

p7 Follow your progress by implementing a property management Dashboard.

p11 Are you using the right metrics to find the next great employee?

p14 Do you employ security measures to prevent falling victim to property offenses?

RESIDENTIALResource

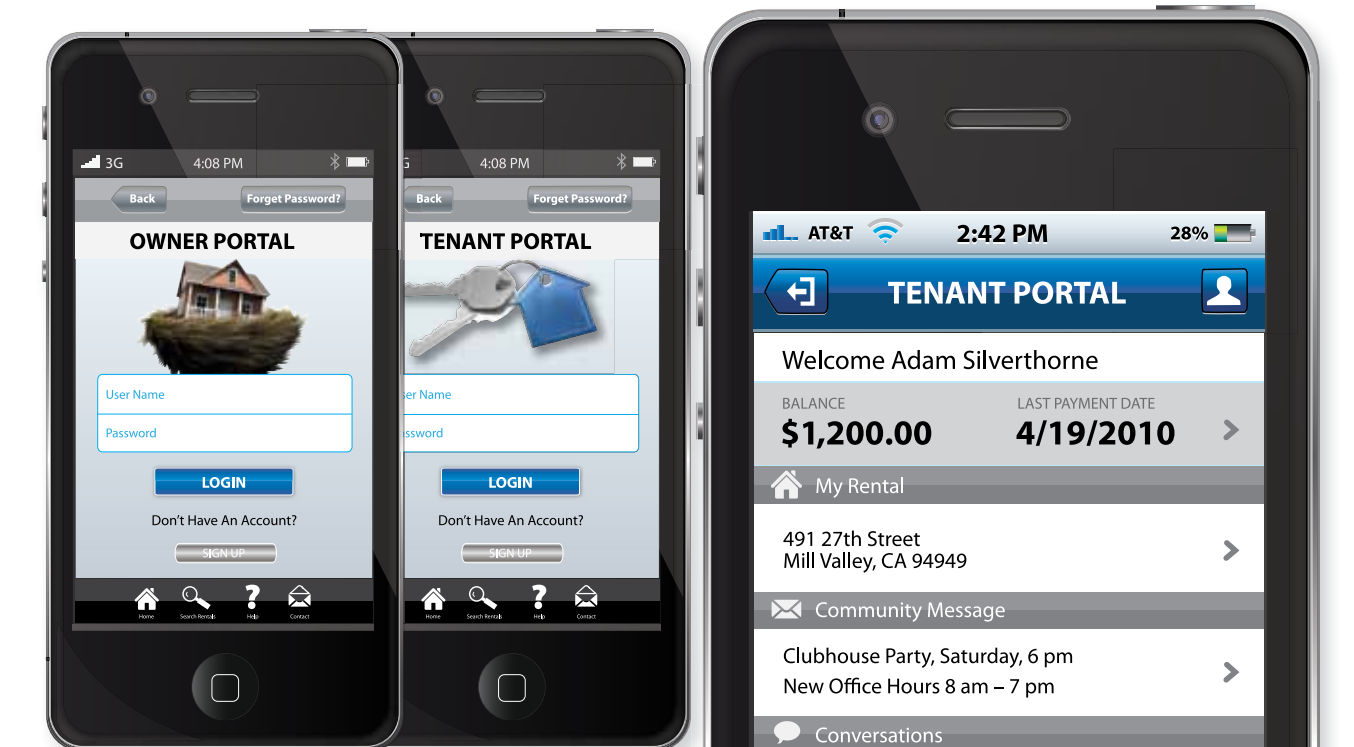


THE OFFICIAL MONTHLY NEWS MAGAZINE OF THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS

Driving Without A Dashboard

It is especially important when growing a company to closely track its progress. Developing a customized company Dashboard provides the tool to accomplish that need. **PAGE 7**

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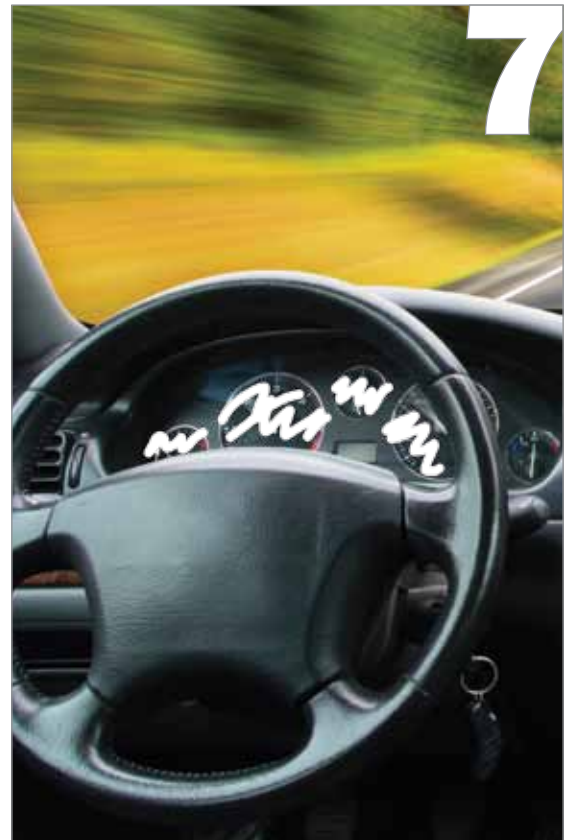


IN THIS ISSUE September 2012

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

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HURRY! REGISTER FOR THE PAST PRESIDENTS' GOLF TOURNAMENT

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EDITORIAL MISSION

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

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

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

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PRESIDENT'S Message

“I strongly encourage everyone to participate in your chapter events. To all of the chapters that are hosting great networking events – keep it up!”

LEADERSHIP
BY *example*



Back in July, I was invited to and attended the SW Idaho Chapter's white water rafting trip. It was absolutely amazing! NARPM® members from all over the country were in attendance. I already knew a handful of them and also had the pleasure of meeting many new people. As always, everyone was so welcoming and friendly. Afterward, we all went to one of the member's homes for a barbecue and a night of camping.



The following week, I attended the Sacramento Chapter luncheon. I was greeted by a NARPM® member at the airport, visited several property management offices, met a group of NARPM® members for dinner, and was given a tour of California's capital city. The following day was the luncheon, where I gave a presentation about the state of NARPM®. I felt like I had been a member of that chapter all along.

While it was a lot of fun, it was a great learning and growing experience for me. There are very few organizations that provide quality education and networking coupled with the generosity of its members.

I strongly encourage everyone to participate in your chapter events. To all of the chapters that are hosting great networking events – keep it up! If you are in a chapter that does not offer networking events outside of the regular monthly or bimonthly meet-

ings, I encourage you to become creative. Many events can be put together with a \$0 budget. Events don't have to be formal and can include anything from a day on the beach to a night at the bowling alley. Your affiliate members will especially appreciate this time as it provides them the opportunity to speak with the members on a more personal level.

For more ideas on how to host an event, please contact your Regional Vice President (RVP) or national. They are always happy to help.

Lastly, I must remind everyone to register to attend the convention next month if you have not already done so. I hope to see you there!

A handwritten signature in black ink that reads "Jayci Grana".

Jayci Grana, MPM® RMP®
2012 NARPM® President

NARPM®'S FINEST by *President Grana*

This month I would like to recognize Marc Banner, MPM® RMP®, of Realty Management Associates, Inc. CRMC®.

