



# UPDATE

*The Voice of the  
Washtenaw, Livingston,  
Monroe, and Lenawee  
County's Rental Housing  
Industry!*

Volume 31, Issue 12 — December 2014

Always available at [www.wa3hq.org](http://www.wa3hq.org)

## *Congratulations*



**Alice Ehn, Christina Collings and Clio Barker.**

**Christina Collings** has achieved the Eagle upon graduating from the PMAM Lyceum program. This program is designed to train leaders within our State association and has rigorous requirements to complete it. Not only must the candidate take the two day class (offered once per year in Lansing) but they must then complete a list of attendance requirements over the next year to actually become a graduate. Those requirements include (but are not limited to):

- Attend a National Apartment Association Conference
- Attend multiple General Membership Meetings
- Attend the PMAM Leadership Day
- Attend the PMAM Capitol Day
- Attend numerous Education programs at the local level.

**Stephen Anthony Veals and Timothy J. Irvine** have completed all the requirements to achieve their Certified Apartment Maintenance Technician Designation (CAMT) from the National Apartment Association. These candidates must complete a 40 hour hands-on training program in the technical fields of Plumbing, Interior/Exterior Maintenance, HVAC, Electrical and Appliance. These hands on courses are offered annually by WA3. Then they must complete three online Non-Technical Courses that include Inside the Apartment Business, People, Projects and Profits and the future of Air Conditioning and 4 online Franklin Covey leadership training classes. To achieve the designation they must also take a 100 question test. It is not an easy process but well worth it and an excellent program for anyone wishing to advance their career. It is a National Designation good everywhere in the country, and it is accredited by the American National Standards Institute (ANSI).



**Stephen Veals, Judy McDonald, Ron White, Tim Oliver, TJ Irvine  
Oxford Companies**





Happy Holidays Everyone!  
I can hardly believe that the year is almost over. There are so many things that happened in 2014 that it truly felt like it passed in the blink of an eye. I started the year with so many ambitions and ideas for the association. Unfortunately, there has definitely been a big learning curve so I am grateful that the board has asked me to continue as your president into 2015. I want to personally thank Alice and my fellow board members for their support and assistance.

If you have been reading the newsletter and attending events you know that our goal at the association is to do our best to keep up with anything that is happening locally, statewide and national that could affect our industry. As an industry we are always facing new and exciting challenges. As a member of WAAA you have an opportunity to play whatever role you want in solving those challenges. As your President I am asking, ok begging, for your participation. Make 2015 the year that you give some of your time to the association, join a committee and attend events. Everyone of our members is an important part of the association's success. A list of committees and what they are all about is listed in this month's newsletter. Pick one that interests you, join and help Alice, myself and the rest of the Board to make 2015 the best year yet at WAAA.

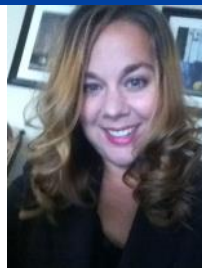
I look forward to seeing everyone on Dec. 4<sup>th</sup> at Aubree's for our year Holiday and Awards Celebration.

Amy

## Office Message: By Alice Ehn



The Washtenaw Area Apartment Association and it's board of directors have hired Melinda Kaus as their new part-time Director of Sales and Marketing. Melinda has over 15 years of experience in sales and marketing including



Pharmaceuticals. She lives in Brighton with her husband Darren and daughters Lauren and Ava. Melinda loves living on the lake and the great outdoors. Her hobbies include travel, reading, biking, skiing, snowshoeing, and nanotechnology or all things quantum.

**There are hundreds of ways to help out. When volunteering to serve on a committee, it's easy to find a rewarding way to strengthen the association and make a difference in your own career. The committees are forming now for 2015. Call the office if you would like to serve on a committee or help in any way.**

**LEGISLATIVE**---Monitors all legislative activity locally and evaluates WA3's position on state legislative initiatives. You are encouraged to participate in the Capitol Day for PMAM. Meets monthly on the 2nd Tuesday at 4:00 at the association office.

