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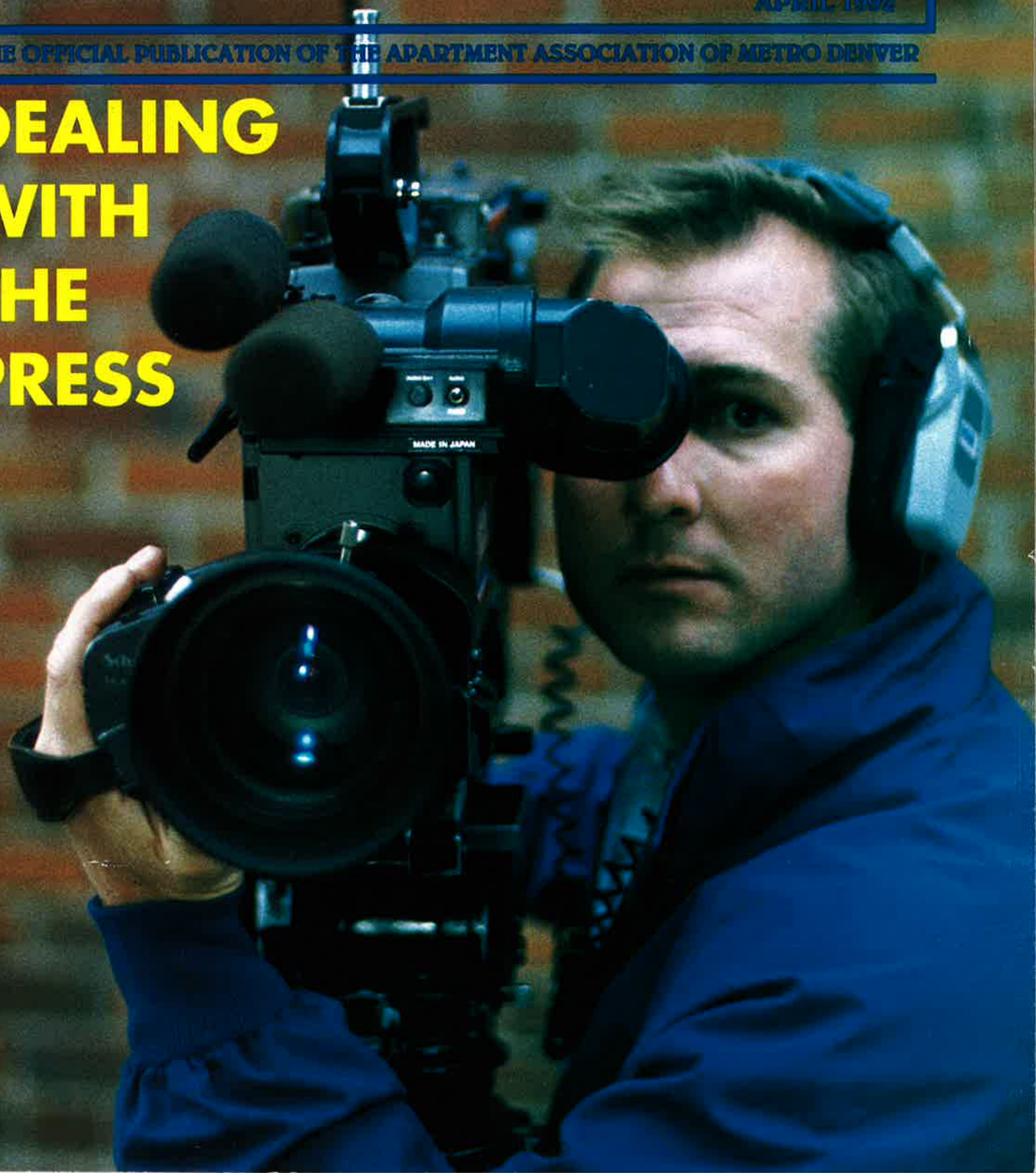
APARTMENT

