpm.org) on your website, business cards, and other print publications.

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# TECHNOLOGY Matters

SHEDDING SOME LIGHT ON THE MANY MYSTERIES OF OUR FAST-PACED HIGH TECH WORLD.



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

## Is OUTsourcing IN?

Faced with ever growing to-do lists and seemingly fewer hours in each day, property managers are increasingly turning to outsourcing services as a way to more efficiently run their businesses. Today's technology advancements have further enabled us to outsource more aspects of our business than ever before. And more technology and on-demand service providers are now catering to the property management industry. Everything from administration to web services can be contracted – for a price, of course.

### IN THE BEGINNING

Would you employ a full-time tax accountant, though you will only use him once a year? Or a staff plumber you pay to watch TV when there are no maintenance needs? Imagine trying to manually manage from 50 to thousands of properties without a software application. So why not similarly contract for other services, such as back-office help, web and IT services?

After 22 years in property management, Susan Albern, MPM® RMP®, and her husband sold their business in 2010 and started NightTenders in Fort Collins, CO, last fall as a maintenance-focused call center for the property management industry.

"Many managers, especially NARPM® members, are individuals running the business themselves. They don't necessarily have a staff they can share the burden with, so call centers can act as an extra staff person for them," Albern said.

"A typical call center doesn't take it to the next level. We do. We handle the call from start to finish. Our people are trained in this industry. Most of them have been in property management for years," says Albern. "We don't call the property manager unless it's a catastrophic event. The whole purpose is to give the property manager some freedom after hours."

Albern said her business model has been so successful, they are now considering expanding it to handle all maintenance calls for their clients, not just the after-hours calls. Staffed 24-7 with a staff of nine dedicated 100% to property maintenance calls, it only makes sense to expand the business to meet the specific needs of property managers.

Unfortunately, this wasn't the experience Elder Company in Springdale, AR, had when they briefly contracted an after-hours call center to set up appointments for their leasing agents. Owner Kerri Elder said she wasn't happy with the lack of industry or specific property knowledge from those taking the calls. She ended up cancelling the service and investing in a new phone system for the office instead. "Now I have one after-hours person on call. When a call comes in, it is sent directly to someone on my staff who can answer it."

Kerri and her husband Chris have experimented with a number of outside vendors as they've watched their real estate, construction and property management divisions explode with growth in recent years. They've also chosen to keep some services, such as maintenance and back office, completely in-house.

"We're only going to keep adding properties for the next two years, so I'm always looking for ways to be more efficient," says Kerri Elder.

### BUSINESS IS PERSONAL

More recently Elder has considered outsourcing her online marketing, blogging and social media activity. She currently has a part-time employee handling these tasks, but will be losing that employee in the coming months. "Basically, I wanted to know, should I hire someone part-time to replace her, or should I use one of these companies that does it all for you?"

In the end, she determined the monthly costs for each are roughly the same, but other factors will likely determine her decision. "For us, it probably makes more sense to have someone in-house, even a college student, so I have more control over it."

The decision to keep Elder Company's back office and administration work in-house is more personal than business, she says. "My people are fantastic. I'm just not willing to let anyone go," she said. Though, if the need arose to hire additional people, that's when she'd look more closely at outsourcing admin tasks.

Anu Pai, president of Planet Synergy in the Atlanta area, believes that's the point at which most managers and company owners begin considering the after-





hours, back-office and web services her company provides.

“The fact is most small business owners don’t outsource at the expense of their employees. They do so because their work load has increased either incrementally or seasonally, neither of which justify the costs of hiring a part- or full-time staff,” says Pai. “In the long run, outsourcing can be more efficient and cost effective, and help business growth, too.”

Although Planet Synergy provides a number of front-end web and virtual assistant services, it’s the company’s business support and administrative services Pai says are most sought after by property managers.

As far as getting the most bang for the buck, she says “Virtual Assistant” services provide the most immediate and tangible ROI for property managers. “While some property managers may have enough work to hire full time in-house employees, most can’t justify it, and therefore rely on on-demand service providers that offer fractional manpower hours and flexible terms.”

Pai does see that outsourcing of professional and knowledge-based services has been unfairly characterized recently, but believes the property management community is embracing it as benefits are discovered.

“Many of our long term property management clients that started as a one-person operation have now grown and employ 10 or more employees locally, and many of them openly admit that their growth wouldn’t have been possible without outsourcing during their initial stages.”

While it may not make sense for every property management company to contract for bookkeeping or virtual assistance, other services, such as internet listings or ePayment processing are simply not possible without the help of a third-party provider.

Lynn Sedlack, MPM® RMP®, and Tom Sedlack, RMP®, owners of 33rd Company in Minneapolis, MN, have chosen to handle most of their IT and website development themselves, with the help of some consultants. Though Lynn advises, unless you are comfortable with that type of work, it is probably better to contract for it.

“One of the main things we outsource is tenant screening,” says Sedlack. “I know some people who like to do the screening, but I just don’t see it as a good use of our time when (the vendor) can get all the info

needed. This allows our staff to focus on the property management activities instead of getting bogged down listening to applicants’ reasons, argument, etc. as to why the report is not accurate.”

Time and money savings seems to be the biggest reason property managers ultimately make the decision to outsource certain services.


“The residential rentals market has been booming over the past year, which means property managers are getting busier,” says Pai. “And as they get busier, they need extra help in many areas including managing their software, bookkeeping, invoice processing, marketing properties on websites... the list goes on. Once they get comfortable with delegating and letting go of a couple of tasks, it becomes easier for them to delegate/outsource other tasks.”

#### IN CLOSING

As with any technology implementation, the decision to outsource any part of your office operations should be made after carefully weighing the costs and the benefits, and researching the service provider or providers you plan to use.