His company was the first to receive the CRMC® designation in Idaho. He was also the first to receive the MPM® designation in Idaho. He was the National President in 2005 and during his presidency he

introduced many positive changes. He is currently serving as President of the SW Idaho Chapter. We are forever grateful for his many contributions to NARPM®. He is one of NARPM®'s best shining stars.

From the
DESK of the
Executive Director



Gail S. Phillips, CAE

NARPM® is a strong organization thanks to the many volunteers who have supported new initiatives, along with making tough decisions for the betterment of the industry and the organization.

Happy 25th Birthday to NARPM®! You are still young and growing!

In November 1987, Ralph K. Tutor filed the papers to officially form the National Association of Residential Property Managers and in 1988 NARPM® held their first convention. So this means NARPM® will begin a year of celebrating the Association turning 25 years old in October at the National Convention. What a great accomplishment.

Many of the founding members are still active today. Ralph Tutor was the first President of NARPM® and, at that time, was a software vendor. He saw what NARPM® could offer the property management industry and brought together a few of his customers and shared the dream. This is when NARPM® began. These founding members who are still sharing their wisdom and expertise with us are: Karen A. Ebert, MPM® RMP®, Susan Gordon, MPM® RMP®, Peggy Rapp, MPM® RMP®, Terry Robertson, RMP®, and Ralph K. Tutor. These five individuals will be recognized at the convention by receiving their 25 year anniversary pins and certificates. I know I speak for many saying thank you for seeing a dream and forming NARPM®.

NARPM® had a book called *Box of Chocolates for the Property Managers* compiled by Karen Ebert, MPM® RMP®, which has lots of great history. Ralph K. Tutor, the first President of NARPM®, states in the book, "I am truly honored to have been part of what NARPM® has become and I am sure each member of the original group of founders will say the same. When those of us that founded NARPM® look back at where the business of Real Estate Managers was and where it is today, I am sure each of us would agree it is simply staggering." This comment was written in 2003 when NARPM® had 1,500 members. Today, with over 3,800 members, NARPM® is still growing, and continues to make a large impact on single family property managers. The networking and sharing of information is one of the greatest strengths of the organization!

Beverly Browning, MPM® RMP®, from Nashville, TN, who joined in 1988, shared in the book, "Everyone in NARPM® is so willing to share their successes and their failures so that you can learn from both." Wendell Davis, MPM® RMP® from Florida states, "being involved in NARPM® had given me a broader base of knowledge and professional friends that have enhanced both my professional and personal life." If you have not experienced this feeling in NARPM®, make plans to attend the convention in Crystal City (Arlington), VA, in October. See for yourself what a great organization NARPM® is for the members.

Here is a little trivia of NARPM® firsts: The first convention (then called Membership Meeting) was held October 18-20, 1989 in Nashville, TN with 58 attendees (including vendors); the first NARPM® Code of Ethics was written in 1994; the first NARPM® website was created in 1995; the first Chapter Excellence awards were presented in 1994; the first Chapter of the Year went to Sacramento Chapter in 1997; the first New Chapter of the Year award went to West Hawaii Chapter in 1997; and the first core-based Strategic Plan was released in 2003.

NARPM® is a strong organization thanks to the many volunteers who have supported new initiatives, along with making tough decisions for the betterment of the industry and the organization. We continue to see outstanding growth in NARPM® membership. Soon you will see two new education classes offered that deal with Human Resource and Finance. Watch your emails for details.

I hope to see you next month at the convention when we begin the celebration of NARPM® being 25 years strong! 🎉

Gail S. Phillips, CAE

NARPM® Executive Director



Driving Your Property Management Business Without a Dashboard?

Having a car without a dashboard would certainly not be advisable. After all, we need to know how much faster we are going than the speed limit, right? Interestingly, in most cities these days the speed limit is usually dictated by the car in front of us. But, I digress. As much as I hate to admit it, back in 2005 when I went to work full-time for my Internet Listing Service (ILS) creation, RentalHouses.com, I had been in the property management business for many years operating without a Dashboard (at least one without a speedometer of sorts). In those days, I had relied on my monthly QuickBooks™ operating statements to keep track of the performance of my business. Admittedly, I did not very closely follow the trends of my company or keep track of the progress of the monthly fluctuations common to a property management business. While it is true that QuickBooks™ provides some helpful reports including a year-to-date comparison to the previous year as well as some other prior period comparative reports, I finally came to realize that I needed more information to clearly follow the progress of the company and measure how I was doing compared to my company goals. Tracking our company progress during the month was also a metric that was lacking.

In 2006, while working for RentalHouses.com, we hired a CPA to oversee our finances. Previously, I had never had access to a staff CPA. Amongst other important financial tasks, he created a Dashboard or Scorecard. This was a compilation of key metrics, so that we could closely track our progress from week-to-week. I remember how impressed I was with the newly created report, which provided all of us with a quick snapshot of our progress by the week.

When I switched most of my work time to my growing ILS business, I sold off nearly 90% of our management accounts. Now that I am back full-time running my property management business, I have taken that same concept and developed a weekly Dashboard for it. Since I am now on a mission to re-grow our business, I need and desire to closely monitor our progress.

As we all are very much aware, in this business

we have regular fluctuations during each month so monitoring progress from week-to-week is only meaningful when compared with a similar week in a prior month and sometimes not even then.

Beneficial components of a Dashboard for a business are obviously a function of the activities within that company. To better explain the contents of our Dashboard, knowing the activities within my company is important. In addition to single-family home and small apartment building management, we have in-house maintenance, and provide real estate brokerage services. As an aside, but worthy of noting, our in-house maintenance division is our greatest profit center and it serves a very worthwhile benefit to our owner/clients and resident/customers.

The input contents of my Dashboard include the following: Cash in Bank – Company Business Account, Cash in Bank – All Owner Funds, Cash in Bank – Security Deposits, Total Units Managed, New Business (in Units) Month-To-Date, Units Available for Rent, Maintenance Income Month-To-Date, Non-Management Fee (and non-maintenance) Revenue Month-To-Date, Total Company Expenses Month-To-Date, Active Sale Listings, Sales Pending, and Sales Closed.

While the above categories are inputted and tracked weekly, the Dashboard outputs the average rent per unit managed and the percentage of change in portfolio size since the beginning of the year. Not every property management company owner may feel the need to track all of the categories included in my Dashboard. However, developing a weekly tracking mechanism specific to your operation is worthwhile. It also provides a means of following the progress of annual goals during the year while time is still available to make mid-course corrections.

Since our emphasis has been on growth, I am now able to see the overall picture every week. Given that maintenance has become our greatest profit center, the tracking of our gross maintenance revenue is a very good predictor of our bottom



Rob Massey, Jr., CPM, has served as a local Chapter President for: NARPM®, the Institute of Real Estate Management (IREM) and the Apartment Association in his hometown of Louisville, KY. Prior to pursuing the development and growth of the Internet Listing Service, he founded (known as RentalHouses.com), he taught property management and oversaw a large portfolio of rental houses and apartments. Following the acquisition of RentalHouses.com by Primedia, Inc., he served as a consultant for Rentals.com until May of 2011. Currently, he is aggressively re-growing his property management business and is involved in other real estate related web-based ventures. He can be reached at robm@robertmasseyco.com.