TRENDS

APRIL 1992

THE OFFICIAL PUBLICATION OF THE APARTMENT ASSOCIATION OF METRO DENVER

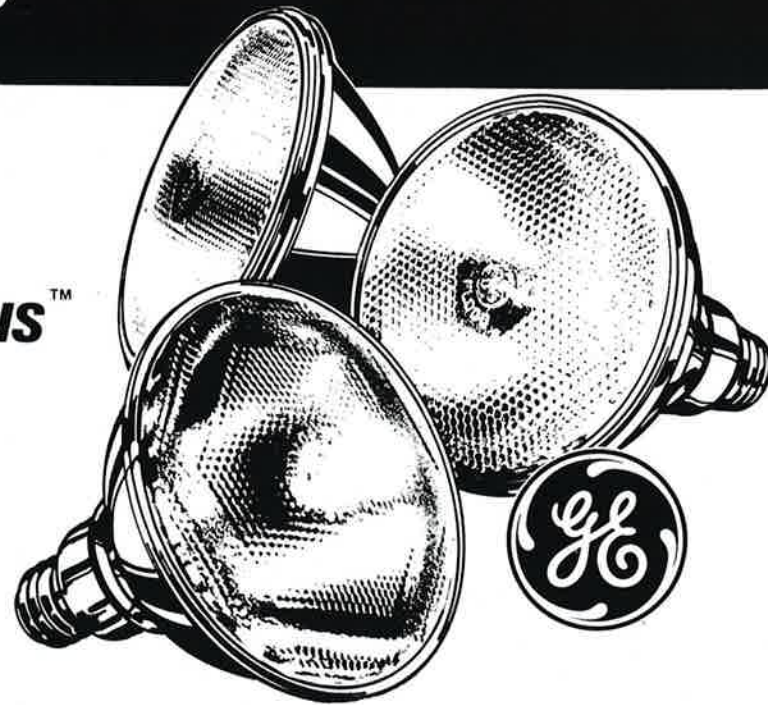
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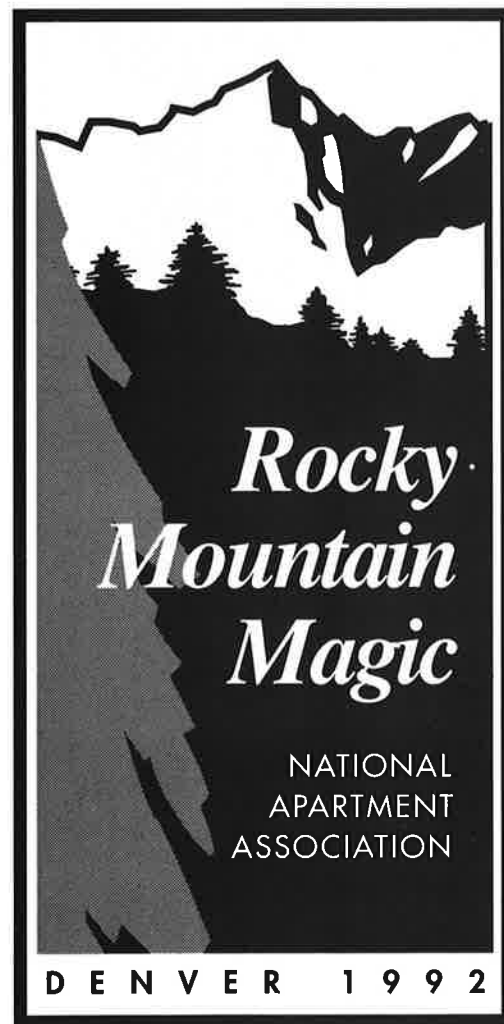
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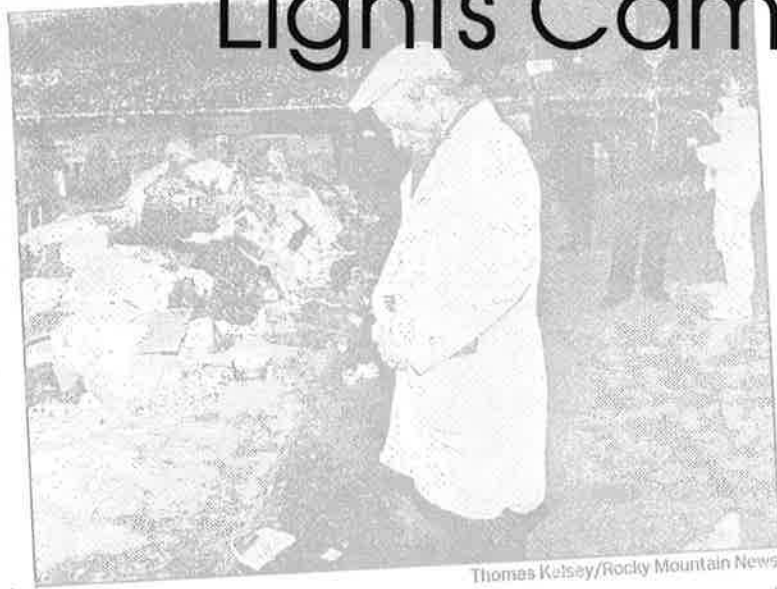
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Beginning with this issue, *Apartment Trends* will be published six times a year. Our next issue will be May-June 1992.

Cover photo of Eric Kehe, photo-journalist, KUSA-TV/Channel 9 by Manny Sotelo, chief photographer, Channel 9.

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Lights Camera Disaster



Thomas Kelsey/Rocky Mountain News

Evicted tenant Delbert Martin, 61, glumly surveys a yard strewn with a lifetime's accumulation of belongings.

After 35 years in the same apartment, eviction hurts

By Scott Yates
Rocky Mountain News Staff Writer

Standing in the street, surveying what remained of the contents of his apartment, Delbert Martin, 61, was unable to say exactly what had gone on in the past six months, but he knew what was coming next.

"I'm gonna have to find a new place," Martin said glumly as Denver police officers loaded his stuff into a truck. He still was wearing a red bow tie, part of his uniform as a waiter at the University Club.

Martin had lived in the building at 1629 Clarkson St. for 35 years, but since his wife, Jean, died six months ago, he has had trouble keeping track of rent payments.

"Before she died, everything was OK," he said.

According to the property manager, Max Sparks of Marsh

and Associates, Martin tried to give the landlord \$195 — his monthly rent — at the beginning of January, but was refused "because we had begun eviction proceedings."

Sparks also said Martin had been warned that the eviction was coming. But when the appointed time came Wednesday and Martin was not there, officials went ahead with the eviction. By the time Martin got home from work, TVs, a stereo, and all of his huge coin collection had been stolen.

And his cat had been sent to the Dumb Friends League.

People came to his aid late Wednesday. King Soopers donated use of a truck to haul his belongings. Lilliana Kite of the Denver Police Victim Assistance Unit was there trying to figure out how to help.

"I've seen lots of evictions, but never like this," she said.

For Alice Marsh and Hayley Clark, Thursday, January 23, was a day like no other. One they would like to forget.

On January 23, they opened the Rocky Mountain News to find a photo and story about Delbert Martin, a black, 61-year-old resident they had evicted the day before. The headline read, "After 35 years in the same apartment, eviction hurts." Under other circumstances, the story which followed would have tugged at their heartstrings as it did others in the community. Unfortunately, they knew the story didn't really fit the facts.

Alice Marsh is president of Marsh & Associates, the property management firm responsible for evicting Martin. Hayley Clark is vice president at Marsh and property manager for the apartments where Martin lived. Marsh & Associates, an AAMD member firm, has done business in Capitol Hill for 18 years as property managers and in residential and commercial real estate sales.

It wasn't long before the calls started pouring in. First it was the media. Channel 7 TV wanted an interview... then Channel 2 and Channel 4. About 12:30 p.m., Channel 9 called to say they were on their way over. KOA radio also called wanting someone to go on the air live for their 4 p.m. Kelly and Company show.

Then the other calls came—the types of calls that can't be repeated in polite conversation. "I had to change my phone number," says Clark. "The night it [the story] aired, the phone rang four different times, and I got four hate messages. It was awful."

There were other things, too.

"I had both of my cars vandalized,"

says Clark. "Paint was poured over one, and both were spray painted. I'm glad it's past."

What happened to cause such an uproar?

Marsh & Associates took over management of the affected Capitol Hill property in August 1991 from a bankruptcy trustee. It was at that time that Delbert Martin first began to fall behind in his rent. Clark spoke with him about his August rent and offered to work with him on it. Martin paid his September rent, but by the end of October, he was two months behind. Clark talked with him again, and he paid two months' rent in November.

When Martin missed paying rent in December, which again put him two months behind, Marsh & Associates started eviction proceedings.

On the day of the move-out in January, Marsh & Associates called Martin so that he could be present when his personal effects were removed. He attempted to pay one month's rent at that time, but no such payment could be accepted. (Eviction proceedings provide that no partial payment can be accepted after final notice has been posted or served and removal from the premises has begun.)

