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MARKETING AND CRISIS PLAN
FOR SUMMIT PLACE APARTMENT HOMES

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Interdisciplinary Studies:
Marketing Communication

by
Mack Rashad Rosemond
September 2002

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by
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September 2002

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ABSTRACT

I Have Constructed A Marketing And Crisis Plan For Summit Place Apartment Homes. I Have Referred To Many Schorlaly Journals To Make Comparisons Of How Other Hotel And Apartment Properties Executed Their Marketing And Crisis Plan. Through My Research I Found Summit Place's Demographics Consisted Of Mostly Single Black Females That Had Only A High school Education. On Average They Had Two Children And Earned Less Than \$20,000 Dollars. I Also Discovered That The Residents Main Concerns Were Safety And Better Customer Service.

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CHAPTER ONE

SITUATIONAL ANALYSIS

Company Background

The Summit Place Apartment Homes were built in 1982. In the past five years these apartments have had three different owners. It is presently owned by the Trilar Management group, which took over ownership in the year 2000.

Summit Place has two employees, consisting of the property manager and maintenance person. It is made up of eighty units, with three different floor plans. The apartments are one, two and three bedrooms. The leasing rates are \$500, \$565 and \$750 respectfully. There has only been one increase in rent in the past 25 months.

These spacious homes are designed for convenience and comfort, and offer many outstanding features. It is a totally gated community. It has an onsite laundry facility, playground, barbecue pit, and picnic area. The individual apartment amenities consist of a private patio or balcony, gas oven, dishwasher, ceiling fan, central heating and air condition, and pantry. It is also in a great location. It is positioned near grocery stores, a shopping mall, schools, a bus line and theatres. Summit

Place welcomes residents from all ethical and educational backgrounds.

Current Advertising

Summit Place Apartment Homes purchases space in the Apartments For Rent Magazine when there are vacancies. It is the nation's leading apartment magazine, which is also a free publication to the general public. The apartment's ad consists of a picture of the complex, a map of the area, all amenities, address and phone number.

Along with a subscription to Apartments For Rent Magazine, it also includes an ad on its website www.apartmentsforrent.com. Here a potential resident can research apartments by distance, city/state, metro area, zip code or apartment name. One can also view floor plans, amenities, features and photographs. They can also get a 360-degree virtual tour of any apartment's floor plan. The site also gives a potential resident a list of resources to complete their move. This includes a list of moving companies, where to find furnishings, moving supplies services, insurance companies and self-storage facilities.

Brochures about Summit Place Apartment Homes are also available onsite at the apartment complex. The brochures

contain a map of the location, address and phone number, different floor plans, apartment prices and all amenities. By advertising in the apartment guide and on the internet, Summit Place is able to reach potential customers who are unaware of this apartment community and unfamiliar with its location.

Current Promotions

Upon becoming a resident at Summit Place Apartment Homes one will enjoy basic cable television free of charge. Presently, the cable provider for Summit Place is Adelphia Communications.

For residents with exceptionally good credit, they will receive 50% off their first months rent. This means applicants must not have any foreclosures, repossessions or late payments.

Current Clients

Summit Place Apartment Homes currently consist of residents from the upper lower-to-lower middle class. Most of the residents are blue-collar workers, others have a living standard just above the poverty line and there is a small percentage on government assistance.

Geographical Emphasis

According to the property manager of Summit Place Apartment Homes, the majority of the residents come from the city of San Bernardino. Another portion comes from surrounding cities in Southern California. There are also a very small percentage of residents that come from other parts of the United States.

Seasonality

Summit Place Apartment Homes do not experience any seasonality change in business throughout the year. According to the property manager, business is consistent from season to season.

Purchase Cycle

The seasonality of business does not differ. Basically the apartments are leased when they become vacant. There is no particular purchase cycle.

Competition

So that Summit Place Apartment Homes stays abreast of what is going with its immediate competition, they conduct monthly surveys. Every month Trilar Management Group examines each apartment property within a five-mile radius of Summit Place for any changes in amenities, promotions,

advertising or increases in rent. This helps Summit Place stay competitive.

There are twelve other apartment properties in the surrounding area. The three competitors that are located on adjacent streets are Creekside Apartments, Ascot Park and Royal Palms Apartment.

Ascot Park

Company Overview

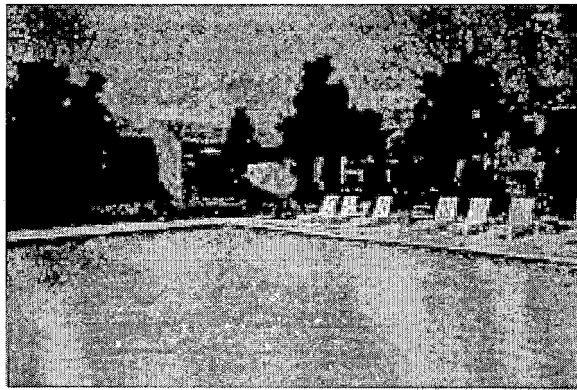


Figure 1. Photo of Ascot Parks

Ascot Park is located in the city of San Bernardino. It has 160 units with one, two and three bedroom apartment homes. It features central air and heat, courtesy patrol and crime free housing. Its amenities include a business center onsite; spa, swimming pool, controlled access, disability access and utilities are paid. Ascot Park is also close to shopping malls, schools and hospitals.