**PROGRAM**---Plans all General Membership Meetings, obtains speakers, plans all Special events including but not limited to Golf Outing, and the Holiday Events. Meets monthly on the 3rd Tuesday at 3:30 at Guy Hollerins on Plymouth Rd.

**NEWSLETTER**---Insure publication of newsletter monthly and obtains advertising for the annual directory and newsletter. Secures the articles and permission for the articles usage, obtains Association Spotlights, and other content information for the newsletter. Independent study committee that requires a number of divided tasks. Meets occasionally as determined.

**EDUCATION**--- Plan all in person education classes for the following year, selects all online classes to be offered, researches speakers for potential Education and maintains progress of the current year class schedule. Meets monthly on the third Wednesday of the month at 10:00 am at the association office.

### MEMBERSHIP AND MEMBERSHIP SERVICES ---

Responsible for promoting and gaining new membership, maintaining appropriate renewal rates and increasing services to members. Meets monthly on the 2nd Tuesday at 12:00 at association office

**PMAM LEGISLATIVE**---Helps track legislation and implement positive legislation at the State Level. Meets once per month in Lansing on the 4th Tuesday of every month at 8:00 am at KMG offices in Lansing.

**PMAM GLASTAR**---Willing to meet in Lansing to plan GLASTAR education day and awards banquet. Meets at 10:00 am at KMG offices in Lansing.



**WEBSITE AND MARKETING TASKFORCE**---  
Make the decisions for the NEW website and help move the marketing of the association forward

### Produced By:

Washtenaw Area Apartment Association, 2008 S. State Street, Suite C, Ann Arbor, MI 48104  
734/663-1200; FAX 734/821-0497 Email: info@wa3hq.org

### Deadline:

15th of the month for next month's publication to newsletter@wa3hq.org. Submit all materials to Alice Ehn, Executive Officer

### 2014 Directors:

- Amy Khan, *President*, Corner House Apartments, 734-216-5370
- Terri Neely, *Marketing Chair and Past President*, Valley Ranch Apartments, 734-747-9050
- Michelle Foley, *Secretary*, Mill Creek Town Houses, 734-971-1730
- Mark Hannaford, *Treasurer and Legislative Chair*, Campus Management, 734-663-4101
- Michelle Milliken, *Membership Chair*, Paul Davis Restoration, 734-930-0303

- Russell Egerton, *Program Co-chair*, AmRent, 248-948-5534
- Kristine Siemieniak, *VP and Program Chair*, Wilson White Company, 734-995-0600
- Leslie Lemerand, *Education Chair*, Oxford Property Management, 734-995-9200
- Christina Collings, *Director*, Lockwood Management Company, 517-546-6567

**PMAM REPRESENTATIVES:** Melissa Seitz, Wilson White Company and Susan Horner, Timberland Partners

**Property Mgmt. Assoc. of Michigan** - Association Guidance, Denise McGinn, associationg93@aol.com

**National Apartment Association** - 4300 Wilson Blvd, Suite 400, Arlington, VA, 22203 - 703/518-6141, FAX 703/248-9440 - www.naahq.org





## By Teddy Durgin

Technology continues to change the way the apartment industry does business, how it reaches out to both prospective and existing residents, and how residents live and interact with management and ownership. Whether it's collecting rent payments via the Internet or marketing via social media, the more techno-savvy an owner or operator is, the more successful a community will likely be.

One person who has experience with all things wired and wireless is Donald Davidoff, who spearheaded the development and implementation of Lease Rent Options TM, the industry's first automated demand forecasting and price optimization system. After serving as a senior vice president at Archstone for a decade and then executive vice president at Holiday Retirement, he founded D2Demand Solutions and now works with clients to assess their operational and technology platforms. He recently sat down with us to discuss technology's role in the apartment sector's past present and future. What follows is our chat.

**NATIONAL APARTMENT ASSOCIATION:** In recent years, what has been the most fundamental way technology has changed the multifamily housing industry?