The morning after the move-out, the Rocky Mountain News ran an article with a photo of Martin standing outside the building looking dejectedly at his belongings. The story quickly cast Martin in the role of victim saying that "Martin, 61, was unable to say exactly what had gone on in the past six months," and remarking that "since his wife, Jean, died six months ago, he has had trouble keeping track of rent payments."

Reporter Scott Yates then quoted an employee of Marsh & Associates who said that January's rent had been refused "because we had begun eviction proceedings." Yates did not explain the history of the problem, nor did he indi-

cate that it was only partial back rent and could not be accepted at that point in the eviction process.

To cap the impression of Martin as a hapless victim, the article closed with Lilliana Kite of the Denver Police Victim Assistance League saying, "I've seen lots of evictions, but never like this."

The fact is that Scott Yates, a night reporter with the News, got his tip about the eviction from the Victim Assistance Unit. He then talked with Marsh & Associates and Martin.

While Yates' quote from Kite at the Victim Assistance Unit seemed to imply that the eviction was unusual and shocking, Lt. Thomas Haney, commander of the Denver Police Dept.'s Crimes Against Persons Bureau, says the reference was to the unusual personal problems Martin had experienced recently. He adds that, to his knowledge, the eviction was properly carried out.

In addition, it now seems the facts about Martin's wife's death are not what they appeared at the time. The Vital Records Section of the Colorado Dept. of Health revealed no death reported for a Jean Martin during 1991.

Marsh and Clark were surprised to see the newspaper report of the eviction,

Hayley Clark and Alice Marsh of Marsh & Associates



but they were even more shocked to discover what they felt was a skewed version of the facts presented in the article.

In contrast to the confused victim portrayed by Yates in the *News*, Clark had found Martin to be a clean and tidy man, fully capable of functioning on his own. During her meetings with him, she learned he had a full-time job as a waiter at the University Club. Still, she took the trouble to let him know about community agencies from which he could seek help if he felt he needed it.

In addition, Marsh felt little attempt was made to fairly present the property manager's side of the story. "They talked to Delbert who is very personable, very photographable. The newspaper didn't talk to me at all," she says.

When the calls for interviews began coming in, Clark was selected to handle the television interviews because of her on-camera experience as a field correspondent for a local, Mile-Hi Cablevision news show. She quickly discovered that a clear presentation of the facts isn't enough to ensure fair coverage.

"Channel 4 came out the best. They really gave me a chance to tell our side," says Clark. "They did a clip about the whole story and then let me talk. I said that Martin was a big part of the building. He was someone we really liked, and it was very hard to evict him. I said that

we counseled with him—sat down with him and said we really wanted to work with him."

Clark feels the worst report appeared on Channel 7. "The reporter badgered me throughout the interview. She said, 'Why did you do this? Couldn't you have done that?' The on-the-air segment showed that badgering."

While Clark initially felt her interview with Channel 9 went well, the on-air results were not what she expected. She says, "The reporter was wonderful. But when I saw Channel 9's report, I felt it was very one-sided. They only used two of my sentences, and what they focused on was my saying 'I have an owner who needs to make a mortgage payment.' That made me look like I'm this little rich girl who is evicting this poor black man."

Marsh elected to handle the radio interview requested by KOA news radio for their afternoon Kelly and Company show. Marsh recalls that the initial question by Steve Kelly was "something like, 'So why did you throw this old man out?'" She says, "I thought if I responded in kind, I would lose. And if I let him shut me up, I was going to lose.

"My real hope was that the people who listen to that kind of radio show are property owners themselves. They know that tough decisions have to be made, and someone has to be willing to execute

them." She adds, "That is what I was trying to convey—that we are competent and capable."

The next day, after Marsh and Clark felt they could put everything behind them and get back to business, KNUS radio called for a short interview with host Gary Tessler. Clark agreed, but it was clear from the start that it was intended to be an attack rather than an interview. Says Marsh, "He [Tessler] clearly called to make Hayley out as the bad guy. He did not want an interview, although that's how he presented it."

Even days and weeks later, Marsh and Clark continued to see fall-out from the eviction. The *Rocky Mountain News* received 40 or 50 letters in response to the original article and printed three of them. "They did a pro-Marsh, an anti-Marsh, and a neutral letter. Overall, I felt the result was positive," says Marsh.

Commenting on the response he received after the story ran, Yates reports receiving approximately ten anonymous phone calls referring specifically to Marsh & Associates by name and complaining about how often they evict residents. (He doesn't find it odd that so many supposed victims of unfair evictions would decline to give their names.)

It is worth noting that the *Denver Post* had the same information as the *News* following the eviction but, after evaluating the incident for newsworthiness,

decided to print nothing about it.

Now that the crisis is behind them and the media has found other stories to pursue, Marsh and Clark are left feeling disenchanted and a little resentful. "The thing that has been overwhelming to me," says Clark, "is the lack of information people settle for. They don't seem to care what the facts are. They see this heart-rending story and they say, 'This guy was obviously just a victim of rich Republicans.'"

For Marsh, "the most overwhelming thing to me was the reaction of some other real estate professionals." After seeing the media furor created by the eviction, associates suggested that Marsh and Clark should have "just let it go for awhile" or should have paid the rent out of their own pockets. "It was really shocking to me," says Marsh.

Both women lament that the worst feeling was that no one seemed to see that they are people too. "We are very hands-on, very people oriented," says Clark. "We know our residents by name, and they know us by name."

Says Marsh, "We go the extra mile for residents. Marsh & Associates provides housing for the Colorado Coalition for the Homeless, for Section 8 residents of the Denver Housing Authority, and for the Colorado AIDS Project. These people are not sought out by the traditional management companies because they

Property owners know tough decisions have to be made, and someone has to be willing to execute them.

The thing that was overwhelming to me is the lack of information people are willing to settle for. They don't seem to care what the facts are.



What if...?

AAMD surveys its members on eviction

Marsh and Clark were surprised by the lack of support they received from other real estate professionals following the eviction of a resident and the accompanying media exposure. We wondered if the response to their actions would have been different if there had been no media hype. To find out, we selected AAMD members and presented the essential facts of the eviction to them as a hypothetical situation.

There was unanimous agreement among the members surveyed that the actions taken by Marsh & Associates was correct. The only criticism offered was that the "hypothetical property managers" had taken too long to start the eviction process.