Marketing

Ascot Park advertises in the Apartments For Rent Magazine and Forrent.com.

Creekside



Figure 2. Photo of Creekside

Company Overview

Creekside Apartments are described as peaceful, with a great location not far from the city. It has one and two bedroom apartment homes, which come in three different styles, which are Tuscan, Vintage and Sonoma. It features two swimming pools, sand volleyball court, learning center, central heating and air, a spa and a covered carport. They have many amenities that include disability access, freeway access, garbage disposal, dishwasher, extra storage, patio or balcony and close to public transportation.

Marketing

Presently, Creekside Apartments advertise their property in the Apartments For Rent Magazine and website.

Royal Palms

Company Overview



Figure 3. Photo of Royal Palms

Royal Palms is a 216 unit apartment complex. It has a country setting that sits below the beautiful San Bernardino Mountains. It consists of one and two bedroom apartment homes. Its features include designer-selected carpeting and window covering, central heating and air-conditioning, breakfast bar and covered parking. Its other amenities include a spacious kitchen featuring color-coordinated appliances including an energy-saving dishwasher, pantry, plus abundant counter space. It also has a fitness center, swimming pool and spa on the property.

Marketing

Royal Palms advertises its property in the Apartments For Rent Magazine and website.

Competitive Sales

Leasing of apartment units fluctuate depending on evictions, lengths of leases and renewal of leases.

Competitive Media

All the apartment properties use the same advertising techniques, this being the Apartment For Rent Magazine and website.

Consumer Research

Objectives

The objective of conducting primary research for the Summit Place Apartment Homes is to create a profile of people that are presently living in Summit Place.

Methodology

A brief survey was conducted, this was chosen as the best method for reaching the primary objective. The survey consists of 16 questions and a total of forty-six participants.

Summary of Findings

One half of those surveyed came to find out about Summit Place Apartment Homes by just walking in and

inquiring about a vacancy. Thirty percent found out by word of mouth. The smallest percentage (20%) of the residents learned of the property from the Apartments For Rent Magazine or website. On average most of the present residents have been living there 2 1/2 years. Most of the residents are either on a 1-year lease (44%) or a 6-month lease (44%). The other (12%) are living month to month. The attribute that most residents (79%) appreciate is how quite it is. Others (21%) love the location and the fact that their kids can play in a safe environment. The biggest dilemma most residents (88%) have is the ant problem. Other residents (12%) feel that maintenance and management need some improvement. Amenities that people would like added to Summit Place are a swimming pool, spa, fitness center and an alarm system in each unit.

The majority of the residents (93%) are in the working class (nurse, truck driver, receptionist). The other (7%) are on government assistance. Three - quarters of all the residents in the complex are female. Also most of the residents (94%) of Summit Place are black. Ninety-eight percent of all the resident's household income is less than \$20,000. Ninety percent have at least a High School education with ten percent having either some college or earning a college degree.

Strength, Weakness, Opportunity, and Threat Analysis

Strengths

- Free cable
- Gated Community
- Reasonable rates on apartment homes
- Weekly landscaping

Weaknesses

- Small insect problem
- Uses same advertising methods as the competition
- Has less features then the competition

Opportunities

- More quality residents
- Best apartment property in the area

Threats

- Crime
- Noisy neighbors
- Vandalism

CHAPTER TWO

MARKETING OBJECTIVES

- Increase potential resident awareness by 40% in the next 12 months.
- Increase quality of residents by 10% in the next 12 months.

Product

Apartment Homes created for the middle class family or a young adult just starting out on their own.

Price

The rent for these homes should be lower than their competitors, because they don't have as many features or amenities, such as a pool, spa or fitness facility.

Place/Distribution

Having a location close to a school, grocery store and also on a bus line, adds to the community's features, which is great for the majority of their residents. The majority of their residents consist of the single working class parent.

Promotion

In an effort to increase potential resident awareness, there will be alternate advertising tactics used besides the Apartment For Rent Magazine and website. To improve the quality of residents, not only will the applicants have to provide a good credit report, but also present two recent checks from their place of employment and two references that are non-related. Also if the applicant has spotless credit (no car repossessions, no home foreclosures, no late payments) their first month's rent will be ½ off. Also, for the residents to become more familiar with each other, management will sponsor community events on selected holidays throughout the year.