Continued on page 23 "Dashboard"

LEGISLATIVE Scoop

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



Dan Scott, RMP®, is a native of Nashville, TN, where he resides with his wife of 36 years, Ann. He is a graduate of Vanderbilt University, and worked over 30 years in the new and used car business in various positions, including owner/operator of two dealerships. He has been associated with Tarkington Company, a 40+ year old boutique real estate firm in Nashville, in residential property management for 10 years. Dan has served the Nashville Chapter in various leadership capacities and is currently Chapter Past President and a MPM® candidate. He serves as Chair of the 2013 Eastern Regional Convention to be held in Nashville in March, 2013.

I hope it can never be said accurately the property management business is in a mess because of intrusion of local, state, and federal governments in our business.

Just Think About It . . .

I've been privileged to work in the small business arena for over forty years, much of the time as an owner/operator. For the last ten years I've worked in residential property management. These experiences shape my perspective on local, state, and federal governments' intrusion in small business and perhaps qualify me to speak about the topic. Obviously, what I share is my opinion, and I realize there are others who may disagree with me. I certainly respect those who hold dissenting opinions! I hope you will find the article thought provoking, helpful, and worthy of the time it takes to read it.

At the foundation of law and regulation affecting our businesses are office holders and their appointees. With elections right around the corner I thought I'd share a little of the process I follow in determining which candidates will get my vote. It goes without saying but I'll say it anyway, "Register and vote or forever hold your peace!" Generally, I think there are two types of candidates, and it may surprise you those types are not Democrat or Republican. Rather, they are BIG GOVERNMENT TYPES or SMALL GOVERNMENT TYPES. Let me explain. I think a big government type thinks he or she needs to propose and enact specific law and regulation that will give government more and more control of small business. For example, my city council passed an ordinance several years ago requiring all residential property owners to register with the government each property owned and to pay an annual fee for properties owned. This is, I think, a door opener for all kinds of government control of our businesses. Big government types sponsored, promoted, and voted for this legislation. Depending on how this regulation is used, it alone can account for expansion of or even creation of new departments for enforcement and that means more government workers, more taxes, and less freedom for us. A SMALL GOVERNMENT TYPE on the other hand is for less intrusion of government in our businesses, and would oppose the aforementioned ordinance recognizing its detrimental consequences to small business and to the taxpayer. Furthermore, a SMALL GOVERNMENT TYPE will, in all likelihood, recognize small business to be the

locomotive of our economy and will not want to burden the economy with unnecessary law and regulation. The SMALL GOVERNMENT TYPE is apt to stem the tide of this growing plague on our business. In 1988, according to an article by Scott Shane in *The American* entitled "Small Business, Big Regulatory Burden," small business owners reported to The National Federation of Independent Business that "unreasonable governmental regulations" was only the 22nd most important problem small business owners faced. In 2008, they said it was sixth. Wonder what place it is in now?

Before leaving the topic of government regulation, let me mention what I consider to be the best regulation I, as a small business person, can employ to best serve the interest of my clients, renters, my firm, and myself – self-regulation. We have a great guide for self regulation in our NARPM® Code of Ethics. The code covers our duty to protect the public, duty to our clients and tenants, and the accompanying standards of professionalism. I suggest we review them often, and even share them with our lawmakers at every level. You never know if in so doing we might save ourselves another unnecessary law or regulation!

I was watching a TV talk show recently and heard the host say, "Our Health Care System is in a mess." This statement caused me to think, "Is it really in a mess, and if so why?" Frankly, I'm thankful for what I think are the finest collection of physicians and health care facilities in the world right here in the USA. I understand folks from all over the world come to our country for treatment. So why would it be said that our health care system is in a mess? I concluded because of those others than medical professionals involved in the system directly or indirectly making legislation and regulation – local, state, and federal government intrusion. I hope it can never be said accurately that the property management business is in a mess because of intrusion of local, state, and federal governments in our business. Thomas Jefferson once said, "The natural progress of things is for liberty to yield and government to gain ground." JUST THINK ABOUT IT. . . 🇺🇸

LEADERSHIP
BY *example*

NARPM® 2012 24th Annual Convention and Trade Show

October 17 - 19, 2012
Hyatt Regency Crystal City
Arlington, VA

Be a Star! See page 23 regarding a special request for your 80's photos.

Join with our 2012 industry partners for this fabulous event. You can't afford to miss this opportunity for learning, networking and just plain fun.

You do not have to be a NARPM® member to attend, but you must register. Registration is available at <http://www.narpm.org/conferences/annual-convention-trade-show/index.htm> or call 800-782-3452 for more information. Sign up today!

Tell your friends about NARPM®. They can join by filling out the online membership application at <http://www.internetmember-services.com/NARP/APPLICATIONS/join.html>

THE CONVENTION FEATURES:

- President's Celebration at the National Zoo;
- Education Classes;
- Workshops;
- Internationally Renowned Speakers;
- 3rd Annual Charity Golf Tournament;
- Gala Celebrated with an 80's Party;
- Visit Historic Attractions on Your Own;
- Network with Other Property Managers;
- Trade Show with Exhibitors.



National Association of Residential Property Managers



National Association of Residential Property Managers

24TH ANNUAL CONVENTION REGISTRATION • OCTOBER 17–19, 2012 • ARLINGTON, VA

1 REGISTRATION INFORMATION *(please type or print - one registration form per person)*

Name: _____ Name for badge: _____

Company Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____ E-mail: _____

Is this your first NARPM® convention? Yes No

Are you a current NARPM® member? Yes No

SPECIAL ASSISTANCE

- I will require special assistance.
- I have special dietary needs and request a vegetarian meal.

2 REGISTRATION FEES IREM® members check this box to receive NARPM® member pricing.

	Members		Non-members	
	Early Bird Discount Postmarked by 9/17	No Discount After 9/17	Early Bird Discount Postmarked by 9/17	No Discount After 9/17
<input type="checkbox"/> Entire Convention <i>(President's Celebration & Gala not included. See Optional Events below.)</i>	\$395	\$465	\$500	\$600
Single Day Registration <i>(Includes full day's events with meals.)</i>				
<input type="checkbox"/> Wednesday	\$100	\$200	\$170	\$270
<input type="checkbox"/> Thursday	\$200	\$270	\$300	\$370
<input type="checkbox"/> Friday	\$200	\$270	\$300	\$370
OPTIONAL EVENTS <i>(Not included in registration fee.)</i>				
<input type="checkbox"/> Business Development Training	\$99	\$150	\$300	\$400
<input type="checkbox"/> President's Celebration	\$95	\$110	\$125	\$140
<input type="checkbox"/> Trade Show ONLY <i>(AM or PM Thursday or Friday admission. Does not include meals.)</i>	\$50	\$50	\$50	\$50
<input type="checkbox"/> Friday Gala	\$75	\$95	\$95	\$125
<input type="checkbox"/> Team Discount*	- \$50	- \$50		

(See separate education registration form for 6-hour class registration!) **Registration Fees SUBTOTAL \$** _____

3 EXTRA GUEST TICKETS *Available only with accompanying Entire Convention registration.*

(Note: One ticket is included in Entire Convention registration.)