In her response to the hypothetical situation we presented, Lori Stormes, community manager with Gold Crown Management, said, "I would not have let it go as far as it did. When you let a resident pay in this manner, you set a precedent and revoke your right to ask for rent in a timely manner."

"The situation had gone on long enough," said Fran Jarrett of Property Asset Management. "It is time to get in a resident that would pay on time." She went on to say that she would have served a three-day rent or possession notice at the beginning of the second month, and if not paid, would have filed for eviction by the 10th of that month.

Harold Zeller, also of Property Asset Management, noted that "the resident was employed full-time and was habitually late" which would cause him to start the eviction process earlier.

Richard C. Koonce, an owner with RK Properties, pointed out in a situation like this where the resident is regularly employed, the money must be going to "something he can't control," and the manager should "cut the losses" because the situation probably won't get better quickly.

Lights Camera Disaster, cont.

don't want the extra hassle."

Marsh is very involved with the neighborhood, as well as her residents. She has been vice president, president, and board member of Colfax on the Hill, a neighborhood business association, and has served on the board of Uptown on the Hill, an association of residents, property owners, and business people. She is also active in groups working with run-away youth.

Yet, when the spotlight turned in their direction, neither Marsh and Clark's integrity nor their track record, seemed to matter. Even the facts were overlooked in the media's rush to get "the story."

Post script

Reporter Yates, now with the *Durango Herald*, has been given more information about the Martin eviction and of the efforts Marsh & Associates regularly makes to provide much needed housing for hard-to-place Denver residents. Still, he wishes more could be done to avoid eviction.

While Marsh and Clark know that evictions are unavoidable, they have become more cautious in pursuing the eviction process. "We had an opportunity for two move-outs the following week and I told Hayley to turn them down," says Marsh. "I didn't like making that decision, but I was concerned about what it might do to us personally and to our public image."

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Meeting the Media

What to expect—and what you can do—
when the spotlight's on you.

by T. Jan Wiseman, CAE

You are sitting quietly, enjoying your morning coffee, when the phone call comes. Paula Woodward and her TV crew would like to interview you on camera in a few minutes about one of the properties you manage.

You think Wow! How exciting! One thing is certain—this won't be a boring morning.

After a few seconds, however, the reality of the situation starts to sink in. Paula Woodward wants to come to *your* office. *Now*. What should you say? What should you do? Say, "I'm in a meeting and can't be disturbed?" Or, better yet, leave for Australia immediately?

You've got some decisions to make. Quickly.

What story are they pursuing?

It is important to know why the media wants to interview you or a spokesperson for your company. Knowing the reason for their interest gives you a headstart in preparing your message and how you want to deliver it to the public.

If you know that the interview request is a reaction to another

TV or print media story, as it was in the case of Marsh & Associates' eviction of a resident (see page 4), you have a chance to better understand what might be about to happen. For example, the morning that the *Rocky Mountain News* ran the Marsh eviction story, the major television and radio stations in Denver called to get a response from Marsh & Associates about what had taken place.

If you aren't sure of the real reason for the interview request, try to find out the reporter's department or usual assignment area. Is it business or housing? If so, the story will probably be reported from that viewpoint by a person who has an understanding of real estate or business in general. The finished story will probably be more factual because of the reporter's background knowledge and because the audience will be expected to be more business oriented.

If the interview request is made by a general assignment reporter, the story is more likely to focus on human interest (i.e., emotional) angles, as was the

case with the *News*' eviction article.

If the individuals coming to your door call themselves investigators, you should start a serious investigation of your own into their reasons for interviewing you.

What do you want to get across to the interviewer and the public?

This is your key consideration. Decide what information and what image you and your company want to convey to the public.

Following the initial *News* article, Marsh & Associates decided the electronic media would probably be concentrating on human interest: the personality and personal plight of the evicted resident. They decided to project the message that they were also personally concerned about him. They humanized their relationship with Martin, referring to him by his first name, and told about their counseling sessions with him. They also told about their work with many organizations representing hard-to-place residents such as the Colorado AIDS Project and the Denver Housing Authority.

Rather than preparing to answer each and every possible question about the issue or incident you suspect the interviewer will be pursuing, narrow your focus as Marsh did. Address one central issue and project one quality about your company.

How do you accomplish that during the interview?

This gets a little tricky. If you are on live radio or television, you have a wonderful chance to tell your story without being edited.

However, such an opportunity can be dangerous. If handled poorly, you can hurt your own cause.

When Alice Marsh appeared live on KOA radio, she was calm and projected the image of a very reasonable professional. When the host, Steve Kelly, accused her of being unfeeling and uncaring, she stayed calm and talked personally about the man who was evicted, using his first name, and about her company's attempts to help him with his problem. Most importantly, she took control of the air time by being prepared to talk on the issue and by expanding on her answers. Her live appearance was successful.

For taped television and radio interviews, the reporter will be editing the entire interview down to approximately 10 to 30 seconds, depending on the importance of the story and the time available that day. Your challenge is to get your point across in a few, well chosen words without saying anything that could seem negative when taken out of context through editing.

Don't be disappointed when you see or hear the final product. If you give 15 upbeat answers and only two that are in any way negative, you can bet the report will include those two.

Remember to focus on one or two ideas you want to get across. Anticipate possible interview questions and prepare answers that center around your predetermined focus. If a question you've anticipated is asked, you'll



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have an answer ready. If a surprise or hostile question is asked, you may still be able to bridge quickly from the unexpected question to one of your prepared answers.

If you can't possibly bridge from a direct negative question to a prepared answer, look the interviewer calmly in the eye and tell him that the question is really the wrong question to ask in this circumstance. Then tell him what the right question is and answer it. Remember, however, this can only be done with a smiling face and in circumstances in which viewers are likely to believe you.

Sometimes you must answer that negative question. If so, do it directly and firmly while looking the reporter directly in the eye. What counts in such a situation is your credibility and trustworthiness.

With print media, your strategy should be different. In a print interview, you cannot talk directly with the audience. They will see and hear you only through the words of the reporter.