Third-party service providers now catering to the property management industry offer the following services to choose from: Accounting, Bookkeeping, Call Centers, Collections, Data Entry, Graphic Design, Information Technology, Internet Listing Services, Invoicing, Maintenance, Marketing, Screening, Search Engine Optimization, Social Media Management, Software, and Training.

#### JOIN THE DISCUSSION!

Share your thoughts and experiences at Technology Matters: Is Outsourcing IN? on NARPM®’s LinkedIn group. Also, visit [propertyboss.com/narpm#outsourcing](http://propertyboss.com/narpm#outsourcing), or scan the QR code below for more information. 



**“Many managers, especially NARPM® members, are individuals running the business themselves. They don’t necessarily have a staff they can share the burden with, so call centers can act as an extra staff person for them,” Albern said.**



**James Alderson, RMP®**, began his career in Property Management in 2005. He is currently managing just over 100 properties in and around the San Antonio area. James and his wife Cyndi reside in Canyon Lake, TX. James started his real estate sales career in 2001 and diversified into property management as a result of the down turning of the sales market. His wife Cyndi quit her administrative assistant job with Texas State University in October 2010 to join him as account manager. James and Cyndi are both members of NARPM® and active in the local San Antonio chapter.

## Focus on What You Know and Do Best **NARPM® Best Practices**

I believe focus is the key to success; be it your business, raising your children, or your marriage. I have seen so many people take their eyes off what they know and do best, only to chase a scheme and then find themselves back to square one, a whole lot poorer than when they left. Keep focused on what you know, do the best job you can possibly do, and the sky is the limit.

Babe Ruth was a master at being focused on what he knew and did best. Not only did he hold the record for home runs, but he was so good at what he knew and did that he would point to the direction the ball was going out of the park. In life, you don't get that good and have that kind of success overnight. It is a marathon, not a sprint. It takes a lot of practice, making mistakes, and sometimes even falling on your face only to get up, make the necessary adjustments, get it right and move forward. Babe Ruth not only held the

### **NEVER GIVE IDLE THREATS TO TENANTS**

For all practical purposes, tenants are a lot like our kids. Some of them will try our patience and test us to see how far they can go or how much they can get away with. I could write a book on the excuses I've been given for "not having the rent" or why "I'm late on the rent," and it would be about the size of a King James Bible in small print two inches thick. We have a fiduciary responsibility to our owners and they expect us to do it well. When you tell a tenant, "If I don't have the rent by Friday, I am going to the precinct to file for eviction," you'd better leave your Friday afternoon free. If tenants do not perform, follow through with your "threat." If you don't, the next time they will not take you seriously.

I will never forget hearing Dr. James Dobson speak on giving idle threats to children. James C. Dobson, Ph.D., is founder and chairman emer-

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**I tell people,  
"I got into property management by default and  
NARPM® kept me out of jail." Maybe not literally, but. . .**

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home run record, but he also struck out more times than he actually hit the ball. He never stopped there. He always picked himself up and figured out how he could get better at his goal and worked at it every day.

itus of Focus on the Family, a non-profit, multi-media organization with a global reach. He said if your kids are misbehaving and you threaten, "If you don't stop what you are doing, I am going to throw you out the window," you better make

sure you are on the first floor or it's been snowing outside when they don't stop. That same concept applies to our tenants. If they don't do what you have told them to do, follow through with your side of the bargain. It will make your life so much nicer when they know you mean business and won't give them the inch so they can take the mile.

### **INFORM YOUR OWNERS YOU NEVER GO TO COURT OVER A SECURITY DEPOSIT**

My pride is so big when it comes to principles. When I know I am right, I want to make the other party pay at almost any cost. Let's face it, we all like to hear someone tell us "YOU ARE RIGHT." Sometimes we like it so much, we ask them to repeat what they just said. That brings music to our ears. In the litigious society that we live in, let me encourage you to never go to court. Even when you know you are right, you still only have a 50/50 shot at the judge or jury saying, "You are right." Quite frankly, those are not very good odds. Though it looks good on paper and seems like the perfect opportunity, a slam dunk sometimes hits the rim and bounces out. I'm reminded of a friend of mine that went to his attorney over a security deposit when the tenant questioned the amount he kept in order to professionally clean the carpet. In his lease it states, "the carpet must be professionally cleaned." His attorney told him, "this is a NO BRAINER, let's take her to court." Either the tenant was prettier or the judge was totally against property managers, but \$2,500 later, my dejected friend walked out of the courtroom. A split of the expenses of about \$125 would have not only saved a lot of money, but also a huge amount of time and sleepless nights.

### **GET MAINSTREAMED**

If you are not the broker, but rather working under a broker, always keep your broker informed of every transaction. If your broker is allowing you to do property management on the side, he or she may not know the laws and guidelines that you are under, and therefore

expects you to know and abide by the laws of the state. Laws are changing on a regular basis, and ignorance of the law is no excuse for breaking it. Get involved with your colleagues in organizations that inform as well as teach best practices in property management. I tell people, "I got into property management by default, and NARPM® kept me out of jail." Maybe not literally, but before joining NARPM®, my business practices were not in line with a proper business model of property management.

If there is a property management committee at your local real estate board, get involved with them on a regular basis. If not, start one. Sharing ideas with other property managers and helping each other find solutions to property management problems is invaluable. 🏠

**If there is a property management committee at your local real estate board, get involved with them on a regular basis. If not, start one. Sharing ideas with other property managers and helping each other find solutions to property management problems is invaluable.**

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# CHAPTER Spotlight

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



**Tammy Bryant**, is in her second year as Chapter President and is the Broker/Owner of 5th Avenue Property Management, Inc. Prior to opening her company, Tammy spent nine years in the field of title insurance, and after taking time off to raise a family, reentered the work force as a real estate agent. She then made the decision to obtain her broker's license and pursue a career in property management. Tammy is currently working on her NARPM® RMP® designation.