	Member	Non-member
Wed. Reception & Trade Show _____ (# of tickets) x \$45 = \$ _____	\$45 = \$ _____	\$65 = \$ _____
Thursday Breakfast _____ (# of tickets) x \$30 = \$ _____	\$30 = \$ _____	\$50 = \$ _____
Thursday Lunch _____ (# of tickets) x \$45 = \$ _____	\$45 = \$ _____	\$65 = \$ _____
Friday Breakfast _____ (# of tickets) x \$30 = \$ _____	\$30 = \$ _____	\$50 = \$ _____
Friday Lunch _____ (# of tickets) x \$50 = \$ _____	\$50 = \$ _____	\$70 = \$ _____

Extra Guest Tickets SUBTOTAL \$ _____

4 CONVENTION PIN _____ (# of pins) x \$5 = \$ _____ **Pin SUBTOTAL \$** _____

5 TOTAL FEES \$ _____

6 METHOD OF PAYMENT

Check # _____, payable to NARPM®, enclosed for Total Fees amount listed above.

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

Cardholder Name: _____ Signature: _____

I authorize NARPM® to charge my credit card.

----- All information below this line will be shredded. -----

Card Number: _____ Exp. Date: _____ Security Code: _____

Pre-registrations **must** be postmarked or faxed by 11:00 pm Eastern Time on September 17, 2012. After September 17, 2012, send the higher fee shown. **Do not** send registration to National after September 28, 2012. Instead, register on-site at the convention.

*TEAM DISCOUNT

When two or more NARPM® members from one office register for the **entire convention**, the **second and each additional** registrant receive a \$50 discount for their **entire convention** registrations. Registration forms and payment **must** be received at the same time. To receive discount, registration must be done directly with National, **not online**.

EASY WAYS TO REGISTER

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

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

ONLINE - Visit www.narpm.org and log in to the Internet Member Services (IMS) section.

See **POLICIES on the online registration form at http://www.narpm.org/docs/conferences/2012_convention/12regform.pdf**.

Mary S. Doe

John O. Smith

The Selection Process The Next Great Employee

The nation is in the midst of a Presidential campaign. The voters are weighing what each of the candidates has to say. They are considering their strengths and past experiences in the hope of choosing the best candidate to lead the nation and deal with as yet unforeseen future issues. One good quality crystal ball could easily speed up this process and at the same time insure that the best choice was made.

Our property management company is currently dealing with a similar selection process but on a much smaller scale. We are actively seeking a new employee. Our ad was successful in soliciting a great many candidates. We have reviewed their resumes and we are in the process of interviewing. Once the phone and in-person interviews are completed we are hoping to choose the best candidate to meet the growing needs at our office. That crystal ball sure would come in handy right about now.

In selecting a new employee it might seem at first that you'd simply want to find another person with all the qualities, skills and job experience that your most effective current employees possess. However, this may be the perfect time to take a step back and consider: is it job experience and skills you want to interview for or innate qualities? Yes, if you were to hire someone whose previous job exactly matched the job opening you have – their learning curve would be short and your cost to train them would be minimized. The new employee would be “up and running” in no time. Isn't that the perfect solution? Maybe not.

Why did this person leave that previous job? Were they ready for a new challenge? Were they bored? Were they not achieving success and feeling gratified? Had they reached their maximum ability?

Mike Nelson, one of our break-out session presenters at the Seattle National Convention, advised that you interview and hire for certain core qualities and then teach the specific skills you'll need the employee to perform.

Don't we all want an honest employee? When training a new employee, which would be easier to train: honesty or how to operate your scanner/fax/copier machine? Aren't analytical/problem solving abilities and following through more desirable than previous experience with your property management software? What about a commitment to a high standard of their work product? Integrity and doing what they say they are going to do?

Don't you agree that motivation to learn new things and the flexibility to stretch into new job responsibilities as the company grows and meets new and yet unforeseen challenges is more essential than knowing how to prevent garbage disposal jams? It's quick and easy to teach someone how to prevent disposal jams. We have it written in our website and in our Preventative Maintenance handout. However, motivation and flexibility is not as easy to teach.

Rather than jumping to just fill the vacancy and get some additional helping hands, we took a step back to consider all this. Ultimately we agreed with Mike Nelson's sage advice. We decided to interview for those core qualities which were closely aligned with the values of our company. We wanted to select an individual who would bring those values with them to the job. If we could find that person, then we would gladly invest the time and energy to train them in the particulars of our practices, policies and software.

However, the decision to choose this course of action requires a much different set of interview questions. Instead of asking about their Excel skills we wanted to solicit information about the candidate's potential for excelling in property management. We now weren't so interested in whether the candidate knew the Honolulu Board of REALTOR's Rental Agreement inside and out – we wanted to know, were they able to deal with frequent interruptions and have the patience and perseverance to quickly readjust priorities while having the commitment to return and follow through with the issue they were pulled away from.

Practically speaking, no one is going to submit a resume which says that they have poor communication skills, dislike people, lack honesty, motivation and initiative and hate the reading, writing and computer skills required in an office setting. The resume is where you will learn how long they stay at a job, what kinds of work responsibilities they had in previous jobs. Is the person expanding their skills and knowledge base or does it seem they haven't “found themselves” yet? Do they have a job history of ever increasing responsibilities? Did previous jobs require problem solving, working weekends, writing reports, following through on issues which took a long time to resolve?

Preparing a list of questions in order to uncover the



Claudia Host, RMP® candidate, works for Woodstock Properties Inc. on Oahu as Special Projects Coordinator. She is a Hawaii State Licensed REALTOR® Associate and belongs to the National Association of REALTORS® (NAR), the Hawaii Association of REALTORS® (HAR), the Honolulu Board of REALTORS® (HBR) and is an Oahu Chapter NARPM® member. She has become the “web-mister” for the Oahu Chapter of NARPM! Claudia and her husband sailed their 44 foot sailboat from Rhode Island to Hawaii 8 years ago, transited the Panama Canal, and survived the tsunami in March 2011. They continue to “live aboard” in Waikiki.

Continued on page 12 “Employee”

Continued from page 11 “Employee”

candidates core values was a challenge. In case you too are considering the search for a new employee, we would like to share some of those interview questions. However, please be advised that you will want to listen not only to the candidates answers but what they are not saying. Perhaps most important is to listen for what are the core values that are coming through beneath their words and in the examples they describe to you.

1. Communicating with understanding, accuracy and confidence – does the candidate listen to your question? When they answer, are they answering the question you asked? Do they speak with confidence? Are they sitting up straight and maintaining good eye contact? Does their response seem like a rehearsed answer or an authentic answer? You might ask: “Tell me about an incident when you resolved a problem that could have escalated but your communication skills helped make the difference.” Remember, it’s okay for the person to pause in silence while they gather their thoughts prior to answering. In fact, being comfortable with pauses in the conversation, says a lot about the person’s self-acceptance and poise. You might also ask: “Why do you think it would be important to maintain accurate notes when dealing with a potential insurance matter?”

2. Follow through and persistence is basically staying with or continuing to return to a project until it is resolved or concluded. With all the interruptions and distractions that is the normal daily work environment, this may be one of the most important qualities. Without the determination to bring an issue to resolution, small problems can become incredibly large and expensive – a lack of response can even be construed as negligent. You might ask: “Tell me about an achievement of yours that was particularly difficult to attain.” “What was it that kept you with your nose to the grindstone when this challenge became difficult?” “Weren’t you tempted to wait and see if this problem would just solve itself?” “How did you feel when you finally brought this project to fruition?”