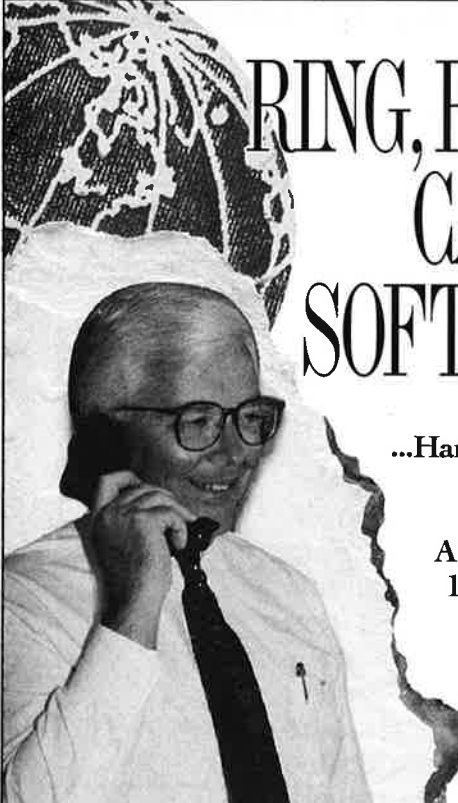
You have to be a salesperson with print reporters. You must convince him of your credibility, the validity of your information, and your concern. A print reporter is more likely to have the flexibility to use your ideas as the entire basis for the article, expand the story in other directions and to other sources after talking with you, or drop the story entirely. Because of this greater control, you have a better chance to sell your viewpoint and, thereby, influence the final version of the story. Have appropriate facts,

figures, and opinions at your disposal during the interview, especially if there are third parties and recognized authorities who share your opinion.

One potential to be aware of with all reporters, but especially those working in the print media, is that they will have their own agenda. While reporters are generally competent and fair, all of us have a certain world view resulting from our past experiences. And there are a significant number of people in the media who entered the field because of their desire to right the wrongs of the world. In some cases, reporters have been social activists, and they will rely on their own trusted sources and use that framework in reporting news.

It appears that reporter bias may have contributed to the eviction article which appeared in the *News*. While Yates, the reporter, did call Marsh & Associates for a comment on the eviction, he also quoted someone from the Denver Police Victim Assistance Office. The reporter's apparent assumption was that the evicted resident was a "victim," and the implication apparent in the story was that the perpetrator of the crime against this victim was the property management company. Yates chose not to examine the facts, the legal eviction process, or the actions the management company took to forestall the process in this case.

In a situation like this, you must work even harder to "sell" the reporter on the key elements of the story. You may even want



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to discuss the topic of balance with the on-duty news editor immediately after the interview. Be forewarned: This is a risky tactic, but if you are convinced the story will not tell your side, you have little to lose.

**Who should
be the
spokesper-
son for your
company?**

If the interview will be taped for television, the spokesperson should present a professional, genuine, relaxed image. He or she should use words well, be concise, and be sincere.

On television news, stories are brief, so the interview will be heavily edited. It is important that answers be short and to the point. Also, the camera is on the spokesperson all the time and picks up the smallest gestures and expressions. A person who is sincere, relaxed and upbeat is more likely to appear trustworthy and be remembered by the television audience, which generally will have forgotten what was said shortly after hearing it.

For radio, the same criteria hold true for the spokesperson's voice. The interviewee's face will not be seen, so his or her voice must transmit the same key qualities: relaxed, trustworthy, positive.

If the interview is for the print media, the spokesperson will generally not be seen. An expert who is able to explain situations in everyday language is best. Direct quotes will usually be used, so the spokesperson must be aware of exactly what is being said, not chatting casually or rambling.

**Where should
the interview
be con-
ducted?**

If you have time, pick a location that is comfortable and relaxing. In addition to making you or the spokesperson feel comfortable, the location should project the image you want. For television, the location should add visually to the story. That could mean in front of your apartments or in a common area.

If you want the story to imply that you are on a personal basis with your residents, as did Marsh & Associates, go outside in front of one of your properties with people walking in the background. Don't sit behind your desk in the office.

If the interview is being used for a news show, then short answers are important. The best answer in the world will not be used if it is long and cannot be edited.

Practice giving answers which are concise, one-sentence statements of your opinion, followed by an explanation. The reporter will be able to take your entire answer or cut between your opinion and your explanation. That way, if your answer needs to be cut, at least your initial statement will be used.

Remember to talk to the reporter, not the camera. The camera is merely an observer of a conversation between you and the reporter.

Be yourself. The television camera can spot phonies. Bring the real person you are to the conversation. Let your emotions show, if they're real. If you're really angry or really pleased, let

**What do you
do in the
interview?**

that show. Do not, however, confuse an honest expression of emotion with an outburst, or abusive language, or a tantrum.

One media author, Clarence Jones, devised the FACE formula to help interviewees remember what reporters are looking for. Jones emphasizes that a person being interviewed should show:

Feelings;

Analysis;

the Cs, including catastrophe, crisis, conflict, change, crime and corruption, and color; and

Energy.

The major difference between talking to a television reporter and talking to your friends in your living room is energy. Your interview must project an energy like a salesperson who believes in his product. The cool, self-contained, executive personality which may be effective in running a business can appear boring, even dishonest, on television. If you can deliver the FACE components, you will have been a good interview guest.

Can you develop a good relationship with the media?

The best defense is still a good offense. The best way to ensure good treatment by the media is to become a trusted resource so that reporters call you when they need "expert" comments for stories.

How do you do that?

Contact reporters specializing in your field and indicate your interest in becoming a resource. Sell yourself as an expert in your field who can provide clear, concise, and intelligent

comments and who is willing to be available at any time.

When that reporter calls you for a quote on a topic, he will usually be on a deadline and will be calling because he believes you will be available now (not an hour from now), you are quotable (will say something memorable and colorful), and knowledgeable. The best way to lose your status as a quotable source is to be unavailable or say No Comment.

Once you have become a trusted source, you must cultivate the relationship. Your continued effort will pay off. Even when the reporter leaves the position or media, he will probably turn over his sources to a successor.

Working with the media can be fun and very important to your success in your profession. It is selling—you and your ideas—just as certainly as you sell yourself and your competence to prospective investors or prospective residents.

AAMD executive vice president Jan Wiseman has working experience with newspapers, radio, and television in Wisconsin and Illinois, including the suburban Chicago area. He served as national president of the Journalism Education Assn. from 1973 to 1975 and authored the most widely used college text used in teaching mass media. As a college dean in Illinois, Wiseman was recognized by the Illinois College Relations Assn. for developing a model public relations program.