CHAPTER THREE

BUDGET

Advertising:

Cable Television:

TV3 Public Service

Production	PSA	\$350
Announcements	Multiple Spots	N/C
Cable TV Billboard	Multiple Spots	<u>N/C</u>
<u>Total for Television:</u>		\$350

Newspaper:

The San Bernardino

County Sun	12-weeks*\$57.12	<u>\$685.44</u>
<u>Total for Newspapers:</u>		\$685.44

Total Advertising (20.7%): \$1035.44

PUBLIC RELATIONS:

Special Events: Easter, Memorial Day, Independence Day,
Halloween

Food:	4 events* \$400	\$1600
Decorations:	4 events* \$50	\$200
Door Prizes:	4 events* \$50	\$200
Games:	4 events* \$50	<u>\$200</u>
<u>Total for Special Events:</u>		\$2200

Total Promotions (44%): \$2200

Total Budget: \$3235.44

CHAPTER FOUR

MEDIA PLAN

Objectives

- To use media to support promotion and increase awareness
- Summit Place Apartment Homes will utilize available media to reach the target market in the city of San Bernardino and surrounding cities

Media Mix And Tactics

Newspapers

Newspapers have high reach and readership. They are able to deliver a vast amount of information to visual learners and have the ability to target specific market segments according to interest.

The San Bernardino County Sun

According to the San Bernardino Sun media kit, this newspaper is the largest daily newspaper in the San Bernardino County. It reaches 43% of homeowners and 47% of adults with children at home on Sundays.

Television

Just as a story can be told in many different ways, audio and visual elements can be combined to produce

several types of commercials. Emphasis can be placed on the story itself, on the problem to be solved, on the central character such as a testimonial, or on special human emotions or storytelling techniques such as satire, humor, fantasy and so on.

KCSB-TV3

KCSB-TV3 airs local events in the Inland Empire and surrounding cities. Public Service Announcements (PSA's) and bulletin board announcements will be aired as needed per apartment units available.

CHAPTER FIVE

ADVERTISING OBJECTIVES

- Create favorable attitudes toward Summit Place Apartment Homes by their target market.
- Use both traditional and nontraditional forms of media to create awareness at Summit Place Apartment Homes.

Positioning Statement

Summit Place Apartment Homes is a quite community offering reasonable priced homes for the working class family.

Creative Strategy

Objective

Create awareness for Summit Place Apartment Homes as unique and distinct from other apartment properties in the city of San Bernardino and surrounding areas.

Target Market

Open

Key Benefit

Offering quality apartment homes located in a great neighborhood at a affordable price.

Reason Why

None of the other apartment properties in the surrounding areas have units with as much square footage as Summit Place for a very reasonable price.

Tagline

"Where Home Is Synonymies With Comfort And Safety"

Tone

The tone will be comfortable and family oriented.

Intended Reaction

"I want to live in Summit Place Apartment Homes because it is a place I can call home."

Mandatories

- Summit Place Apartment Homes logo
- Website
- Apartment's telephone number
- Summit Place tagline

Execution

- Straight sell.

CHAPTER SIX

PUBLIC RELATIONS

Objectives

- To show the dedication that management has toward building unity amongst its residence.
- To generate word of mouth with its residence, whom will tell their friends about how wonderful it is to live in Summit Place Apartment Homes.
- To do its part in improving the City of San Bernardino.

Holiday Events

Throughout the year Summit Place Apartment Homes will sponsor events on four separate holidays. These holidays will be Easter, Memorial Day, Independence Day and Halloween. Easter's main theme will be an Easter Egg Hunt for the children of the community. There will be bar-b-ques prepared for Memorial Day as well as Independence Day. For Halloween there will be a costume party as well as candy provided for the children, so the children want have to be in the streets. All these events will consist of beautiful decorations, food, games and door prizes.

Personal Selling

Objectives

- To increase the level of customer service.
- To establish a strong relationship between the property manager and the residents.

Training

All apartment employees will receive training to improve their customer service/sales skills and knowledge of the industry.

CHAPTER SEVEN

EVALUATION

- Conduct a survey to determine awareness and opinions about Summit Place Apartment Homes.
- Determine the increase/decrease of traffic by measuring the amount of applicants who visit the property before and after advertising.
- Measure apartment units leased and lengths of individual leases, and then compare them to the previous year.

Recommendations

- Better customer service
- Fine residents for having cars that are not operational
- Reward residents for paying their rent before or on time
- Add a fitness center, swimming pool and a spa
- Try to recruit more quality residents
- Reward residents for recommending new tenants that move in
- Add security cameras to parking area

- Hire assistant manager to assist with everyday tasks
- Create a Crisis Plan

CHAPTER EIGHT

CRISIS PLAN

Definitions

A crisis is an unplanned event that directly or potentially threaten a company's reputation; the environment; the health, safety or welfare of employees; and the health safety or welfare of citizens in the surrounding community.

Events that fall into this category include earthquake, fire, vandalism, sewage damage, electrical fire, equipment malfunctions, and other types of incidents.

Minor Crisis

A minor crisis is confined to a limited area of a building; results in minimal, if any, disruption of operations; is quickly brought under control; does not require an evacuation other than by a few employees in the immediate vicinity; and cause a minor injury or none at all. Media injury is possible with events in this category but apt to be minimal.

Major Crisis

A major crisis may involve significant injury or loss of life, prolonged disruption of normal operations,

substantial property damage, or a significant environmental impact- or holds potential for any of these. Media injury is more likely to occur with events in this category, especially if other municipal emergency response groups have been called in for assistance.