**DONALD DAVIDOFF:** The biggest change is that everybody is online now. I hope that doesn't sound too trite. I still remember [earlier in the previous decade], there was all this discussion about online property management systems and what to switch to. The notions of online leasing and resident portals were so far in the future. Now, at least for most large-scale managers, they have some kind of basic online presence -- whether it be a website, the ability to turn in service requests, to pay online, to lease online, etc. I think it's interesting that in 1999 or 2000, Internet listing services didn't really exist. Today, if you go to an industry event and sit in on a panel, people talk about ILSs as "old school marketing." In the span of 15 years, it's gone from being cutting edge to the older way of doing things.

**NAA:** There has been quite a lot of change in a relatively short period of time, yes?

**DD:** A lot of people look at the new stuff as if it's going to replace the old. At least on the marketing side, if you really watch the growth of e-commerce, very little has completely replaced what was there before. What today's multifamily operator really has to do is pay attention to a lot more than they had to before. On the one hand, that's really exciting because there is all this opportunity. On the other hand, it's kind of scary because it can be overwhelming. There's just so much more you have to pay attention to.

**NAA:** In general, apartment residents are younger as a group than homeowners. As such, they are really up on the latest trends and innovations in technology. They're very techno-savvy overall, and I imagine you can reach them with technology better than any demographic. Is that a correct

assumption?

**DD:** Yes, absolutely. The newer generation of renters grew up in the digital age. They're used to multitasking and consuming information in very small bits. We can whine as a society about what that may or may not mean, good or bad. From an operational perspective, you have to grab them with quick snips of information, and you must be available! In the past, if the management office wasn't open, you couldn't really communicate as a resident with the owner. Now, anytime 24/7, you can at least let the owner know what's going on, what's bothering you, or make your payment online. You can visit a property today and then sign the lease at midnight when you're done watching TV or whatever. The availability thanks to technology makes it so much easier for residents than it used to be.

**NAA:** More and more owners and operators are touting in-unit amenities like granite countertops and stainless steel appliances or community amenities like swimming pools and fitness facilities. What are some technology-related amenities they can tout that will appeal to the 21st century resident and get those apartments filled?

**DD:** The No. 1 technology amenity is really just having Wi-Fi available easily. People want to be connected. Again, 10 or 15 years ago, there was all this talk about CAT-5 cable. Today, with WiFi, there are other options that are much more flexible and you don't have to worry about the physical plants. I actually caution people not to get too excited about what they can provide residents in terms of technology. Day to day, we're still landlords, right? Nobody is going to view us as a friend. That's not why they are living with us. So, you need to look at what are the basic needs of your residents. Now, you can do some cool things to make the leasing process easier with iPads and tablets. You can make it possible for prospects to take pictures and email it to themselves afterwards. We don't have to create Google Maps. It's already out there. We don't have to build and maintain our own database of restaurants in the area. They can go to Yelp. We just need to make it easier for them to connect.

**NAA:** Near term, what do you see as the next trend?

**DD:** The battlefield that I see right now is really around integration. I have more people asking me how to solve the "integration problem." We do have largely a duopoly in terms of property management systems with varying degrees of ease of integrating with that data. But I do think you are going to see operators, particularly the larger ones, demand more and more access to the data so that they will be able to integrate. How the vendors respond, whether third-party upstarts come in with a different approach and actually disrupt that current duopoly -- I think that's something to really watch over the next 12 to 24 months.

**NAA:** Long term, what technological innovations do you think we'll see, say, 10 years from now?

**DD:** From an aspiration standpoint, imagine if instead of a key, I get sent some code that I get to enter into a handheld device. I have my Apple Watch and I get to plug some code in. Not only can I then make payments, that code actually unlocks the door when I come in. At the same time, the operator can also track how people use the building so the way the building is structured and how the amenities are put in place are all data-driven from similar buildings we have observed instead of being developers' opinions. Another aspiration? I think many residents will not own a car 10 years from now. They'll belong to a car service. When needed, an autonomously driven car will arrive, and you'll either pay on a use basis or on a monthly subscription. Or maybe that's 15 or 20 years from now. Who knows? Crystal-ball gazing a few years in advance is hard. Ten years is almost impossible!