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RONALD H. THOMPSON

Get Ready for the Americans with Disabilities Act PART I

In July 1990, President Bush signed into law the Americans with Disabilities Act of 1990 (ADA). The ADA is widely viewed as the most far-reaching civil rights legislation in more than 25 years. It effectively provides that discrimination against the disabled will now be treated similarly to discrimination on the basis of race, color, religion, sex, national origin, and age.

While ADA has raised the hopes of the estimated 43 million Americans who have disabilities, it has also engendered concern among businesses fearing that compliance might be burdensome and expensive. Some fear an explosion of litigation as a result of the enactment of ADA. With the right policies and procedures in place, however, ADA should not cause a severe hardship for any particular business, and its well-intended goals should be achieved with minimal disruption.

This article will outline the parameters of the act and discuss some of the important terms used in the act, particularly as it affects hiring and employment of the disabled. Any specific questions, of course, should be directed to competent legal counsel.

Coverage of the Act

ADA bars discrimination on the basis of disability in five categories which are divided into separate titles:

- I Employment
- II Public Services
- III Public Accommodations
- IV Telecommunications
- V Miscellaneous Provisions

This article will focus on Title I, the employment section of ADA. Title I will take effect on July 26, 1992, for employers with 25 or more employees. On July 26, 1994, it will apply to those employers with 15 or more employees.

The term "disability" means that the individual 1) has a physical or mental impairment that substantially limits one or more major life activities; 2) has a record of such impairment; or 3) is regarded as having such an impairment. Employers are barred from discriminating against qualified individuals with disabilities in every facet of employment, including job advertising, recruiting, hiring,

promotions, terminations, compensation, training, and all other "terms and conditions" of employment.

For the employment section of the act, a qualified individual with a disability is one who can perform "the essential functions" of the job for which the individual applies. If the employee or job applicant's mental or physical disability affects his or her ability to perform the essential functions of the job, consideration must be given to what "reasonable accommodations" can be made to enable the person to perform the job functions. Reasonable accommodations include job restructuring, making facilities accessible, and possibly purchasing equipment, which would enable the individual to perform the essential functions of the job.

Reasonable accommodation is required as long as it does not impose an "undue hardship" on employers. Factors used to determine whether a particular accommodation would cause an undue hardship include the nature and cost of the accommodation; the size, type, and financial resources of the specific facility where the accommodation would have to be made; the size, type, and financial resources of the employers; and the employer's type of operation, including the compensation, structure, and functions of its work force.

The act limits pre-employment inquiries and physical examinations. While employers are allowed to make inquiries regarding the ability of the job applicant to perform the job-related function, they are prohibited from inquiring as to whether an individual has a disability or about the nature or severity of the disability. Pre-employment physical examinations are prohibited but may be required after an offer of employment has been made if physical examinations are required of all entering employees, regardless of disability.

Drug testing is specifically exempted from the physical examination requirements under the act. Thus, drug testing is not subject to the restrictions of the pre-employment physical mentioned above. However, employers cannot exclude a qualified applicant or terminate a qualified employee if the individual has been successfully rehabilitated or is participating in a supervised rehabilitation program and is no longer using drugs.

While ADA significantly increases the rights of disabled persons in the workplace, this does not mean that a disabled employee can never be terminated. Disabled employees must be able to satisfactorily perform the essential functions of the job. An employee who cannot adequately perform the essential functions of the job with reasonable accommodation can be fired. Similarly, if company policy outlines dischargeable offenses, disabled employees should be treated the same as non-disabled employees.

Changes in the Workplace

A key issue under ADA will be what constitutes "reasonable accommodations." While the EEOC has promulgated regulations regarding definitions of various terms contained in the act, it is apparent that the determination of what constitutes reasonable accommodations will have to be determined on a case-by-case basis. General parameters of what reasonable accommodations will be required of businesses include the following: 1) making facilities accessible; 2) reasonable job restructuring; 3) changing work schedules; 4) purchasing and modifying equipment; 5) placing mirrors at the intersection of hallways; 6) improving lighting and ventilation; 9) lowering telephones; and 10) employing part-time readers for the vision impaired.

While the employment provisions of ADA do not take effect until July 26, 1992, employers should begin to take steps to avoid potential problems

Employers are barred from discriminating against qualified individuals with disabilities in every facet of employment.

Legal Aspects

arising from the enactment of ADA. Well in advance of the effective date of ADA, employers should consider taking the following actions:

1. Perform a review of the company's personnel policies and evaluation of sensitive areas under ADA.
2. Conduct an up-to-date training program for supervisors.
3. Implement an accurate record-keeping system that documents hiring, promotion, and termination decisions.

The American with Disabilities Act brings with it major changes for the disabled and employers alike. With awareness of and preparation for ADA requirements, however, the financial impact of the act to employers can be minimized.

The next issue of Legal Aspects will consider Title III of the act, Public Accommodations, and the

prohibition of denying full and equal enjoyment of "goods, services, facilities, privileges, or accommodations" to disabled individuals with respect to any place open to the public.

Pryor, Carney & Johnson is planning a seminar regarding ADA in the near future. Anyone interested in attending should contact Ron Thompson or Mark Martens.

This article was prepared by Mark P. Martens, an associate attorney, and edited by Ronald H. Thompson, Of Counsel, with the law firm of Pryor, Carney & Johnson. Any questions or comments regarding this article should be directed to Ron Thompson or Mark Martens at 771-6200.

Information given in Legal Aspects is not to be treated as legal advice. If you have specific questions about the topic of this column, please contact legal counsel.

AAMD Council and Division News



Apartment Professionals On-Site

by
Kaylene Cox
president-elect

We want to give a special Thank You to MPI Carpet Services for sponsoring the February APOS meeting. They had barbecue catered in and, boy, was it tasty! We also would like to thank our speakers, Nancy Larson and Tim Wardon. They gave information on recycling and how to implement a plan on your property.

The "On Site Focus" for February was Ron Graham with Lake and Racquet Apartments. Ron has been in this industry for five years and has many accomplishments. Hats off to Ron!

April 17 is our next meeting. At that time, we will elect the new board for the coming year. If you have someone you would like to nominate please call the AAMD office at 329-3300 and ask for Cheryl.

Wow! Are we excited about the APOS Installation Dinner in May! This year it will be held on May 14 at the Crystal Rose which is known for its outstanding food and atmosphere. To please a variety of tastes, there will be an all-you-can-eat buffet.

Please put May 14 in your Day-Timer right now.



Networking Council

by
Julie McKeefe
president

The Networking Council will be holding its next meeting on Tuesday, April 14. This is a very important luncheon. We will be holding elections for next term's Board of Directors.