3. The personal standard of work product to which one holds themselves can vary greatly from person to person. This is their standard, not what the boss or company imposes, but rather the internal standard that tells the employee, the job is done. Are they motivated to achieve a standard of excellence? Or is “good enough” the degree of competence and completeness you expect from a fully trained and minimally supervised employee? Once trained, will you be able to trust that this employee will conduct themselves to the highest possible standard? Can you count on them to double check their facts and to review their written communications before sending? Will this person be willing to ask for verification if they have a doubt or will they assume that it will be no big deal if their assumption is wrong? You might ask: “Tell me a time when you went the extra mile for a customer.” “Why did you make that extra effort?” “Explain how you would go about increasing customer loyalty?” “What are some strategies for reacting or responding to a bad

Continued on page 21 “Employee”

JOIN US FOR GOLF!

THE 2012 GOLF TOURNAMENT BENEFITS THE
ALS ASSOCIATION AND THE CORPORATE ANGEL NETWORK

DON'T WAIT TO REGISTER!




HELLO NARPM FRIENDS !

Time is running out! Don't delay - there are just a few short days left to sign up for the October 16th Past Presidents' Charity Golf outing - the deadline is September 8th. All skill levels are welcome. Exciting new contests are planned throughout the day to add to the fun. The registration fee includes continental breakfast and full course lunch with Carolina-style Old Hickory barbeque, fried chicken, potato salad, baked beans and more. Don't miss out on this great opportunity to network with colleagues in a relaxed, casual setting while supporting two very worthy charities.

OLD HICKORY GOLF CLUB

Old Hickory Golf Club, named “one of the must play courses of the Middle Atlantic” (Golf Styles Magazine), is the perfect location for the upcoming event. Tournament co-chair Rose Thomas recently had the opportunity to visit the Old Hickory course in Woodbridge, Virginia. She reports that the venue is even more beautiful than these photos convey. The Par-72 championship layout is the work of architect Tim Freeland and features bent grass from tee to green; the charming turn-of-the-century style clubhouse overlooks the 18th hole..

SPECIAL THANKS

Special thanks to our golf tournament sponsor, Propertyware, for your support. We also would like to sincerely thank the members, vendors, and chapters who have stepped up and made donations to the designated charities. For those who have not sent a donation yet but would like to, there is still time - go to www.narpm.org/userdocs/12golfplayer_reg.pdf to download the registration/donation form. Vendors still interested in donating prizes or sponsoring a hole contest, please contact Rose Thomas at rose.thomas@pmpbiz.com or Kit Garren at kgarren@ipmhoa.com. 

“.....
*Old Hickory is one of the
must play courses of the
Middle Atlantic.*.....”
Golf Styles Magazine



The past presidents of NARPM® invite you to join them at their annual Golf Tournament to benefit local charities of their choice. This year's event

will take place on October 16, 2012.

Fore!

SPONSORSHIPS

Thank you to our golf tournament sponsor for their support!



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- Friend of the ALS Association**
Help us help the ALS Association with a suggested donation of \$100 or a \$_____ donation of your choosing.
- Friend of the Corporate Angel Network**
Help us help the Corporate Angel Network with a suggested donation of \$100 or a \$_____ donation of your choosing.

GOLFERS

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



NARPM® 24TH ANNUAL CONVENTION PAST PRESIDENTS' GOLF TOURNAMENT OLD HICKORY GOLF CLUB, 11921 CHANCEFORD DRIVE, WOODBRIDGE, VA

In the interest of networking and fellowship, the tournament director will place all players on a team based on their ability. Please note that the Old Hickory Golf Club does have a dress code and no jeans are allowed.

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THIS YEAR'S CHARITIES



Tournament Chairs Rose Thomas, MPM® RMP®, and Kit Garren, MPM® RMP®, have chosen two equally worthy organizations.

Rose selected the ALS Association - DC/MDVA Chapter in honor of her brother Tony, who has been bravely battling amyotrophic lateral sclerosis (ALS - also known as Lou Gehrig's disease) since 2008. Tournament proceeds will be used to establish a fund in Tony's name which will provide financial assistance to patients for expenses not covered by insurance, such as special equipment and modifications to their homes.

The Corporate Angel Network is Kit's charity of choice. This non-profit organization's sole mission is to help cancer patients access the best possible treatment by arranging free travel on corporate jets to transport patients to specialized treatment facilities across the country. The assistance provided not only improves patients' chances of survival but also reduces the emotional stress, physical discomfort and financial burden faced by the patients and their families. Kit and his wife Marilyn lost their daughter Jessie to a rare form of cancer in 2008, but experienced firsthand the life-extending services of the Corporate Angel Network and their caring network of volunteers.



National Association of Residential Property Managers



Joseph Killinger, partner at the Rent Rite Directory (RRD), is no stranger to instances of property damage, property crime, skips, evictions, and proxy renters, through his 20 years of Real Estate Experience. He and business partner, George Pino, created the RRD's Incident Reporting Database to keep track of these instances for free. Killinger also owns Commercial Brokers International, Learning Links Centers, and the Education Advantage Foundation; all socially responsible companies aimed towards protecting their communities.

Taking Necessary Steps to Fully Protect Your Investment Properties

Apartment and condo community crime rates are on the rise, as developments without adequate security measures or properly screened tenants, are falling victim to on-property offenses. Simple safety measures and precautions can be taken to ensure that neighbors and residents are safer in their homes, and that as Property Managers, you have all of the information needed when making leasing decisions.

Some items to consider are: does the property have security cameras? If not, is the area outside well-lit? If the entrance is not gated, and there is no money in the budget to do so, how are the individual locks kept up-to-date? Do managers hold community meetings to provide information on how residents can protect themselves and their families? Using the community to help report suspicious activity, and follow their instincts can be greatly beneficial. Make sure the property is working with a Crime Free Program (<http://www.crime-free-association.org/>) and that the managers communicate with Police Departments in their area.

Other items to be aware of:

- Watch out for gross inconsistencies in applications.
- Watch out for Friday afternoon applicants who say they must move in that very weekend.
- Create a Guest Visitation Policy.
- Maintain the community's common areas.
- Know your residents.
- Create House Rules - i.e.: curfew, laundry room and pool operating hours.

Community meetings to educate residents prove extremely beneficial in bringing awareness to the families affected by on-property crime. Communication is key, as well as being properly informed. Certain screening services also work closely with local police departments to issue community alerts to neighborhoods, and send out Amber and Silver Alerts to property managers.

The International Crime Free Association's Multi-Housing Division was created in 1992 in an effort to prevent crime on properties. Local police officers work together with property managers and owners to help educate on proper crime prevention techniques such as: how to properly screen applicants; building design changes that can discourage crime; and also offer manager and community awareness training.

In most cases, police officers are more likely to recommend renting in an area that has completed and implemented the program.

Even if the property is located in what you deem to be a safe neighborhood, it only takes one bad egg to commit a crime that can ruin the reputation of the community. Many crimes committed may not even be from the tenants themselves, but from unauthorized guests or roommates. Proxy renters are also an issue, as they are renters with excellent credit whose name is used on the application and lease documents, but who rent on behalf of someone else who actually moves in to the residence, such as drug dealers, sex offenders and sex traffickers. Remember that any process put in place should be applied across the board with every applicant, not just the ones that you think might be problematic.

Another key to providing a safe community is to perform due diligence with all of your residents. How often do you follow up with references, or even ask for references from your prospective tenants? More importantly, what steps do you take to verify the references given are actually the previous landlord and/or manager? A phone call can make the difference and help you in your leasing decisions. There are also online databases that track lease violations, property damage, skips, and evictions to better prepare screeners for what previous managers and landlords may have dealt with. Remember to run a criminal background check in addition to a credit check, and make sure that wherever you are receiving your information from is Fair Credit Reporting Act compliant. (Note: it is illegal for management companies to pull reports if their offices have not been inspected to provide reports based on their permissible purposes.)