*This article is presented by the National Apartment Association online at their Apartment TECHniques, bi-monthly newsletter. Find more technical articles at <http://www.naahq.org/read/apartment-tech>*

**REMEMBER!!!!!!!**

**The success of your Association is  
dependent on strong  
committee involvement.**

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◇ **Dec. 9, 2014 — Kiley Haught**  
— What Your Residents



Won't Tell You AND Your Managers Don't Know

◇ **Dec. 17, 2014 — Kate Good**  
— Your 2015 Marketing Playbook

*Schedule subject to change without notice. Sign up at [www.naahq.org](http://www.naahq.org).*

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### IPMC UPDATE!

The City of Ann Arbor is working on an update to the housing code for the rental inspection program for all rental housing in the City. They are looking at following the International Property Maintenance Code (IPMC) with amendments and additions from the current code. At first read, the IPMC doesn't allow for grandfathering of properties and basement apartments. Since these are two items currently in place in the city, these are at the top of the list for amendments. Delegates from the association have been identified and will meet with the City of Ann Arbor from now until March. To start the process, the city hired an intern to produce a combined document so that it can be reviewed item by item. As the representatives work through this, if you have any comments send them to [aliceeehn@wa3hq.org](mailto:aliceeehn@wa3hq.org). If you would like to be involved on the steering committee, Alice will add you to a email list so you can attend the meetings prior to the meetings with the city.

### ENERGY MAGNETS AVAILABLE

The City of Ann Arbor has available to all rental housing properties in **Washtenaw County** an array of magnets for you to pick up for your residents. (Example picture) They come in an assorted colors and sizes to fit everyone's needs. The goal is to educate residents in the little things they can do to work together to conserve our natural resources. Along with the DTE programs that have been happening all year long, we can do our part with the homes we offer to the residents.



### CAREER CENTER NOW AVAILABLE

The [Career Center](#) is now up and running on the apartment associations new website. You can now submit your position to the association along with a pdf of the job description and we will post it to the website. To see the new page go to the Resources tab on the front page and click on the Career Center. Instructions on how it works will be there for you to follow.

### BANNER ADS ON THE WEBSITE

Business Partner members are now welcome to advertise on the new website. There are banner ads on the front page and they show up on every page that our customers are searching on. In addition to see them on a laptop or desktop, your ad will show up on the mobile version of the website as well.

Cost to advertise on the website with banner ads is \$150 per month. You can save 10% if you sign up for 3 months, 15% if you sign up for 6 months, and a savings of 20% for a full year subscription. Contact the office for specific information

on the size and format of the banner ad places and we will work with you in getting them published.

There is a new area on the membership directory that you can receive an enhanced listing for \$50 per year. It allows you to upload a logo, video or picture along side your new page in the directory. Enhanced feature is only available after contacting the office first. You can however update all your information through the new user ID's and passwords that came out last week. All members now have access to their own information. Passwords and user names can be changed, you can add employee emails and sign up for events all through the member only portal. Just let the office know if you have any trouble or did not receive your ID and password.

### NAA CAREERS SITE

New at NAA is [RPMcareers.org](http://RPMcareers.org). This new website is dedicated to finding you the perfect employee to add to your team. NAA is offering a 25% discount until the end of the year to all members that go and sign up. The password to get into the this new website is "members". Check it out and give us some feedback on if it is a good new benefit or not.