Communication Objectives

In the event of an earthquake, Summit place wants to make sure that all employees, residents and the surrounding community are safe and secure. Employee and resident safety is the number one concern of the organization. Summit Place will provide open communication with our residents, employees, owner and all medias involved.

Steps to be Taken in the Event of an Earthquake

1. A plan will be implemented within four hours of a major earthquake.
2. Insure the safety of all employees and residents.
3. All damages will be assessed within two hours.
4. Have an assessment report for all investors in the first two hours.
5. Surrounding communities will be informed.
6. Be totally open with all media.
7. Get out of media spotlight as soon as possible.

Communication Chain

In the event of a crisis, this is the communication route to follow:

1. Trilar Management Group
2. Families of employees and customers
3. Executive Director contacts agency spokesperson
4. President of board contacts Executive Committee
5. Executive Committee members contact remaining board members
6. Executive Director contacts local and state authorities as prescribed by law
7. Agency spokesperson contacts media in case of earthquake to report status of damage to the stores.

Emergency Personnel

Agency	Name	Contact Numbers
Police	S.B.P.D.	909-383-5311
Hospital	St. Christopher's	909-214-8745
Fire Department	S.B.F.D.	909-384-5151
Paramedics	Inland Empire Paramedics	909-814-8758
Health Department	I. E. Clinic	909-257-5874

Materials for the Crisis Control Room

- ___ chairs
- ___ desks
- ___ computers or typewriters (maybe manual typewriters in case power is a problem)
- ___ bulletin boards
- ___ flip charts
- ___ computer printers
- ___ telephones
- ___ cellular phones
- ___ battery-powered televisions, radios
- ___ one or two chalkboards
- ___ maps of apartment complex and surrounding community
- ___ flashlight or battery powered lamps
- ___ police radio
- ___ walkie-talkies
- ___ company letterhead
- ___ pens
- ___ pencils
- ___ telephone directories
- ___ contact lists
- ___ media directories
- ___ press kits

- _____ CMPs and CCPS
- _____ street and highway maps
- _____ food and beverages
- _____ copying machine
- _____ first aid kits
- _____ cameras and film
- _____ extension cords
- _____ generator power packs

Pregather Information

- _____ safety precaution
- _____ safety records
- _____ backgrounders
- _____ executive biographies
- _____ annual reports
- _____ photos
- _____ amps of site(s)
- _____ location of offices
- _____ fact sheets
- _____ campus phone books
- _____ fill-in-the- blanks news release

Implementation Procedures

1. Adoption of Crisis Management Plan
2. Selection of Media Spokesperson

- A. Primary: Director of Public Relations
 - B. First Alternate: Executive Director of Agency
 - C. Second Alternate: President of Board of Agency
- 3. Staff Orientation
 - 4. Board Orientation
 - 5. Volunteer Orientation
 - 6. Media Orientation
 - 7. Annual Review

Table 1. Radio News Checklist

Station Call Letters	Dial #	Address	News Director	Phone	Fax
KKBT	100.3	Los Angeles, CA	Dave Chandler	(323) 936-8605	(323) 936-5608
KGGI	99.1	Riverside, CA	Jennifer Edwards	(909) 431-5991	(909) 431-8965
KPWR	1005.9	Los Angeles, CA	Mark Smith	(213) 520-5797	(213) 520-4892

Table 2. Newspaper Checklist

Name of Newspaper	Address	Phone	Frequency of Publication	AM or FM
L.A. Times	Ontario, CA	(310) 370-2552	Daily	AM
The Press Enterprise	Riverside, CA	(800) 794-6391	Daily	AM
The Sun	San Bernardino, CA	(909) 889-9666	Daily	AM

Table 3. Television News Checklist

Station Call Letters	Channel	Address	News Director	Phone	Fax
KCAL	9	Los Angeles, Ca	Oscar Gomez	(323) 467-9999	(323) 819-1679
KABC	7	Los Angeles, CA	Johnny Chan	(323) 644-7777	(323) 644-7777

Summit Place Apartment's Incident

Information Sheet

Complete using ink pen

Date: ____ Time: ____ Initial Reports: ____ Update: ____

Describe the incident (i.e., earthquakes, fire sewage damage, equipment malfunction, serious injury, electrical fire, etc.):

Indicate when the incident occurred and when crisis personnel first responded:

Describe which crisis groups are responding:

Indicate where the incident occurred (Building number, apartment number(s), east or west of apartment complex, etc.):

Describe the work performed in the building(s) where incident occurred (i.e., machining, office functions, mix of factory and office functions):

Estimate the number of residents evacuated:

Estimate the number of residents injured, nature of injuries (to clarify misleading reports) and where they are being examined/treated (i.e., on-site medical, local hospital):

Describe what is being done to mitigate the emergency:

Summit Place Apartment Homes

Telephone Log List

Priority: _____ Date: _____ Time: _____

Call Received From:

Name _____

Organization _____

Location _____

Message: _____

Call back by: _____

Date: _____ Time: _____

Notes: _____

Example of Initial Statement
for Release

At approximately _____ (time) today _____ (date), a
_____ (earthquake, electrical fire, etc.) occurred
at Summit Place.