After protecting the safety of everyone involved in your property, other issues to consider that can be caused by on-property crimes are: decline in property values, the costs from a bad resident (repair, eviction) and the loss of valued residents. Remember – communication, education, and shared information are all key aspects of making your investment property as safe as possible for everyone who lives and works there. There are socially responsible companies out there who want to help protect your communities, and your investments. 🏠



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CHAPTER Spotlight

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



Sandra Burkhamer, MPM® RMP®, owner of Burkhamer Property Services LLC, has been in the Real Estate Industry for 38 years. She was licensed in 1974. She has two children, four grandchildren and four great grandchildren. She opened her Property Management office in 2001 and in 2011 her daughter, Kelley Callaghan, joined her in the business. She is also a member of NARPM® and is studying for her Washington State Real Estate License.

Without NARPM®, I don't think I would have had the confidence or the knowledge to do so.

Olympia-Thurston County

This is the first time I have written for the *Residential Resource*. My bio at left will briefly introduce myself to you. As a NARPM® member since 1998, I have served my local Chapter as Secretary and as President and also, my State Chapter as Treasurer and President. I have been nationally involved in the Convention Committee and Membership Committees. I have also been an MPM® and RMP® Mentor.

I was asked to write this Chapter Spotlight for the Olympia-Thurston County Chapter of NARPM®. Trying to prepare to do this I have read some Chapter Spotlights that are just glowing. Our little Chapter isn't quite as accomplished, but it is "my little Chapter." We were established in 1992. We completed our Chapter in Formation with only six members and we now have 18. We have six RMP®s, three MPM®s and one CRMC®. That is quite a line up for a small Chapter. We do have a meeting every month with wonderful speakers. We have put on classes periodically and sponsored the Ethics Class for NARPM® in September 2011 for our area which takes in not only Thurston County, but also Lewis County and Grays Harbor County. In fact, Tom Guyer, MPM® RMP®, who owns/operates T.J. Guyer, Inc. in Chehalis, WA, and I both travel 40 miles or more to get to our meeting every month. Without the Olympia-Thurston County Chapter of NARPM®, Tom and I would have to travel to Tacoma, WA for the Pierce County Chapter meeting or be Members-at-Large which, I believe, would do us a great disservice. We would not have the networking, education and camaraderie that we receive from having a monthly meeting to go to. It sets aside time to get together with people who have the same occupation as we do, learn new things and see old friends.

I opened my own Property Management office when I was 61 years old. Without NARPM®, I don't think I would have had the confidence or the knowledge to do so.

Belonging to NARPM®, and taking advantage of the education classes, designation courses, and networking opportunities has taught me how to be the "Professional Property Manager" in my area. I was just awarded the title "Best Property Management Company in the Twin Harbors for 2012" by our local newspaper who every year prints ballots in the Sunday

Newspaper for one month. These go out to 10,000 subscribers (general public) and they write in who they think is the best in different categories. My company has also been voted, Montesano Business of the Quarter 2003, Montesano Business of the year in 2004 and Grays Harbor Business of the month December 2008. I credit all of this to NARPM® for the professionalism, education and networking over the nearly 15 years I have been a member.

The one company in our Chapter that deserves 100% credit for keeping the Chapter going all these years is Hometown Property Management. It is owned by Andrew Barkis and Danielle Anderson who are two of the original charter members. This company is our sole CRMC® company. They hold three RPM®s and one MPM® designation. They have been the glue that has held us together all these years.

Also Windermere Property Management has been instrumental in keeping us going as Maggie Balagot has been a dedicated member of our Chapter for many years.

We also want to acknowledge some vendor members. Hallee Simpson with Servicemaster always provides us with educational classes on mold and hazardous cleanup. Last, but not least, is Steve Short who has a wonderful carpet cleaning business and is also a Charter Associate member. Landlord Solutions is also an Associate member.

Probably the most exciting thing for our Chapter is that recently new property management companies have attended our meetings, saw what they liked and joined NARPM®.

In our area, we are seeing something amazing. Property management is no longer the ugly stepchild of the real estate companies. We are no longer banished to the back room out of sight. In fact, our local Washington State REALTORS® Association is prompting real estate companies to start up property management divisions. Thankfully, they were smart enough to ask a NARPM® member in a Windermere Company in the Seattle area to work with them.

We are thrilled that the Northwest Regional Conference is being held in Tacoma, WA in April of 2013. Having it so close to us and giving us an opportunity to really participate in putting it on is wonderful. 🏠

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Cory Chinn has over twelve years of experience in the education and training field. Starting as a public school teacher he then moved into the government training sector focusing on homeland security and first responder training. Most recently he joined PropertyBoss as the Training and Implementation Specialist. For more information about Cory or PropertyBoss Solutions, visit propertyboss.com or call 864.297.7661.

The Learning Curve

The myriad of regulations and the liability or potential of fines for not following the rules makes training particularly important in property management. It is of the utmost importance to have a happy, productive team who knows how to leverage the full capabilities of systems and processes to the benefit of both your firm and its clients. Many more resources are expended finding and correcting mistakes than is ever consumed by instruction geared to doing it right the first time.

Training can be provided in a number of different ways, ranging from general overview in-house sessions to more specific formal classroom training courses. The type of training opportunities and additional factors such as motivation, environment, and rewards should be considered when selecting a training program.

IMPORTANCE OF TRAINING

The first and most important question is “What is the return on investment?” Extra money can be scarce, but consider the amount of time and money that could be saved if your employees were better trained. For example, if you use Microsoft Excel and have no idea how to use the formula functionality you may spend time doing things manually that could be generated automatically. This effect is amplified many times with a more dedicated software management tool.

Training is especially important with a more customizable product with rich functionality. An employee who understands the program’s capabilities and how best to implement these capabilities can improve your bottom line. An added benefit is that your employees will feel more highly valued and enjoy their work more.

Unfortunately, the opposite situation often occurs when no training is provided. Users are extremely frustrated and feel powerless leading to anxiety, frustration, and a lack of productivity. Users look for ways to work around the system and become much less productive. Management cannot understand why the reports they need are inaccurate or aren’t helping them understand their business. Worse, management doesn’t see a return on their software investment and either blames the “inept” employees, compromising morale or blames the software, or both. All of this frustration and anxiety can be curtailed at the time of implementation by investing in a training program that is tailored to the

requirements and needs of your company.

TRAINING PROGRAM ATTRIBUTES

• **Software Choices**

What should you look for in a training program? The first area to consider is the software you have chosen.

If the program is relatively simple, little training may be needed. This could include a basic overview of the program’s functionality and offerings. Many times this basic training gives the user a good understanding so they can practice on their own to learn more about the software.

If the software has more functionality, a more in-depth training session as well as follow-up training on the more intricate areas of the system may be required. Spreading this training over a few sessions allows for additional practice and improved comprehension.

Highly customizable software systems often require the most training because employees must not only master the software but also understand how to modify it to emulate their own business processes. Although it may seem daunting at first, a proper training program and participation by employees who understand their own business processes can alleviate the stress of learning a complex system and allow for a system implementation that has the highest payback. Taking the necessary time and spreading the sessions out help focus training not only on the product, but how particular functions will be utilized. Any training program should be customizable and its cost should be a consideration during the purchase process.

• **Training Program**

You should consider both your company’s needs and the needs of individual users when developing a training plan.