To date, our slate of candidates is as follows:

President: Karen Long, Apartment Guide

First VP: Lori Stormes, Gold Crown Management

Second VP: Terri Stradley, Lincoln Property Co.

Secretary: Sondra Way, Top Cop Intruder Alarms

Rhonda Wilton, Apartment Shoppers Guide

Treasurer: Toni Crocker, Sixth Avenue West Apts.

Joey Woollen, Plant Place

Nominations are open until the date of the April luncheon, and I would like to encourage active participation from both "sides" (suppliers and owner/operators).

We are also looking for volunteers for our Welcoming Committee and for a Door Prize Chairman.



Suppliers Council

by
Doug Yarger
president

I'm sure a lot of good contacts were made by everyone at the Trade Show, and you can carry that enthusiasm on to the National Trade Show in June. Call Dave Phifer, Steve Ira, or Amy Eismont for information.

The Seventh Annual AAMD Golf Tournament is right around the corner. Sponsorships are going fast, so contact the AAMD office as soon as possible. Door prize sponsorships are available, as well. Please call the great Sondra Wray for information at 329-9934. This tournament always sells out every year, so be sure to register early.

Nominations are now being taken for Suppliers' Council officers. The positions available are President-Elect, Secretary, Treasurer, and Board Member at Large. Nominations will be accepted through the next Suppliers' Council meeting on April 23. At this meeting all candidates will have the opportunity to make a campaign speech.

Campaigning can start as soon as you announce your candidacy. Elections will be held at the May Suppliers' Council meeting. Good luck!

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B/G: Roofing
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Chuck Sather
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Phone: 744-1096
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B/G: Landscaping & lawn
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GAF Building Materials Corp.

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Phone: 230-1714
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B/G: Lighting Distributors
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B/G: Service brokerage

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For details about this new company, contact Mike or Nina at 303-988-8751.

January New Member Orientation



Participants in the January New Member Orientation were Russ Randall, owner; Caroline Harms, Clean Designs; Mack Johnson, Phoenician Associates; Steve Drews, Arrowhead Appliance; Bruce Barnes, Turf Tenders, Inc.; and John Show, AAA Seamless Gutters.

1991 Silent Auction Supporters



Les Jones, Exec. Director of Denver Emergency Housing Coalition, presents a plaque of appreciation to Lola Morrow, owner of Resident Evaluation Service and Adopt-A-Building chairperson, for her dedication to the 1991 Silent Auction and Change for Change program.



The 1991 Silent Auction Committee: (first row, left to right) Julie McKeefer, Apt. Shoppers Guide; Sally Meurer; Lori Stormes, Gold Crown Mgmt.; Lola Morrow, Resident Evaluation Service; Ann Watkins, Metric Property Mgmt.; Donna Coble, AAMD staff; (second row) Mary Ellen Bilicki, Sixth Ave. West Apts.; David Martin, Balcor Property Mgmt.; Dave Janecek, Cort Furniture Rental; Pati Kessler, Urban Inc.; Susan Mismash, Encore Draperies; Mary Whittaker, RJE Communications; Linda Jiner, Aaron Rents; (third row) Doug Yarger, Top Cop Intruder Alarms; Les Jones, Denver Emergency Housing Coalition; Rick Cooper, Marietta Drapery Co.; Mary Phillips, CDM; Ken Schumm, The Mini-Blind Co.; Anita Nightingale, BFI Waste Systems; and Ken Byrne, CBI/Equifax

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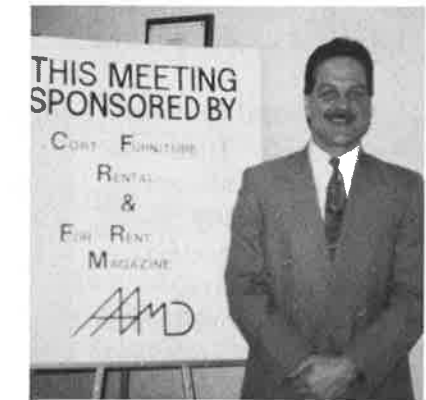
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December Dinner Meeting Sponsors



For Rent Magazine, December dinner co-sponsor: (standing, left to right) Paula Hughes and Melissa Odell; (seated) Debby Denton, Sarah Malone, and Robyn Epps



Dave Janecek of Cort Furniture Rental, December dinner co-sponsor

**Supplier
of the Month**



Suppliers' Council president Doug Yarger (left) presents the Supplier of the Month award to Dave Janecek (right) of Cort Furniture Rental. The award was made to acknowledge Cort's ongoing support of AAMD. AAMD President Jim Murphy looks on.

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Membership Awards

The Membership Committee would like to recognize the following AAMD members for their membership recruiting efforts this past year.

To the right are AAMD members who were awarded a certificate of appreciation for recruiting one to four new members.

Members in the photos below were awarded trophies in appreciation for recruiting five to nine new members.



The following AAMD members were presented a certificate of appreciation for recruiting one to four members: (first row) Barbara Mitchell, Kinnickinnic Realty; Carol Weaver, Asher Investments; Kate Miller, Kinnickinnic Realty; Mark Feilmeier, Urban, Inc.; Judy Blaes, Spectrum Real Estate Svcs.; and Barbara Miller, Urban, Inc.



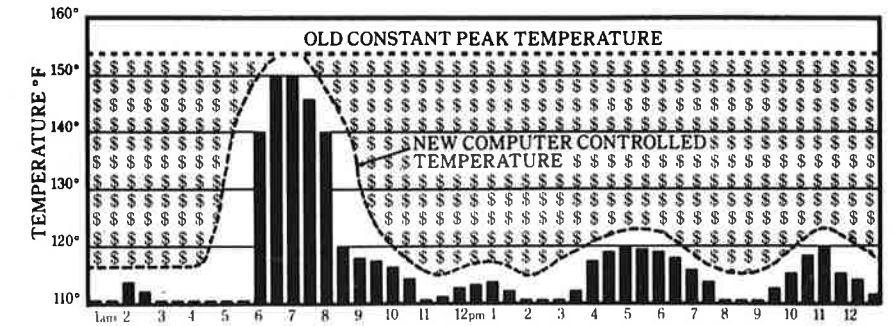
Judy Hunt, MPI Carpet Sales & Services and Earl Warren, Apartment & Condo Concepts and AAMD Membership Chairperson



Also receiving trophies, (left to right): Bob Settlage, Spectrum Real Estate Svcs.; Sue Pender, Kinnickinnic Realty; Pati Kessler, Urban, Inc.; Paula Hughes, For Rent Magazine; Sandy Drago, Property Asset Mgmt.; and Michael Whitcomb, Crestmoor Mgmt.