## San Diego, CA

We're so lucky to live and work in San Diego. It's a beautiful city, large and diverse; from its coastline to countryside and everything in-between... and we haven't even gotten started on the weather!

Our real estate landscape is as equally unique. In property management, you can be as diverse or specialized as you'd like because there is plenty of business to go around. I believe this to be one of the many reasons why I really appreciate our San Diego Chapter of NARPM®. The exposure to many different property management professionals at all levels of knowledge, business savvy, style and technique, is strengthened by the "regulars" who attend and their interest in learning and sharing; which I believe is a cornerstone of NARPM®.

If I could express our Chapter progress as a stage of life I would say that we're in the adolescence stage. I'm sure we think we know what we're doing; don't tell us what to do; and why is everybody looking at us?!? All joking aside, the Chapter has really started to take shape, harnessing the good talent from within the membership, including the vendors. Our Committee Members are really finding their stride, as evidenced by having our group brainstorm ideas, plan out the year and then making it happen.

One of the not so great parts of our Chapter is the lack of volunteers, (a theme for many volunteer organizations I've experienced firsthand). I love new volunteers that bring in a fresh perspective and want to help bring the Chapter to the next level. I look forward to cultivating more of that within our Chapter this year. I've made it a personal goal to motivate more members to volunteer, and with that it means we have to make it look fun, right? (Easier said than done from the lady who's afraid to speak in public!) That being said, what we're doing to enhance this aspect of our Chapter is to let the vendors volunteer more. They want to participate, so as a Chapter, we let them get involved. It makes it look and feel as if we are expanding our volunteer base from the group. Personally, I've noticed it becomes contagious when people step up.

If I could envision the San Diego Chapter in five years time, I would hope that the Chapter splits due

to growth. We could very easily have South County, West County Coastal, North County, and East County Chapters. San Diego's areas are different and so are the needs of the different regions. I would love to see a good majority of the membership actively working on such with 35%+ holding a NARPM® designation.

Given the large geographical boundaries of the County, only having one Chapter is proving prohibitive for some members and potential members from joining. Secretary and Past President, Jennifer Newton is currently working on a North County Chapter, which we're hoping will expand attendance and attract additional membership. We currently have members driving 60+ miles from as far as Orange County, Lake Elsinore and Temecula to our Kearny Mesa meeting place (Central San Diego County). I think that shows great dedication from our members.

We've added better speakers to ensure the membership keeps coming back, highlighting the topic in the monthly invitations in addition to "what's happening" over the next several months so members are aware of current and future sessions. These speakers have Chapter members talking and asking better questions. And later in the year, we are looking to add NARPM® National members to come and speak on various topics as well. Additionally, we are considering implementing a local mentoring program. If a new Property Manager has a small group of colleagues to bounce questions and ideas off of, this will save that Property Manager months, if not years, of time on the learning curve.

With respect to the local government side, we had a panel of legal experts from Owens & Wright, Attorneys at Law, speak to the group highlighting a summary of AB 590 Sergeant Shriver Civil Counsel Act. The Shriver law recognizes a civil right to counsel and establishes funding for a two-year pilot project that will provide poor individuals a lawyer in certain high stakes cases, anticipated to include domestic violence claims, child custody cases, and housing matters. This Act has the potential to impact landlords and Property Managers alike throughout San Diego County. I have

**Continued on page 21**

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Leslie Geuvara  
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Lyn Ivans  
Barry Mathis  
Trista McPherson  
Bryan Miles  
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George Morrissey  
Janelle Nielsen  
Krystal Perkins  
Jonathan Perry  
Barbara Polk  
Larry Porter  
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Austin Sparks  
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# REGIONAL Communications

CONNECTING THE EXPANDING NARPM® MEMBERSHIP ONE REGION AT A TIME.



**Richard Vierra, RMP®**  
is the Principal Broker and Director of Property Management of Hawaii Reserves, Inc. in Laie, HI. Richard received a Bachelors Degree in Business Management and a Masters Degree in Business Administration prior to receiving his real estate license and broker's license. He served on the Long Range Planning Committee, and is one of the founding members of the Oahu Chapter and a former Chapter Treasurer and President. He is also a member of the Building Owners & Manager Association (BOMA) and the International Council of Shopping Centers (ICSC). Richard is currently serving as a NARPM® Regional Vice President for the Pacific Region.

## The RVP Bulletin

For those of you who regularly peruse the *Residential Resource* magazine and read the RVP Bulletin and our comments each month, we thank you. It is truly a daunting task to write to so many knowledgeable professionals and attempt to share useful wisdom, helpful experiences or meaningful suggestions that make a difference in your professional and personal lives. And for those of you who read our comments and publicly and privately find worth and value in our words and thank us for them, we thank you.

That said, I am sitting at my desk looking at the clock on the wall as it tick-tocks toward 1:00 am, very early on Saturday morning. Gazing at it with

plaint and taking steps to correct the problem, talking to a potential tenant and reviewing their application, or doing complex project analysis for my boss, I have found that ultimately, and in most all of the cases, I get things done, and done on time. I'd imagine there are times when you do the same thing too.