One of your first considerations should be what learning methods are available? People learn differently and you should evaluate different methods and determine which method works for your users. The three most common training methods for software are web-based (over the internet/phone), on-site (within your environment), and classroom (usually a neutral site). All have value although one may be selected over another due to cost-effectiveness or its usefulness to the attendee. Barriers to implementation or cost can sometimes be overcome by modifying the way the



training program is utilized.

If only a few employees will use the software they would benefit with specialized one-on-one training with a Subject Matter Expert (SME). This type of training is typically something that can be conducted easily and effectively via web-based training sessions which allows sessions to be spread out and has the lowest overall cost.

Another option is a Train-the-Trainer (T-t-T) model. Select employees who are knowledgeable in the business processes, have a technology aptitude and have a training capability and interest. Have them attend a web session or classroom session and bring that information back to the office. They, in essence, become the SME and can facilitate the training as needed in-house.

Training programs that fit the particular company become even more important as the software is being implemented. If the only option is “canned” or group training, individual needs may not be met. Course offerings should be flexible enough that users have the ability to direct the session to their particular needs and preferences. When more complex programs are in use, sessions should be one-on-one in format so the entire session is dedicated to the user’s specific needs.

A challenge facing many companies is making the training engaging and relevant to the employee. It is not productive to have an employee who manages the work orders and tenant move-ins/outs sit through accounting system details. If the employee has no interaction with that particular functionality, their time and your money is wasted.

A training program may need to be multi-faceted to engage the right people at the right time to best meet their needs and accomplish the company’s goals. Because of differences in how your company may be setup, understanding these needs ensures the relevance and effectiveness of each session.

BUDGET

How much should you spend on training? There is no hard and fast answer to this question, but it is not uncommon to spend more on training and implementation than the acquisition cost of the software. Another factor to consider in setting the budget is the degree of change required. If you have been using a manual process, budget more for training than if moving from one sophisticated system to another.

BENEFITS


The implementation process is just that, a process.

Take it in steps and stages and you will see a greater benefit of the training. Longer breaks and repetitive practice lead to an increase of user understanding and confidence. With an increase of these two, you generally see less “Computer Rage” and a more productive office.

The goal of your software solution purchase is to decrease repetitive workload and increase the time available for other more productive needs and for relationship-building with your tenants, owners and investors. Once training is complete and your employees feel confident in its use they will understand the software well enough to train others. This can be in the case of a new employee or when the product is being utilized in a different capacity or expanded to additional areas (i.e. work orders).

An additional benefit occurs when your business grows to the point at which further customization is needed. Once employees have been properly trained, learning on their own through user guides or additional advanced training sessions are much easier to understand and setup and implementation times of further customizations are greatly reduced. A great sense of accomplishment will be felt by your employees and new needs can be addressed quickly and efficiently leading to higher customer satisfaction.

IN CLOSING

Training has lost some importance in the minds of property managers due to limited funds. It should, however, be a top priority during a company’s transition to a new software solution. What may not seem beneficial now will certainly prove its importance down the road. Having the buy-in of all employees involved including the business owner makes the training more productive and increases the desire to learn the product. This will also help build confidence in using the product at an earlier point rather than learning by trial and error. Providing employees with training can only aid in productivity, and lower the “true cost” of implementation. 



Scan this code with your smartphone to access additional resources.

A training program may need to be multi-faceted to engage the right people at the right time to best meet their needs and accomplish the company’s goals.

REGIONAL Communications

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



Leeann Ghiglione, MPM® RMP®, has been in real estate for 20+ years. She started in sales and then moved into property management. She really started to enjoy this business after joining NARPM® and began to learn so much from so many members both locally and nationally. She has served as the President of King County Chapter, chaired the 2010 National Convention in Seattle, and served as the Member Services Chair in 2011.

The RVP Bulletin


I can hardly believe just how fast the year 2012 is flying by! What an amazing year we have experienced to date. We started off with the Broker/Owner Retreat in Las Vegas, Nevada. I was so excited to see this long talked about idea come to fruition. The turnout was phenomenal. I'm looking forward to the next one as I'm hoping you are as well. If you missed the retreat this year, put it as a must-do on your calendar for 2013. NARPM® went on to hold four more regional conferences in Boise, San Antonio, Las Vegas, and Florida. All were filled with education, networking and friendship. I hope to see many of you in October at our National convention in Washington DC (Crystal City).

In the Northwest, we held our regional event in beautiful Boise, ID. Are you aware that we have two past National Presidents from the Southwest Idaho Chapter (located in Boise, ID)? We have a total of four past National President's right here in our own backyard. Christopher Hermanski, MPM® RMP®, 2003 from the Portland, OR Chapter, Marc Banner, MPM® RMP®, 2005 from the Southwest Idaho Chapter, Vickie Gaskill, MPM® RMP®, 2010 from the King County, WA Chapter, and Tony Drost, MPM® RMP®, 2011 from the Southwest Idaho Chapter. Our current President-Elect is James Tungsvik, MPM® RMP®, 2013 from the King County, WA Chapter. We are truly blessed to have such awesome leadership and inspiration right here in the beautiful Northwest region.

We have had so much growth within our organization and I'm hopeful that none of you feel like we are growing too big or too fast! Change can always be difficult to say the least. I say "embrace the change," remembering that change is a stepping stone on the road to success. Life is filled with constant change so why fight a losing battle. Let's fight a good fight and be the best we can be. After all, "NARPM® is the professional, educational and ethical leader for the residential property management industry." This is our mission statement. Let's

all strive to be the best we can be both personally and professionally. We can achieve notice in our industry through education, networking and solidarity. NARPM® can be the "NAR" of Property Management if we are all able to get our message out, beginning right in our own communities. Then, we can continue the discussion with our local politicians and taking the charge right up to our national government. This takes a great effort from all of us. However, we can do this by being present with the knowledge we have. We can inform our politicians, let them know who we are and who we represent. We are also trying to get our voices heard through both print and visual media. All of this is done through hard work by our members. We can be the leaders in our industry.

We all have so much to learn from one another and the beauty of our organization is the awesome way we willingly share the information we have. I, for one, hate to reinvent the wheel and it's so nice to jump onto the List Serve, ask a question and within moments you have a multitude of answers. Often times, the answer received is one you hadn't even thought of. I'm filled with awe when I think of how freely we share our information, forms, policies and procedures, with one another. You don't find this in other areas of the business world, but we do! We seem to love to help the new members learn from the seasoned members. I think to myself just how wonderful it is to be part of such an awesome mix of humanity!

As I look to the future and where NARPM® is headed, I can't help but look at the past to see where we have been. I am so thankful for the amazing leadership we, as an organization, have been fortunate to have. Our leaders have led us to where we are today. I must say thank you to all the forward thinkers of this organization. I'm hopeful that they are proud of the direction NARPM® is headed. I'm hopeful that we all are setting the bar to the highest standards possible within our organization. 

Northwest: Leeann Ghiglione, MPM® RMP®
Alaska, Washington, Oregon, Idaho, Montana,
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Pacific: Richard Vierra, RMP®
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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

Continued from page 12 “Employee”

customer review on Yelp?” “How does a company avoid getting bad Yelp reviews in the first place?”