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December 4th, 5:30 to 8:30,  
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*Join all members for an evening of award presentations including Nova committee presentations and comradery. Our best attended event of the year.*

***February 19, 2015 — Mayor's Lunch***

***Weber's Inn General Membership Lunch***

*Join all members for this lunch with all invited Mayor's and Township Officials*

*Cost to sponsor: \$150 per meeting. Get 5 minute presentation, name in all publications and links in newsletter, logo tent cards on all tables, and exclusive rights to dispense literature.*

***March 4, 2015***

***Trade Expo and Maintenance Mania***

***Weber's Inn — Early Bird Sign up code to***

***save \$25 per booth space ERLBRD***

***All sign ups are on the new website***

***[HERE](#)***

***April 2015— Legislative Update Lunch***

***With Mia McNeil, David Gregory and Greg Brown***

*Cost to sponsor: \$150 per meeting. Get 5 minute presentation, name in all publications and links in newsletter, logo tent cards on all tables, and exclusive rights to dispense literature.*

***More coming spring 2015***

***Capitol Day in Lansing - February 11th. Be a part of the legislative efforts by visiting your state representative to discuss rental housing issues.***

***CAM/CAS — Certified Apartment Manager and Certified Apartment Supplier class. February 23rd through 27th. New format. CAS candidates must take December Supplier Success online to qualify.***

***CAMT — Hands on training for maintenance. March—Electrical and Plumbing***

***April — HVAC***

***May — Appliance Repair and Int/Ext Maintenance.***

***Meet the Buyer/ Reverse Trade Show — May Real Estate Con Ed for property management — April or October***

***June Golf Outing***

***Summer Mixers — June 11th, June 23rd ([sponsored by Solar Contract Carpet](#)) and August 13th.***





It appears that after eight years of missteps and missed opportunities, the Republican Party has finally figured out its campaign strategy, tactics and infrastructure. That starts with candidate selection and oversight, brings in better polling and message testing and finishes with strong and accurate get-out-the-vote operations. Add in the muscle and money of third-party groups like Americans for Prosperity, American Cross-

roads and others and you have a machine that gave Republicans control of the Senate, their largest House majority since Harry Truman was in office and expansion of their control of state legislatures and governors' mansions. It was not a perfect game – House GOP incumbents lost, Senate Democratic incumbents won – but it was about as good as it gets, especially considering the performance of the last three election cycles.

Virtually none of these strategic elements worked effectively for the GOP in 2008, 2010 or 2012 (the 2010 House GOP midterm elections are an exception and more explained by the health care law, in my view). Finally, after losing another Presidential election because of flawed fundamentals in 2012, the party took a hard look at the situation and decided that a complete ground-up reboot was in order. This included not only the data points (there was a lot of detailed crunching of numbers for sure), but the people on the team as well. As reported in the National Journal, one Republican strategist hired after 2012 to lead the reboot told Senate Republican campaign leaders "Our candidates suck...Our staffs suck." This theme played across third-party organizations as well and the party committees.

Staff people were not the only ones under fire. The party committees took a much stronger hand in candidate selection and placed stiff requirements on how candidates conducted their campaign operations. No more Akin or Murdock "exotic" candidates (as Charlie Cook charitably calls them). And, if incumbents started to lose their way, like Pat Roberts (R-Kan.), then their staff got the boot and professional operators parachuted in to right the ship. Even then, there were one or two candidates that could not be helped.

Finally, major investments were made in the "ground game" by third-party non-profits and Super PACs so that get-out-the-vote (GOTV) efforts would be more effective. As well, micro-targeting of voters was used expansively and with precise messaging. In short, lots of research was done to understand the voters and what was needed not only to secure their vote, but also get them out to the polling booth.

Caveat number one – the President was an anvil around the neck of many Democrats, especially in the Senate. The President's approval rating was not in the toilet, it was already on its way out to the main sewer line and try as they did, Democratic candidates could not shake their connection to him. This was especially true for those incumbents who had a tangible record of supporting the President on say the "O" word. The President himself said this election was a ref-

erendum on his policies. Really? Ok, then – many voters would say – I can't vote against you, but I can sure vote against Kay Hagan (D-N.C.)!

Caveat number two – despite big gains on Wall Street and steadily dropping unemployment, the economy is not doing much for most Americans. In some battleground states, this was acutely true. For example, wages in North Carolina have gone down by seven percent over recent years compared to a national average of one percent. And just as the President and his party gets credit for a good economy, they get blame for a bad one. That blame can become real in the voting booth.