I don't know. I don't know if my work assignments are not challenging enough or maybe not interesting enough? Sometimes, perhaps as you do, I find myself starting a project and then vacillating to something completely different – equally important – but inherently different than the project I started. A pessimist might call it scatter-brained, while an optimist might call it multi-tasking. Now, for example, I look across

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**As NARPM® members, I know that each one of us works to get the job done; done on time, done well, and done right.**

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glassy eyes, I'm reminded of the anecdote "when the going gets tough, the tough get going." Why am I reminded of that, you ask? I don't know yet, but it somehow seems appropriate in relation to what motivates me or finally gets me to complete a task; and in this case, write this article that is due today. There was a time in my life, not too long ago, when I was better organized and better able to plan and execute a variety of assignments at a more normal pace and certainly at a more normal hour.

I don't know if I have aged to the point where it takes urgent deadlines to motivate me, significant pressure to produce results from me, or just my being the only one left here in the office in the middle of the night so I can crank up Aerosmith and Lynyrd Skynyrd while singing off key to my heart's content in order to excite me? My point is that I think there has been some evolution in my life which causes me to sort my work by varying degrees of urgency and addressing them when I get there. Likewise, whether it's responding to a tenants' com-

my desk and see that the six piles of work that were here at 9:00 am are still here sixteen hours later. But they have been re-shuffled and re-stacked several times, indicating that I have considered each assignment carefully and have prioritized them according to a system known only to me. In fact, while I have been writing this article, I have looked at three of the piles of assignments and have completed two of them. And I am confident, that by Monday morning, the remaining four piles will be done, and done well. I'd imagine there are times when you too might do the same thing.

I don't know. I don't know if I get bored quickly or if I'm just lazy? Looking back, I've been involved in property management in some form or fashion for about 30 years. And really, I think there are only a few very basic parts to this business – owners, managers, tenants, units, laws and agreements. I suppose that if everyone complied with the Rock's admonition of "know your role," this could be a very simple profession and we'd all be extremely happy and reason-



**Northwest:** Leeann Ghiglione, MPM® RMP®  
Alaska, Washington, Oregon, Idaho, Montana,  
Wyoming.

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

**Southwest:** Barney Christiansen, MPM® RMP®  
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Maine, New Hampshire, Vermont, Massachusetts,  
Rhode Island, Connecticut, New York, Pennsylvania,  
New Jersey, Delaware, Maryland, Washington DC,  
Ohio, West Virginia.

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

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



2012

ably wealthy people, living somewhat stress-free lives. In fact, our work could become so routine that we would be able to predict the outcome of a potential conversation with a tenant as soon as they walked in the door. There really could be very little excitement to this profession if things were that easy. But this is a funny business in that just when you thought you heard and saw it all, something happens or someone says something that peaks your interest and brings you back to work the next day, the day after, and again the day after that. I had that happen just this afternoon with a tenant complaint that was resolved, followed by conversations with two potential tenants that took up half my afternoon. As it would be, it turned out that I was able to address the issues myself and I think they were done, and done right. I'd imagine there are times when you too have done the same thing.

So in the end, it occurs to me that in spite of all the many things I don't know, this is what I do know: As NARPM® members, I know that each one of us works to get the job done; done on time, done well, and done right. We are, however, motivated by different things – pressure, desire, timing,

money, fear of failure, pride, challenges, and maybe a thousand other things. At over 3,800 members spread over 24 states, there are very likely 3,800 different reasons why we choose to do what we do. But we do it.

Long ago I asked a hotel manager friend of mine why he beat himself up doing what he did. He told me he did it because he genuinely enjoyed the work he did and felt he could “make a difference.” His perspective stuck with me for years, and I have found that it transcends everything I do. In my heart I believe we do what we do because we know who we are, and no matter what gets us to the end, we have the resolve, the integrity, and the desire to make a difference and get the job done. That takes toughness.

Perhaps in spite of the myriad of differences that motivate us and make us the individual property managers that we are, NARPM® and to a certain extent being tough, brings us together. And therein may lie the answer to my original question. “When the going gets tough, the tough really do get going.” And you know what? I'd imagine there are times when you too may feel the same way! 🙌

### Continued from page 18 “Chapter Spotlight”

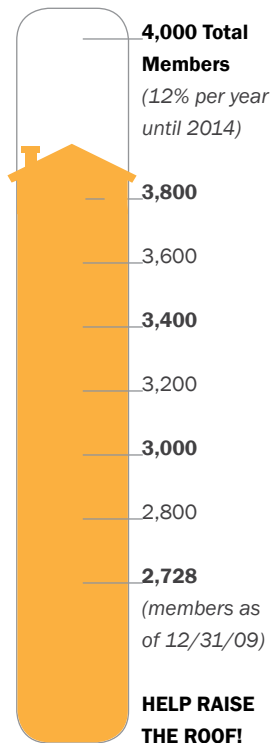
not yet heard any feedback, negative or positive, from the membership as to the impact of the Act, but it will be “coming soon to a district near you.”

We've had professional Teacher and Expert Witness Carolyn D'Agosta address us concerning Fair Housing and the ADA this past year. Marlene Zagon, SPHR® (Senior Professional in Human Resources), from SDHRC (San Diego Human Resources Consortium) is slated to lecture the group about human resources issues, such as independent Contractor vs. Employee Classification.

Overall, I've enjoyed my membership with NARPM®'s San Diego Chapter and most recently as its President. I look forward to my personal and professional growth as a result. Equally, I am enthusiastic about the future stability and growth of the San Diego Chapter. 🙌

# MEMBERSHIP Growth

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM JANUARY 20 - FEBRUARY 20, 2012.