4. Personal integrity is the commitment to honesty and doing what you say you are going to do and conducting yourself in the manner your boss would expect. It is the willingness to accept responsibility for your actions, decisions and results. Integrity builds trust. It doesn't mean you won't make any mistakes, but it does mean that you will own up to them and use them as an opportunity to learn. You might ask: “Tell me about a time when you made a mistake but that mistake turned into a most valuable lesson for yourself.” “How do you suppose people increase their trust in a person? In a company?” “What could cause a person to decrease their trust in a person? In a company?”

5. Quite possibly, the most challenging yet essential ability of a successful property manager is the ability to prioritize and to quickly reorder those priorities effectively. We all go to work with a certain list of issues we plan to address during our day. Regardless of our “plan”, the phone rings ushering in a new issue. Since most of us enjoy a sense of satisfaction from crossing things off our “to do list”, we need to keep in mind the temptation to attack those small, quick issues first. It is essential that a property manager know to resist that temptation when it is smarter to address a more important or time sensitive issue first. Sometimes the ordering of priorities is obvious – attend to a leak before a wobbling ceiling fan, process a paid application before processing an invoice. Sometimes priorities are not so clear cut – interview a new vendor, cut a check for your #1 vendor so they can start the next job. Setting and reordering priorities is a skill which can improve with practice, but you will want to know something of the underlying priority setting abilities of your employee applicant. You may want to pose to them: “I'd like to give you four issues that would likely occur as a property manager. I want you to think about them and then put them in order of importance and tell me why you chose that order. For example: request from existing tenant to renew their lease, maintenance request about a wobbling ceiling fan, report of water leaking through ceiling from unit above, email from owner with question about an invoice.”

It soon became clear that structuring our interview questions so that we could uncover a candidate's values was not going to be as easy as just interviewing for skill levels. We do want our employee's values to be closely aligned with our company's values. When these values are aligned, team building is easier and the team will more consistently work towards the company's mission and vision. But just in case, we have put in our eBay bid for that one good crystal ball! 📺

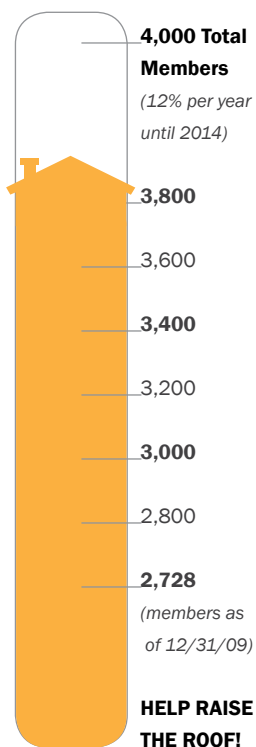


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Continued from page 7 "Dashboard"

line for the month. We collect the majority of our management fees at the end of the month and they are reasonably commensurate with the number of units that we manage. Therefore, not having that data early in the month is not critical for the Dashboard. Our maintenance income is for the most part evenly spread throughout the month. Monitoring it weekly provides a meaningful gauge.

It only takes 15 or so minutes to update my Dashboard each week but it allows me to better track the progress of our company. It also provides a bit of control over all of our funds given that I now track the balance of all of our bank accounts week-to-week.

It is so easy in this business to be consumed with day-to-day needs and rarely step back and see the big picture. It is especially important when growing a company to closely track its progress. Developing a customized company Dashboard provides the tool to accomplish that need.

For a sample copy of the author's Dashboard spreadsheet, send a request to robm@robertmasseyco.com. 



We are calling on all 80's Rockers to send us a picture of themselves from that funky era: big hair, blue eye shadow, leg warmers and all. Whether you were channeling Madonna or still in knickers, we want to showcase you at the "LEADERSHIP By Example" Gala and Dinner! We will use your photos to create a video. Send pictures to 80s_pictures@narpm.org. While you enjoy a great dinner and dance your socks off to the finest oldies, you'll see your NARPM® colleagues in all their 80's glory. 

Break out your bedazzler and fluff up your flock of seagulls.

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(Since 2011 Convention)

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Daniel Anderson
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Lisa Fore
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Ethan Hodge
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DATE	LOCATION	CLASS	INSTRUCTOR
9/22/12	Orlando, FL	Owner/Client Relations Essentials	Betsy Morgan, MPM® RMP®
10/15/12	Arlington, VA	Office Operations	Dave Holt, MPM® RMP®
10/15/12	Arlington, VA	Tenancy	Betsy Morgan, MPM® RMP®
10/15/12	Arlington, VA	Personnel Procedures Essentials	Vickie Gaskill, MPM® RMP®
10/16/12	Arlington, VA	Marketing	Robert Locke, MPM® RMP®
10/16/12	Arlington, VA	Personnel Procedures Advanced	Vickie Gaskill, MPM® RMP®
10/17/12	Arlington, VA	2012 Ethics	Fred Thompson, MPM® RMP®
11/9/12	Tucson, AZ	Owner/Client Relations Essentials	Steve Urie, MPM® RMP®

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

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.
- 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.

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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.

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JUNE 25 - JULY 18, 2012

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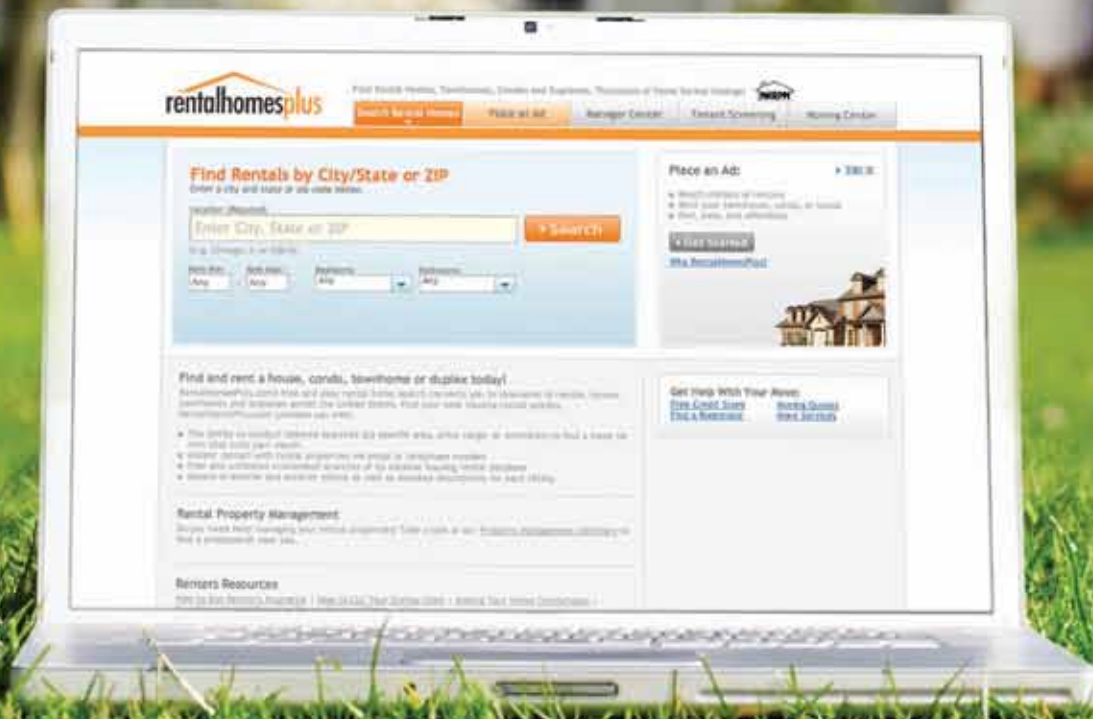
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