Crisis Response personnel are now responding as well
as _____ (other support response groups such as
fire fighters and security officers, medical doctors and
nurses, safety personnel, industrial hygienists, and
environmental engineers, etc.

Our major concerns are for the safety of our residents and the public and to minimize environmental impact.

We are now involved in determining what has happened and what is being done to mitigate the situation. As more details become available, we will pass them on to the media.

CHAPTER NINE

REVIEW OF LITERATURE

Marketing plans are a comprehensive statement of what you expect from each brand or service in the future. They evolve from the firm's mission statement which defines the businesses the company wishes to pursue and the customers to be targeted. Plans are prepared on an annual basis, and include both historical data and recommendations on how to improve performance. The plan combines a set of marketing strategies with a timetable for action so that specific financial goals can be achieved (Darymple 1976). An annual plan usually includes such sections as an executive summary, current company situation, business environment, target markets, objective, strategy, action programs, anticipated results, and contingency plans.

One of the more popular marketing practices used today is evoking ones emotions to attract residents. Statistics show 85 percent of sales are done on an emotional basis. Selling doesn't turn people on; provoking emotion in people is what leads them to buy. In marketing apartment properties, the best techniques are based on hot buttons. The job of the property manager is to know when and how to push them. These buttons consist of techniques

such as Cocktail Chatter, Be Nice and Say "Please", The Name Game, Wet and With It, Paint a Rainbow, an Sell with Style (Otto, 2000).

Cocktail Chatter, plainly put is striving to be the talk of the town by being at the right place at the right time. For instance, Village Green Cos. Was tasked with marketing its new mid-rise for Baby Boomers. Statistics illustrated that Bay Boomers haven't rented an apartment since their years in college and aren't likely to be pursuing any apartment guides. They needed to find an outlet to target this group. They placed an ad in the opera and symphony bills and discovered instant exposure. Now, you have this age group talking about mid-rise apartments during the intermission. This created "Cocktail Chatter" for Village Green (Otto, 2000).

The be nice and say please concept is self-explanatory. A basic courtesy such as calling potential residents first before sending them information may sound like a strange concept. But this is becoming the hottest sales technique (Otto, 2000).

The Name Game concept, simply put is your identity. For instance Archon Group's Eaglewood property in Orlando, Florida has three phases in their community. These phases are called The Greens, The Front Nine and the Back Nine.

If you haven't guessed by the name, the site has a golf course on it. The name must tie in with the theme in order to have marketing continuity. Using one umbrella name is essential for familiarity to the public (Otto, 2000).

Wet and with it explains that water always wins. A mere fountain at the front of the entrance with a few benches for viewing enjoyment adds the sparkle that catches the resident walking in. This trend should be continued throughout the property, by maybe adding a pond and even a fountain to the swimming pool (Otto, 2000).

Paint a rainbow states that white walls and silver finishes are boring. Fuchsia walls and brass finishes are tacky. This concept says color is the biggest factor when it comes to creating a connection with a potential resident. Realtors traditionally dress for success in navy and black, but sometimes they feel adding a softer color can make them more approachable (Otto, 2000).

The most important of all these concepts is selling with style. " You've worked hard to make your property attractive to renters, now it's time to sell it. Marketing isn't limited to sending out flyers and placing ads; to be successful you must maintain a continuity and theme that identifies your property as the place to be. There is no

one aspect that will sell your apartments, it takes imagination" (Otto 2000).

Another popular tool in present day marketing is the internet. Until recently real estate marketing has relied primarily on printed material such as signs and brochures and the people that have to produce and present them. Then came the web. All of a sudden, commercial and residential real estate marketers were faced with a whole new medium that offered the best visual and informational aspects of print, the immediacy of broadcast, and, best of all, a reach far beyond the classified listings and local real estate magazines. However, sometimes it is hard to maintain (Wilder, 1997).

Many property management executives have found the challenge of maximizing the web medium is discipline. Local property managers have to constantly be reminded that when there is a change or any promotions for the property, that the website must reflect that. To correct this problem, many large apartment property owners outsource their website listings. This minimizes the investment of time and money in keeping with latest web technology (Wilder, 1997).

Last year, a building on New York's Lower East Side became the world's first residential property to be

marketed with high-speed (T1) Internet access. Now the trend is catching on in other cities. An apartment house in San Francisco's Haight-Ashbury district was just wired with a T1 cable (Wilder 1997).

Ultimately, a good marketing plan can make a world of difference for an apartment property. One of the most difficult challenges in working with a distressed property is changing the perceptions people may have about it. This was the case with Fountainview Village Apartments, a 970-unit, rent-stabilized apartment community in Blackwood, New Jersey. Until recently, this South Jersey property was well known locally for its crime, arson, and gang activity (Dalrymple, 2000).

In September 1990, The Balcor Company, Inc., took Fountainview back through foreclosure. This is a diversified real estate investment and services company based in Skokie, Illinois (Dalrymple, 2000).