Naylan Bender  
Bender Property  
Management  
Tehachapi, CA  
661-822-4760

William Bourquin  
Keller Williams Biltmore  
Scottsdale, AZ  
480-459-5089

Cindy Bryars  
Kraft Real Estate  
Property Management  
Roseville, CA  
916-791-7888 x135

Cassandra Burchfiel  
Hawaii Kai Realty  
Waimanalo, HI  
808-395-8698

George E. Cadman, IV  
ERA South Dade  
Realty, Inc  
Palmetto Bay, FL  
305-235-3131

Steve J. Cardinali  
Cardinali Realty &  
Management Co, Inc.  
Carmel, CA  
831-375-0984

Darby Carson  
ERA Dan Jones &  
Associates  
Jacksonville, FL  
904-757-3466

Melissa Cleary  
Alliance Group Property  
Management, LLC  
Sarasota, FL  
941-954-5454

Laura Cleymann  
Arrico Realty & Property  
Management  
Valrico, FL  
813-662-9363

James Collopy  
Fort Lowell Realty &  
Property Management  
Tucson, AZ  
520-322-0000

Megan Combs  
LRS Realty &  
Management  
San Clemente, CA  
949-226-9728

Rosa Cortes  
Homevest Realty  
Orlando, FL  
407-897-5400

Dave Courtney  
RE/MAX  
Premier Properties  
Kissimmee, FL  
407-343-4245

Melissa Dewitt  
AZ SOL Investments  
Glendale, AZ  
602-828-1310

Marisa Di Sano  
Delta Realty Group, Inc.  
Fairfield, CA  
707-425-3263

Lane Dixon  
Worth Ross &  
Associates, Inc.  
Dallas, TX  
214-522-9100

Steve Duerre  
The Equity Group  
Visalia, CA  
559-732-8800 x103

John M. Durham  
Excalibur Home  
Management, LLC,  
CRMC®  
Cumming, GA  
678-825-0425

Anna Entz  
Coldwell Banker  
D'Ann Harper  
San Antonio, TX  
210-483-7004

Mia Fairly  
One Source  
Affiliates, Inc  
Atlanta, GA  
678-705-7877

Jon Farnlof  
Investor's Realty, LLC  
Denver, CO  
303-722-8600

Rick Fleming  
OneProp, Inc.  
Phoenix, AZ  
480-363-9414

Andrew Foote  
C Springs Realty  
Colorado Springs, CO  
719-344-8083

Pamela Foster  
At Home Property  
Services, LLC  
Windsor, CO  
970-567-1038

Ed Fronheiser  
Investor's Realty, LLC  
Denver, CO  
303-722-8600

Minetta Garay  
Rental Solutions, Inc  
Kissimmee, FL  
407-483-0377

Nichole Goforth  
eRealty Services  
Round Rock, TX  
512-310-8225

Ramon Gonzalez  
myHomeSpot.com  
Roswell, GA  
678-999-4422

Rick Gooch  
Investor Management  
Group Ltd  
Georgetown, TX  
512-863-2026

Steven Gouletas  
National Rental Services  
Chicago, IL  
312-361-1928

Matthew Greeves  
Ejf Real Estate Services  
Washington, DC  
202-756-4001 x215

Jeremy Gunn  
Gunn Property Services  
Leesburg, FL  
352-874-9904

Silvia D. Hance  
Hance Realty, LLC  
Boerne, TX  
210-892-3900

Howard Hardy  
Hardys Realty Group  
Malakoff, TX  
903-489-3261

Miranda Henderson  
Miranda Henderson  
Port Orchard, WA  
253-632-6664

Tyson Hill  
Hometrend Property  
Management & Real  
Estate, Inc.  
Mesa, AZ  
480-650-4173

David Hoke  
Hoke Company, LLC  
Murfreesboro, TN  
615-481-4024

Jackie Hummel  
Plateau Property  
Management  
Bonney Lake, WA  
253-862-8632

Jean Hurley  
Jean Hurley  
Ellittott City, MD  
410-744-5056

Ian Joseph  
John L. Scott Property  
Management  
Seattle, WA  
206-621-9840

Kevin Kirwan  
Century 21  
Signature Realty  
Richmond, VA  
804-330-0062

Taylor Lembi  
Urban Pioneer Property  
Management, Inc  
San Francisco, CA  
415-814-2357

Henri Lenaerts  
Gulf-Tex  
Management, INC  
Houston, TX  
713-553-4292

Shelly L. Longoria  
Austin Landmark  
Property Services, Inc.,  
CRMC®  
Austin, TX  
512-794-8171

## PROFESSIONAL MEMBERS

Virginia Alexander  
Real Estate Offices, Inc.  
Westlake Village, CA  
805-371-9889

Agi Anderson  
Real Pro Virtual  
Marketing  
Merritt Island, FL  
321-323-9528

Carrie Appling-Lake  
CAL Property  
Management  
Salinas, CA  
831-757-1208

Vicki Baker Sims  
AHI Properties-  
Mobile Branch  
Mobile, AL 9  
251-343-6009 x1057

Seann Bates  
Alpine Property  
Management &  
Maintenance  
Beaverton, OR  
503-641-4620

Corinne Luna  
Texas Realty &  
Management, LLC  
Missouri City, TX  
832-510-4970

Leslie Martine  
Beyond the Lease  
Austin, TX  
512-291-4880

Franklin McDaniel  
Traditions Realty, LLC  
Jacksonville, FL  
904-683-5230

Katie McHargue  
Wallace & Wallace, Inc.  
Knoxville, TN  
865-584-4700

Tennille McVetty  
Apex Ventures, Inc.  
REALTORS®  
Nashville, TN  
615-255-2703

Sean Morrissey  
Chicagoland Realty  
Group, LLC  
Aurora, IL  
630-557-9223

Rebekah J. Mossow  
Vantage Property  
Management  
Lakeland, FL  
863-412-8136

Alana Mota  
AZ SOL Investments  
Glendale, AZ  
602-828-1310

Cheryl Muzinich  
Sierra Nevada  
Management Group  
Reno, NV  
775-686-2000

Becky Nigrelle  
Prestige Management  
Services, LLC  
Malakoff, TX  
409-572-2550