Caveat number three – the traditional midterm election challenge of voter turnout continued to be true regardless of Democrat GOTV efforts. Simply put, young (18-30) and minority voters (reliable Democrat supporters) did not turn out like they did in 2012 and older, white voters-, (reliable GOP voters) turned out in greater numbers. Democratic candidates won the female vote by four points while their GOP opponents won the male vote by 16 points, according to the Pew Research Center.

So the national environment and traditional electoral dynamics did play their part in the Democratic losses on November 4. However, and more importantly for the long term, the GOP did everything that the Democrats and the President had successfully done for three election cycles and it paid off. Essentially, parity has been achieved between the two party political apparatuses. Now we'll see what it means for the 2016 election cycle when twice as many Republican Senate seats are on the table as Democrat and the White House is also in play. If both parties play at the top of their game in 2016, that will be the true test of who has really figured out the formula. That will be exciting to watch.

Thanks for reading. As usual, the opinions expressed here are my own so feel free to call me out on them. You can do that by emailing me at [greg@naahq.org](mailto:greg@naahq.org).

Talk to you next month.

Greg

Gregory Brown, Senior Vice President of Government Affairs, and his staff, track and report on state and local government trends across the country.

Visit <http://www.naahq.org/learn/government-affairs/>

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## New Members to Welcome

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413 Huron, Ann Arbor, MI 48104

Phone: 303-407-4500

Email: [info@foundryloftsannarbor.com](mailto:info@foundryloftsannarbor.com)

### University Green Apartments

Steve Bokor

799 Green Road

Phone: 734-557-4032

Email: [sbokor@haymanco.com](mailto:sbokor@haymanco.com)

### BUSINESS PARTNER MEMBER

#### Michigan Saves

Todd O'Grady

230 N. Washington Sq, Ste 300, Lansing, MI 48933

Phone: 517-484-4954

Email: [info@michigansaves.org](mailto:info@michigansaves.org)

Statewide Member

#### Life Fitness

Clinton Judd

9525 Bryn Maier Ave, Rosemont, IL 60018

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**By Brad Williams, CPM, Lincoln  
Property Company  
2014 National Apartment Association  
Chairman of the Board**

**Don't Miss Your Chance to Glimpse the Future at  
the 2015 NAA Student Housing Conference &**

**Exposition**

Ever wished you could divine the future? Well, we can't make any promises, but we can say that your best opportunity to see the future of the student housing market for the class of 2020 will be at the 2015 NAA Student Housing Conference & Exposition, February 17-18, 2015, at the ARIA Resort in Las Vegas.

Register today at <http://shce-naa.naahq.org/registration-information> and join us on Wednesday for the Keynote Panel: Student Housing Market Watch, led by developers, investors, owners and architects who will dust off their crystal balls and -prepare the tea leaves for what promises to be an intriguing discussion concerning their visions of student housing five years on the horizon.

Join panelists William Lewittes, Director, Kayne Anderson Real Estate Advisors; Sean Studzinski, Principal, KSQ Architects, PC; Susan Folckemer, CPM, Chief Development Officer, The Preiss Company; Fred Pierce, CEO, Peirce Education Properties; and Taylor Gunn, Research Analyst, Axiometrics Inc. as they prepare to you to meet the challenges and opportunities of the evolving student housing market.

For a limited time, save \$275 on the cost of registration. To sweeten

the deal, groups of five or more can save an additional \$75 each by registering together.

High-caliber sessions, unparalleled networking opportunities and the latest technology await you in Las Vegas. Visit <http://shce-naa.naahq.org> to register, view the schedule and read the latest announcements.

**Connect, Learn and Grow With the 2015 NAA Education Conference  
& Exposition Game Changers**

Game Changers: They've influenced the world and changed the way you do business. Now they're all gathered under one roof—the 2015 NAA Education Conference & Exposition, June 24-27, 2015, in Las Vegas—to share their experience, knowledge and revolutionary spirit.