Built in 1973, the property was first known as Cedar Ridge, then Countryside Apartments, and finally Fountainview Village. Its 56 acres included an 18-hole miniature golf course, a clubhouse with an amusement arcade, and two swimming pools. Over the years, the multifamily community had a succession of owners and managers. The end result of these constant transitions was

a declining physical condition, a floundering economic performance, and a worsening reputation in the local community (Dalrymple, 2000).

It was clear that before any apartment units could be leased that Fountainview had to be completely renovated and that management would have to generate a spectacular marketing plan. During the critical, initial lease-up phase, Allegience developed a comprehensive marketing plan that set concrete goals and mapped out strategies to meet its objectives. This program was geared toward generating traffic and interest in the changes occurring at Fountainview and was based upon individual contacts with area residents and businesses. The skepticism generated by prior owners' failure to reverse the property's decline made this strategy mandatory (Dalrymple, 2000).

Ultimately this strategy was a success. Now, Fountainview is a thriving residential property with occupancy expected to reach the upper 90th percentile by year-end and net rental income will more than triple what it was at takeover. To maintain this level of success Fountainview will have a full-time, on-site marketing manager who will direct the external resident prospecting programs, such as newspaper and apartment guide

advertising, direct mail campaigns, and community involvement activities (Dalrymple, 2000).

When dealing with apartment properties, marketing plans are definitely a necessity, as well as a good crisis plan. The World Trade Center tragedy would be the most popular and recent example of when a crisis plan was needed. A crisis plan is essential for unseen events that directly or potentially threaten a company's reputation; the environment; the health, safety or welfare of employees; and the health, safety or welfare of citizens in surrounding communities. Developing a crisis plan, implementing it, and practicing it is now a critical component of managing apartment properties (Muhleback, 2002).

After September 11th bio-chemical warfare, anthrax and cyber terrorism have become very familiar to everyone. Property managers now, more than ever must seriously concentrate on developing a crisis plan to handle any of these potential situations. There are many different policies that property managers can implement:

- Never allow someone to walk through your office unescorted. Your office is like your home away from home. It's like walking through your bedroom or living room.

- Require guests to sign in and out, and indicate the name of the person they are visiting. Requiring guests to provide photo identification is also an important precaution.
- Be prepared to ask appropriate questions when you receive a bomb threat. When is the bomb going to explode? Where is the bomb located? What does it look like? What kind of bomb is it? What will cause it to explode?
- Train staff, security and maintenance personnel to be aware of defining characteristics of suspicious individuals. Urge them to be aware of their surroundings. How tall is the person? How much does he/she weight? What color is his/her hair? Is the person wearing any jewelry? What color eyes? What clothes is the individual wearing? How old is he/she? What nationality is the person? Are there any distinct facial features? Does the person speak with an accent? Does the person have any scars or tattoos?
- Isolate suspicious mail or packages. Require the person delivering the mail to have a log.

- Be aware of potential hiding places. Stairwells, vacant offices and other areas within office buildings are perfect places to hide a bomb.
- Install closed circuit television and monitor screens regularly. Also post signs indicating the usage of the closed circuit television; it may deter would be terrorists.
- Limit access. Access should be limited to such areas as boiler rooms, control rooms, computer rooms, mailrooms, and elevators. They should always be locked when not in use. The dumpster areas should also be locked and kept free of debris as they are perfect areas in which to conceal an incendiary device.
- Establish secure mailroom procedures. Employees should come down to the mailroom to pick up their mail. It should not be distributed to them. Thus, if a dangerous package is delivered, it can be contained in one area. Packages with no return address on them should not be opened. Be aware of packages that contain too much postage, are bulky, or are marked personal and

confidential. Require mailroom employees to wear gloves when opening mail.

- Maintain a list of who is in the building when possible. If there is ever an incident on the property, this will greatly aid the authorities (Muhleback, 2002).

If property managers implemented some of these rules in their on personal crisis plan, it will help relieve any potential issues that may transpire.

APPENDIX A
QUESTIONNAIRE

MANAGER

QUESTIONNAIRE

1. What is your name and title?
2. How long have been employed?
3. How many employees work here?
4. What year were these apartments built?
5. Who owns Summit Place?
6. How many units are there?
7. How many floor plans?
8. What is the rent per apartment plan?
9. What are your current promotions?
10. What is your current advertising?
11. What are the are the past or present problems?
12. What are the requirements to move into Summit Place?
13. What is the process?
14. What are the amenities?
15. What is the make-up of your current residents?
16. Where are most of your residents from?
17. What is your busiest season?
18. Does business change from season to season?
19. Who is your competition?
20. What is your budget for advertising per year?
21. Do you use newspaper, television, radio, magazine, flyers.....?
22. What type of events of gatherings do you have in the community?
23. What is your chain of command?