Brittany Olshove  
Citadel Property  
Stewards  
Camarillo, CA  
805-452-4343

Terri Osburne  
DMS Properties, LLC  
Waldorf, MD  
301-751-3929

Rebecca Panacci  
Austin Landmark  
Property Services,  
Inc., CRMC®  
Austin, TX  
512-794-8171

Martha K. Penn  
AHI Properties  
Pelham, AL  
205-682-9106

Jeremy Porter  
Keller Williams Realty  
Lake Villa, IL  
847-454-7308

Mike Pratt  
Greene Realty Group  
Olympia, WA  
360-528-4166

Richard E. Redman  
Prudential Tropical Realty  
Port Richey, FL  
727-849-9400

Renee Ridgeway  
Rocky Mountain  
Property Management,  
Inc., CRMC®  
Loveland, CO  
970-669-0842

Elizabeth Ristow  
The Ristow Group  
Bullhead City, AZ  
928-763-1234

Eric Ritner  
Real Estate Solutions  
of Alaska  
Anchorage, AK  
907-243-5660

Doug Rock  
Carolina One Real Estate  
Charleston, SC  
843-202-2117

Brad Sawatzky  
Stone Forest Real Estate  
Services  
Loveland, CO  
970-464-2351

Donna Scoggins  
RE/MAX Capital City -  
The Austin Landlord  
Austin, TX  
512-423-5901

Andrew Shinn  
Flat Real Estate  
Monument, CO  
719-660-7452

Ruth Siegel  
Coldwell Banker  
Residential Real Estate  
Port St Lucie, FL  
772-631-6200

Alisha Sill  
Four Star Realty &  
Property Management  
Boulder, CO  
303-440-8200

Phillip D. Smith  
Rooftop Property  
Management  
San Antonio, TX  
210-787-9365

Bradley Snyder  
Sierra Vista Realty  
Sierra Vista, AZ  
520-458-4388

Barbara E. Sullivan  
Goose Creek Property  
Management, Inc.  
Goose Creek, SC  
843-553-0032

Erik L. Sundquist  
Peake Management, Inc.  
McLean, VA  
703-448-0212

Benny Swan  
Four Star Realty &  
Property Management  
Boulder, CO  
303-449-0064

Amy N. Taege  
Coldwell Banker  
D'Ann Harper  
San Antonio, TX  
210-483-7004

Jodi S. Talaro  
Property Professionals  
Hawaii  
Hilo, HI  
808-935-4411

Tony L. Taylor  
Pacific Realty  
Group, LLC  
Honolulu, HI  
808-957-0777

Erlin Taylor  
A & G Rental  
Management, LLC  
Portland, OR  
503-241-0676

Leigh Teichman  
Sellstate Ace Realty  
Lafayette, CO  
303-717-7195

Julie Thall  
Julie Thall, Property  
Management  
Redwood City, CA  
510-915-3400

Joan Thompson  
Clients First Realty, LLC  
Phoenix, AZ  
623-455-3658

Tracy Thompson  
Tracy Thompson  
Property Management  
Phoenix, OR  
541-227-1146

Jennifer M. Toler  
Steel Blue Property  
Management  
Cypress, TX  
281-213-6260

Elizabeth Tronick  
Grace Management &  
Investment Corp.  
Thornton, CO  
303-255-1990

Paola Valencia  
Residential Rentals  
Murrieta, CA  
951-698-1667

Catherine Viggiano  
Prestige Management  
Services, LLC  
Malakoff, TX  
409-572-2550

Nathan Watanabe  
Xpand Realty &  
Property Management  
Las Vegas, NV  
702-933-9330

Norman P. Wehner  
Real-Trust-Associates  
North East, MD  
410-287-1260

Marie Williamson  
Williamson Property  
Management  
PEureka, CA  
707-407-9878

Helen Wnuk  
Properties West  
Realty, LLC  
Cashion, AZ  
623-932-2491

Brian Zeisloft  
CenterPoint Property  
Management  
Boise, ID  
208-869-5909

## **JUNIOR MEMBERS**

Michael Fonti  
Urban Pioneer Property  
Management, Inc  
San Francisco, CA  
415-814-2357

Ryan Gilbert  
Urban Pioneer Property  
Management, Inc  
San Francisco, CA  
415-814-2357

Antonios C. Kasaris  
Urban Pioneer Property  
Management, Inc  
San Francisco, CA  
415-814-2357

Janelle J. Nielsen  
Real-Time Leasing, LLC  
Burnsville, MN  
952-808-9700

Minas Zoulis  
Zoulis Properties, Inc.  
Baltimore, MD  
240-391-4242

**Continued next page**

# 3,870 MEMBERS

**DON'T FOREGT,  
BY REFERRING NEW MEMBERS,  
YOU CAN EARN NARPM® AWARD CERTIFICATES  
THAT CAN BE USED FOR  
ANNUAL DUES, UPCOMING EVENTS, AND  
EDUCATION CLASSES.  
SEE PAGE 26.**



# MEMBERSHIP Growth *(Continued from page 23)*

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM JANUARY 20 - FEBRUARY 20, 2012.