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1992 Trade Show Prize Winners

David Ace MCS Distributors Ceiling fan	Ruby Chavez Kelly-Moore Paint Brush	Jill Gusick Preferred Leads	Lynne McCallum Kelly-Moore Paint Brush
Shawna Aldredge Snake 'N' Rooter	Preferred Leads	Christine Hanley Preferred Leads	Scott McConnell Animal Removal Dinner at Brittany Hill
Judy Archer House of Glass \$20 gift certificate	Bev Church Apartment Store \$50 gift certificate from Marina Landing	Jeff Harmon Hast Lumber Telephone	Steve McMillin Kelly-Moore Paint Brush
Jill Bain BFI Waste Systems Spirit T-shirt	Ron Cooke Hurricane Drain Floral arrangement	Pam Hatch Sherwin-Williams Trip to Puerta Vallarta	Dawn McNulty of Glass \$20 gift certificate
Terry Baker Halco Patching Blooming plant	Clifford Cory Snake 'N' Rooter Fruit basket	JoAnn Jackson Coatings, Inc. Potted plant	Ernie Medine Kelly-Moore Paint Gas grill
Charmaine Barton Preferred leads	Nancy Dachel Preferred Leads	Barbara Japha GMI Services Gas grill	Jim Murphy Tundra Data Nuggets tickets
Karia Bastia Encore Draperies AM/FM radio	Preston DeJangh Jetz Service Television	Fran Jarrett Resident Evaluation Svc. \$25 gift certificate to King Soopers	Jennifer Nelson Arrowhead Appliance Microwave
Betsy Beauchamp Student Strippers \$500 free striping	Scott Edwards Luxury Rental Oakframe - print	Winston Jones Automatic Laundry Television	Marissa Osias Web Service Preferred Leads
Theresa Beavers Murphy Asphalt \$400 gift certificate	Jeanice Embry Luxury Rental Silk ficus tree	Melody Keane Apartment Store \$50 gift certificate to Marina Landing	Jeff Olsen Pier-Angeli Co. 4-way screwdriver
Rick Bernot MPI Carpet Sales Hyatt Regency, one night	Jim Fenton Mile-Hi Pool Table Cue stick	Marylyn Keeler House of Glass Oak fram mirror	Cathy Parker AAMD \$150
Jim Billings C&H Draperies Dinner for two	Brenda Forthman Preferred Leads House of Glass \$20 gift certificate	Helen Kontos House of Glass \$20 gift certificate	Jane Parker Kelly-Moore Paint Brush
Cathy Birch Pier-Angeli Co. \$50	Blane Francis Kelly-Moore Paint Brush	Judy Kroeger Moore Pest Control Bouquet of roses	Tracy Payne D&S Lighting Lottery ticket
Eric Boatman Pier Angeli Co. 4-way screwdriver	Jane Gaffey Web Service	Patricia L. Lacey Aaron Rents Stereo Resident Evaluation Svc. \$25 gift certificate to King Soopers	Rua M. Petty House of Glass \$20 gift certificate
Ellen Bradley Automatic Laundry Color television	Jimmy Garcia Kelly-Moore Paint Brush	Laura Laing Roto Rooter Free drain clean	Ed Plunkett Pier-Angeli Co. 4-way screwdriver
Rhonda Brown Roto Rooter Free drain clean	Jerry Gifford Preferred Leads	Dee Lopez Cort Furniture \$1000 gift certificate	Gene Rachiell Mile-Hi Pool Table Cue stick
Deana Butts Kelly-Moore Paint Brush	Judy Gordon Resident Evaluation Svc. \$25 gift certificate to King Soopers	Don Maillot BFI Waste Systems Duffle bag	Kathy Rail D&S Lighting Lottery tickets
LouAnn Cameron Preferred Leads	Heidi Greer Rental Services Teddy Bear	David Martin House of Glass \$20 gift certificate	Clayton Rector Luxury Rental Silk flowers
Cathy Campa BFI Waste Systems BIFI Bear Mini-Blind Co. \$100	Bill Grieve Kelly-Moore Paint Brush	Laurie Martin Preferred Leads	Renee (Boardwalk) Kelly-Moore Paint

1992 Trade Show Prize Winners

Brush	Sandra Robbins Preferred Leads
Brian Robey Encore Draperies AM/FM radio House of Glass \$20 gift certificate	Diane Schnider NAA Convention registration for two
Kendra Searles American Family Ins. Silk flowers	Brianne Smith GranTree Vegas trip for two
Lonni Smith House of Glass \$20 gift certificate	Dee Stein House of Glass \$20 gift certificate
Pete Stein Hast Lumber Telephone	Ray Story Kelly-Moore Paint Brush
Terry Stradley House of Glass \$20 gift certificate	Helen Tews AAMD \$150 cash
Bryan Thede Student Strippers \$500 free striping	Candy Watson Student Strippers \$500 free striping
Carol Weaver Coatings, Inc. 4-foot potted palm	Cindy Webster Moore Paint Brush
Vince Wickowski Pace World picture	Pete Zeigler Angeli Co. 4-way screwdriver



1



4



2



3

1. First Place Booth Contest Winner—The Plant Place

2. Second Place Booth Contest Winner—For Rent Magazine

3. Third Place Booth Contest Winner—Anne Dresser's Apartment Store

4. Booth Touring Contest Winner on March 13—Cathy Parker of Peppercorn Apartment—\$150

The March 12 winner was Helen Tews of Conifer Landing (not shown).

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AAMD 7th ANNUAL GOLF INVITATIONAL

Sponsored by Suppliers' Council

Now is the time to get in the swing of things! Mark your calendar for Monday, May 18, 1992

RACCOON CREEK GOLF COURSE

\$75 registration fee includes green fees, cart, prizes, and dinner. (Dinner-only tickets available) Sponsorships are available to suppliers allowing you to promote your company at your sponsored hole. Limited to 18. Watch for details!

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Lunch will be served between 11:30am and 1:00pm.

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(800) 257-9787

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In order to attend, please fill out the form below and send it to Mile High Maintenance Supply, Inc.

YES! We will be attending the free lunch and seminar!

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Company Address: _____

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