APPENDIX B
SURVEY

SUMMIT PLACE APARTMENT

SURVEY

1. How did find out about Summit Place Apartments?
____ Apartment Guide ____ Internet ____ Word of Mouth
____ Other _____
2. How long have you lived here?
3. How long is your present lease?
4. Has your rent increased since you first moved in?
5. Is the present rate of your lease suitable for you?
6. What do you like best about Summit Place?
7. What do you like least about Summit Place?
8. What amenities would you like to see Summit Place add?
9. What is your occupation?
10. What is your marital status?
11. Do you have any children?
12. How many children do you have?
13. How old are you
18-25 26-35 36-45 46 and older
14. Sex M F
15. Race
16. What is your highest level of education?
____ High School ____ Some College ____ College Graduate
____ Master's Degree and Beyond ____ Other
17. What is your household income?
____ Less than \$20,000 ____ \$20,000-\$40,000 ____ \$40,000-\$65,000
____ \$65,000 and above

APPENDIX C
PHOTOGRAPHS

Apartment Units



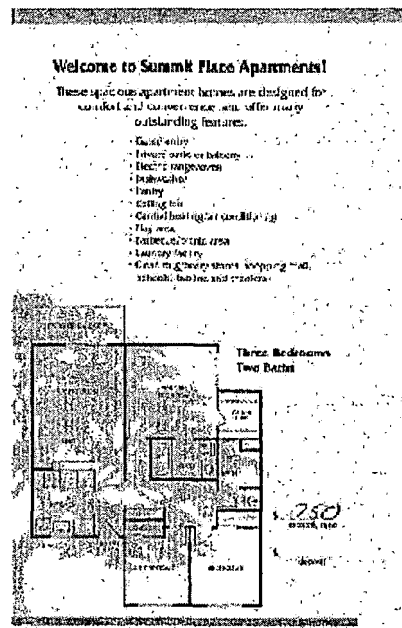
Playground



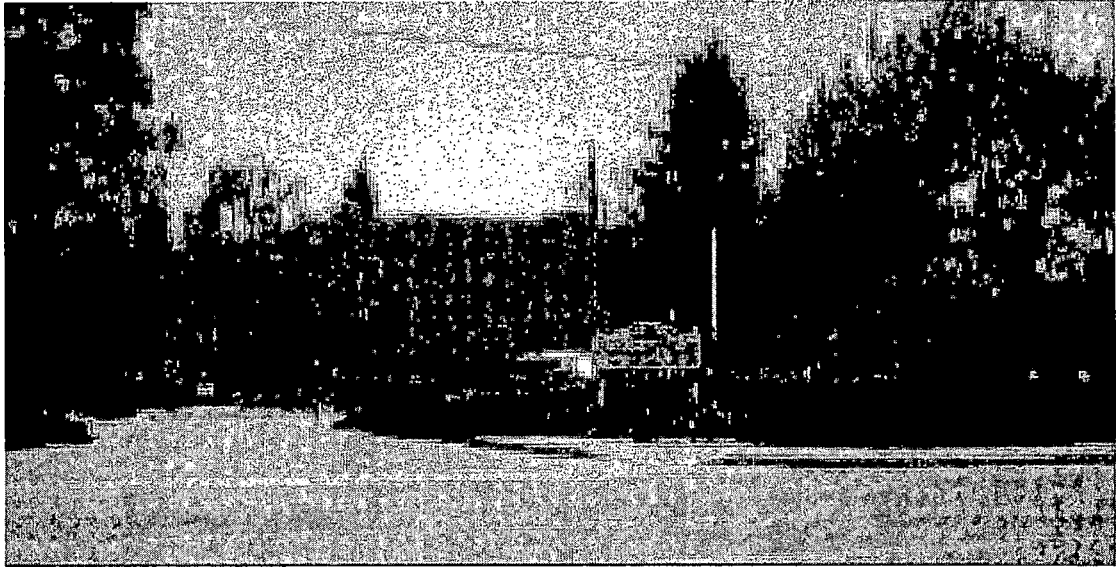
Front of Brochure



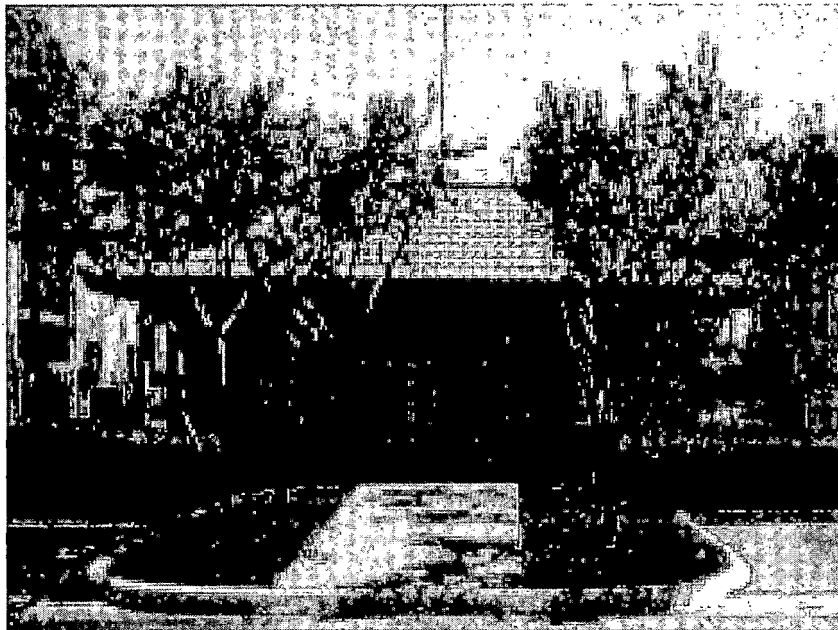
Features/3 Bedroom Floor Plan



Front of Apartment Property

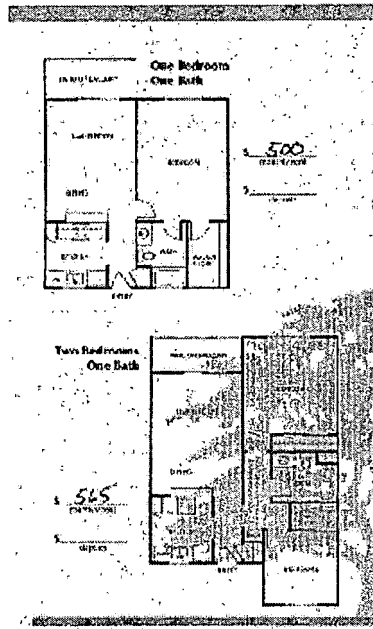


Rental Office

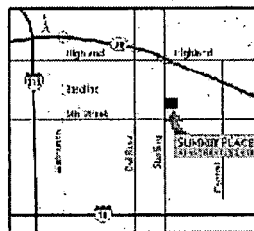


One and Two Bedroom

Floor Plan



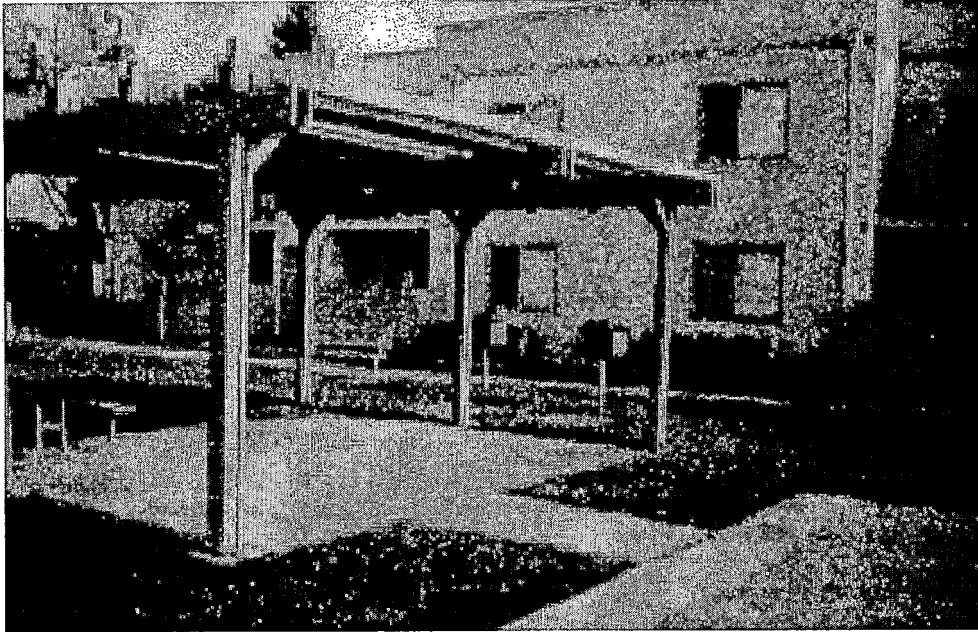
Back of Brochure



2405 Spring Avenue
San Bernardino, CA 92410
909/894-2435
Fax 909/894-8597



Picnic/Bar-b-cue
Area

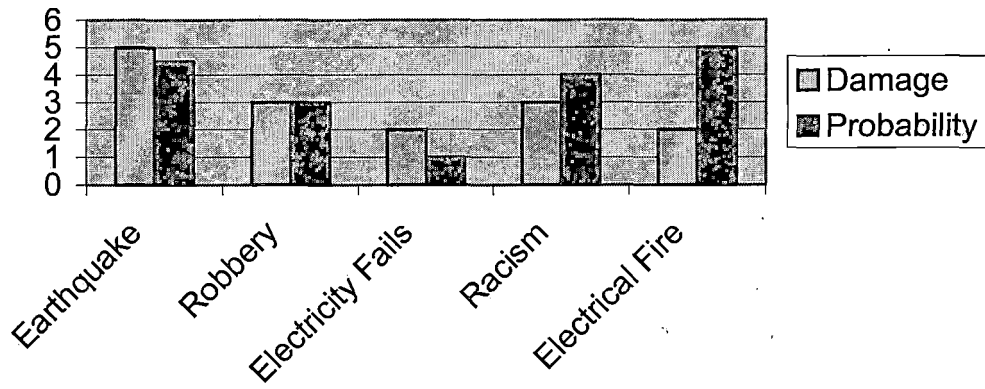


Laundry Room



APPENDIX C
CRISIS INVENTORY

Summit Place Apartment Crisis Inventory



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