## STUDENT MEMBERS

Olivia Garner  
Real Estate Trainers, Inc  
Yorba Linda, CA  
800-282-2352

In The Field  
Technologies  
Charles Lehosit  
Atlanta, GA  
678-523-7056

RentRange, LLC  
Stephen Angelis  
Columbus, OH  
614-906-4212

Michelle Jorgensen  
West USA Realty  
Revelation  
Chandler, AZ  
480-722-9800

Carrie Sexton  
Rocky Mountain  
Property Management,  
CRMC®  
Loveland, CO  
970-669-0842

## AFFILIATE MEMBERS

Carrington Property  
Services  
Renee Deane  
Santa Ana, CA  
949-517-5000

Inspection Experts,  
Inc. (IEI)  
Tiffany Lederle  
Elkridge, MD  
816-807-6376

**SUPPORT STAFF**  
Stacey Arrington  
Arrico Realty &  
Property Management  
Brandon, FL  
813-662-9363

Ko Norasing  
Prudential  
Locations, LLC  
Honolulu, HI 96815  
808-738-3100

Heidi Springer  
Residential Property  
Management of Idaho  
Boise, ID  
208-322-7979

Quanex Building  
Products Corporation  
John Reuter  
Solon, OH  
216-910-2872

Gina Reyes  
Urban Pioneer Property  
Management, Inc  
San Francisco, CA  
415-814-2357 x107

## BENEFITS OF JOINING

- Business Building Referrals
- Networking Opportunities
- Industry-Related News
- Annual Convention and Trade Show
- Leadership Training
- Regional/State Conferences
- Educational Opportunities
- Nationally Recognized Professional Designation Program
- Local Chapters
- National & Local Affiliates
- Award-Winning Publications
- International Web Exposure

## HELPFUL HINT FOR OUR MEMBERS: MAKING A LINK



When creating links back to a website from other websites, if you don't write out the full website address (for instance, <http://www.narpm.org>) it doesn't add to the search authority. It's a little like not having the full mailing address on an envelope. It may, or may not, get there in a timely manner.

So, while the link [narpm.org](http://www.narpm.org) or [www.narpm.org](http://www.narpm.org) will take you to the website, Google won't recognize it as a static link and it won't increase your search authority. The search authority makes your website more accessible to search engines. More information about SEO (Search Engine Optimization) is available: Brown, J. (2011, Oct/Nov, Volume 22, Number 10). Social Media's Impact on SEO. *Residential Resource*, 8-9.

So, if you are putting a link to the NARPM® site from your site, make sure to include the <http://> at the beginning.

# DESIGNATION Classes

DEMONSTRATE THAT YOU HAVE EXPERT KNOWLEDGE ABOUT RESIDENTIAL PROPERTY MANAGEMENT.

## Interested in Sponsoring?

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

DATE	LOCATION	CLASS	INSTRUCTOR
4/19/12	Boise, ID	Owner/Client Essentials	Suzanne Cameron, MPM® RMP®
4/20/12	Boise, ID	Maintenance: Basics and Beyond	Tony Drost, MPM® RMP®
4/20/12	Boise, ID	Owner/Client Relations Advanced	Suzanne Cameron, MPM® RMP®
4/20/12	Boise, ID	Ethics	Marc Banner, MPM® RMP®
4/25/12	Frederick, MD	NARPM® 101: Basics of Property Mgmt	Kit Garren, MPM® RMP®
5/23/12	San Antonio, TX	Marketing	Betty Fletcher, MPM® RMP®
5/23/12	San Antonio, TX	Tenancy	Darryl Kazen, MPM® RMP®
5/24/12	San Antonio, TX	NARPM® 101: Basics of Property Mgmt	Betty Fletcher, MPM® RMP®
5/24/12	San Antonio, TX	Ethics	Brian Birdy, MPM® RMP®

**Online Designation Courses** are now available through OMG Distance Learning. For information and/or to enroll visit [www.narpm.org/education](http://www.narpm.org/education).

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

## FEES (subject to change)

ⓐ hour Course	Early Registration*	Registration
Member	\$195	\$250
Non-member	\$295	\$350
Retake	\$75	\$150
RMP®/MPM®	\$100	\$150
Candidate	\$180	\$250

## ⓑ hour Ethics

Member	\$45	\$45
Non-member	\$95	\$95

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

## COURSE INFORMATION

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

## CANCELLATION POLICY

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

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

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City/ST/Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_

**Register for Classes**

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

**Method of Payment**

I have enclosed a check for \$ \_\_\_\_\_ Check # \_\_\_\_\_

Please charge my credit card in the amount of \$ \_\_\_\_\_

Visa    MasterCard    Discover    American Express

Name of Cardholder \_\_\_\_\_

Signature \_\_\_\_\_

I authorize NARPM® to charge my credit card.

---

All information below this line will be shredded

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

# AMBASSADOR Program

EARN REWARDS AND ACHIEVE AMBASSADOR STATUS FOR REFERRING NEW NARPM® MEMBERS.

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

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

## 2012 AMBASSADORS

Robert Locke, MPM® RMP®  
Kevin Martin, RMP®

Harry Heist  
Christina Hogan, MPM® RMP®  
Bradley Isa, RA

Chantal Bachar  
Karlus Henry  
Lisa Saunders

Dawn Crawford  
Peter Meer, MPM® RMP®

## JANUARY 20 - FEBRUARY 20, 2012

### REFERRING MEMBER

Leesa Rispoli  
Leesa Rispoli  
Jason Born  
Tammy Tropiano, RMP®  
Bradley Isa, RA  
Deb Newell-Wagley, MPM® RMP®  
Wanda Franklin, MPM® RMP®  
Bryan Jenkins  
Paul Arrington, RMP®  
Lori Hermansen  
Tina Lopez  
Gail Moncla, MPM® RMP®  
Jeanie Croes, MPM® RMP®  
Colleen Kessler  
Don Hutton  
Mike Mengden, MPM® RMP®  
Chuck Fazio  
Peter Meer, MPM® RMP®  
Peter Meer, MPM® RMP®