Don't miss a moment of wisdom from a suite of six world-class experts, from Robin Chase, Founder and former CEO of Zipcar, Buzzcar and GoLoco to Richard Karlgaard, Wall Street Journal Bestselling Author and Publisher of Forbes Magazine.

Visit <http://educonf.naahq.org/learn/game-changer-speakers> to read all about NAA's Game Changers. Make the decision to Connect, Learn and Grow by registering for multifamily housing's largest, most important event of the year: The 2015 NAA Education Conference & Exposition, at <http://educonf.naahq.org/attend/register>.

**Guess Who's Coming to the 2015 NAA Capitol Conference?**

Former NBC Meet the Press host David Gregory will provide a unique rundown of the hot-button topics that will most affect 2016's potential presidential playing field as keynote speaker at the 2015 NAA Capitol Conference. Gregory will be joined by kick-off speaker, the award-winning photographer Platon, who brings his photos to life as he shares with audiences the inspiring stories behind the photos.

The nation's largest gathering of apartment industry advocates will convene on March 17 – 18 in Washington, D.C. In keeping with the theme, "One Industry. One Voice," the Capitol Conference will provide a full day of training to prepare advocates to represent the industry effectively and speak with one voice – whether you're a first timer or a tested veteran. In addition to guest speakers, participants will be offered more educational sessions than ever before so you can put into practice what you've learned during Lobby Day on Capitol Hill.

The NAA Spring Governance Meeting will precede the NAA Capitol Conference on March 15-16. Registration is now open at [www.naahq.org/capitol](http://www.naahq.org/capitol).

**Find Out How You Measure Up With NAA's Survey of Operating Income & Expenses and Individual Market Data**

Just in time for budget season, results of the 26th annual NAA Survey of Operating Income and Expenses in Rental Apartment Communities are now available.

Read the Executive Summary ([www.naahq.org/sites/default/files/naa-documents/income-expenses-survey/2014-Income-Expenses-Summary.pdf](http://www.naahq.org/sites/default/files/naa-documents/income-expenses-survey/2014-Income-Expenses-Summary.pdf)) and visit [www.naahq.org/learn/income-and-expenses-survey/2014-survey](http://www.naahq.org/learn/income-and-expenses-survey/2014-survey) for a full survey report and individual market data. The report presents data from garden and mid-rise/high-rise properties, and is further segmented by individually metered and master-metered utilities. Survey data is presented in three forms: Dollars per unit, dollars per square foot of rentable area and as a percentage of gross potential rent (GPR). The survey includes an executive summary, detailed data, reports and charts about rental communities. A total of 3,698 properties containing 966,296 units are represented in this year's report. Data was reported for 3,366 market-rent properties containing 906,562 units and 332 subsidized properties containing 59,734 units. Data for the 2014 survey is based on data for fiscal year 2013. To order your copy of the survey, contact NAA's David Edwards at [davide@naahq.org](mailto:davide@naahq.org).



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# December 2014

Monday	Tuesday	Wednesday	Thursday	Friday
<b>1</b> 	<b>2</b>	<b>3</b>	<b>4</b> Holiday Party! Aubree's Depot Town 5:30-8:30 pm — \$35 per   Apartments.com™ <small>POWERED BY COSTAR</small> <a href="#">Midwest Cabinet and Counter</a> 	<b>5</b>
<b>8</b>	<b>9</b> Membership Committee Legislative Committee  <b>PMAM Lyceum Leadership Training</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>15</b>	<b>16</b>  <b>Directors Retreat</b> 3-6 pm	<b>17</b>  Education Committee	<b>18</b>	<b>19</b>
<b>22</b>	<b>23</b>	<b>24</b>  Christmas Eve!	<b>25</b> 	<b>26</b> Office Closed
<b>29</b> <b>HAPPY NEW YEAR</b>	<b>30</b>	<b>31</b>  New Years Eve!		



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