### NEW MEMBER

Anna Entz  
Amy Nicole Taege  
Julie Thall  
John M. Durham  
Ko Norasing  
Janelle Jean Nielsen  
Franklin McDaniel  
Martha K. Penn  
Laura "Liz" Cleyman  
Richard E. Redman  
Agi Anderson  
Rebekah J. Mossow  
Rebekah J. Mossow  
James Collopy  
Steve Duerre  
Jennifer M. Toler  
Michelle Jorgensen  
Jon Farnlof  
Ed Fronheiser

### REFERRING MEMBER

Rick Ebert, MPM® RMP®  
Conrad Bennett  
Erin Buchanan  
Anthony Langley  
Rick Ebert, MPM® RMP®  
Tiffany Arrington  
Nick Clark  
Corey Van Dyke  
Patricia Moore  
Michele Rozinek  
Douglas Maschoff  
Marc Cunningham  
Taylor Lembi  
Taylor Lembi  
Taylor Lembi  
Paul Arrington, RMP®  
Brian Shaffer  
Eric Wetherington  
Bryan Jenkins

### NEW MEMBER

Shelly Lynn Longoria  
Matthew Greeves  
Joan Thompson  
Renee Deane  
Rebecca Panacci  
Seann Bates  
Tennille McVetty  
Rosa Cortes  
Kevin Kirwan  
Ian Joseph  
Ramon Gonzalez  
Elizabeth Tronick  
Gina Reyes  
Michael Fonti  
Ryan Gilbert  
Stacey Arrington  
Brian Zeisloft  
Doug Rock  
Vicki Baker Sims

# HOW CAN 5=200?



All information you need is at <http://www.narpm.org/join/> or you can scan the QR code at right with your smartphone or tablet using a QR code reader app.



What Do the Most Successful  
NARPM Property Managers  
Have in Common?

# The Answer is Propertyware.



Don't just take our word for it. Find out why Propertyware is  
the proven solution for managing and growing your business.



"The leasing and business development team at PRANDI are about 20% more productive thanks to the mobile iPad app from Propertyware!"

Melissa Prandi, MPM®, RMP®, PRANDI  
Property Management, Inc., CRMC®,  
PropertyADVANTAGE



"Propertyware provides exceptional features that save time and makes us look like heroes in the eyes of our tenants and owners."

Betsy Morgan, MPM®, RMP®, PTM™,  
Prudential Tropical Realty



"What cemented our decision was Propertyware's ability to track, measure, analyze and report on our overall effectiveness."

Kit Garren, CPM®, MPM®, IPM Corp



"Since updating our web site with Propertyware's Web Site solutions, we have more than doubled the number of properties we manage!"

Deb Newell, RMP®. Real-Time Leasing

Join the ranks of successful NARPM property managers who choose Propertyware, the complete solution for simple, streamlined, profitable property management. One web-based solution can do it all:

- Attract more customers online
- Engage prospects with your web site
- Screen tenants with confidence
- Save time with customer portals
- Simplify accounting efforts

Experience the power of property management made simple.

Call  
1-866-642-9399  
to learn more

or visit us at  
[www.propertyware.com](http://www.propertyware.com).

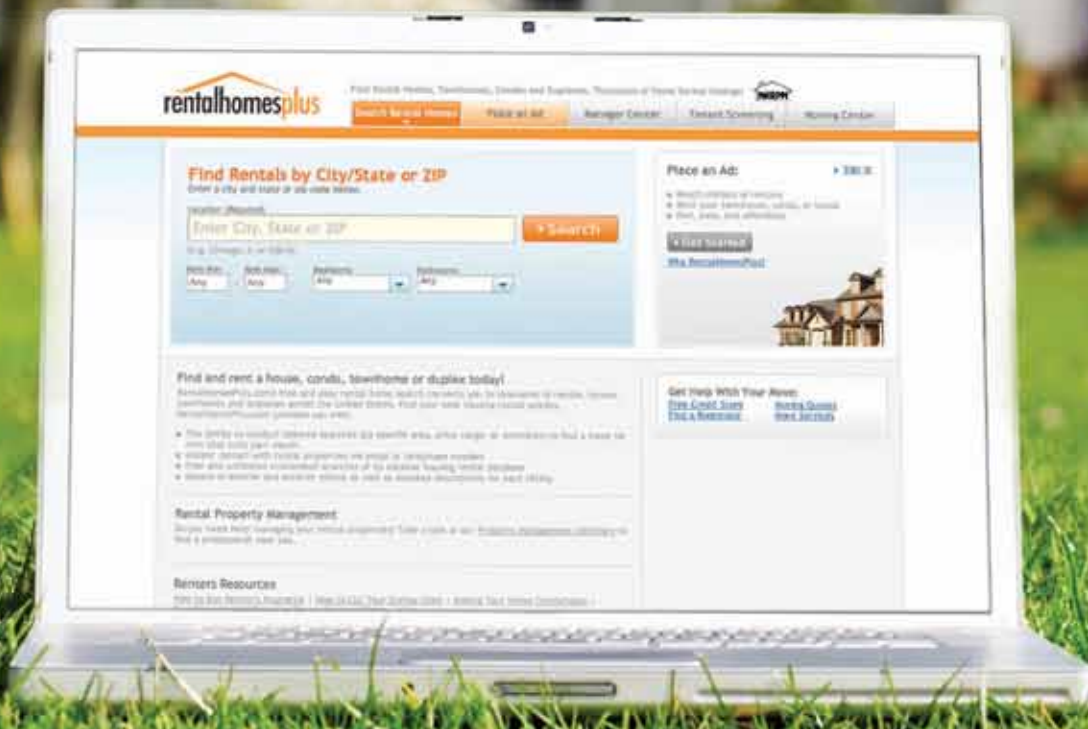
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