

A QUARTERLY
PUBLICATION
OF THE FLORIDA
APARTMENT
ASSOCIATION

FALL 2016

multifamily florida



INSIDE THIS ISSUE

HIRING AND KEEPING
THE BEST TALENT
PAGE 10

FIXIN' TO HIRE
PAGE 16

SETTING THE TONE
FOR YOUR BUSINESS
PAGE 25

UPGRADE FINISHED?



NOT WITHOUT A MIRRORMATE FRAME!

And it's so easy. Around 20 minutes and \$90 transform the whole bath. Adheres to the glass and fits every mirror.

Goodbye raw edges, ugly clips and de-silvering. Now you're finished!

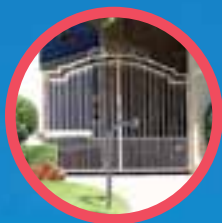
For free sample and a **\$25 TRIAL FRAME**, contact Lisa Holbert at: holbertsales@mirrormate.com or 704-390-7374.

MirrorMate®
F R A M E S



mirrormatecommercial.com

Materials for Florida living...



from the panhandle
to the keys.



KING ARCHITECTURAL METALS

LOS ANGELES

DALLAS

ATLANTA

BALTIMORE

800.542.2379 / KINGMETALS.COM / FACEBOOK / PINTEREST / YOUTUBE



YARDI Genesis²™

You wear every hat. Now your software can, too.

Yardi Genesis² is our cost-effective, web-based, SaaS property management and accounting solution for small to mid-sized real estate management companies. Genesis² supports many different property types, including multifamily, condo, HOA, office, industrial, retail, and self storage properties. Built-in features to handle all your daily tasks include:

Maintenance Management • Automated Workflows and Dashboards
CAM Reconciliation • Check Writing and Bank Reconciliation
Integrated General Ledger • Correspondence • Analytics and Reporting
A/R and A/P Functions • Electronic Payments

YARDI Genesis² Suite™

Adopt optional add-on products from the fully integrated Yardi Genesis² Suite that will improve your bottom line and provide enhanced services for your tenants:

- » RENTCafé®
- » COMMERCIALCafé™
- » CONDOCafé™
- » ResidentShield® Protection Plan™
- » Yardi Resident Screening™
- » Yardi Payment Processing™



To learn more, call **800.866.1144**
or visit **www.yardi.com/genesis2**.



FALL 2016

A QUARTERLY PUBLICATION OF
THE FLORIDA APARTMENT ASSOCIATION



FEATURES

SPECIAL REPORT: STAFFING Rx

10 HIRING AND KEEPING THE BEST TALENT

By Laureen M. Crowley

15 STAYING POWER

By Laureen M. Crowley

16 FIXIN' TO HIRE

By Paul R. Bergeron III

20 EMERGING LEADERS SHARE THEIR EXPERIENCES

23 NEW PRICING ANNOUNCED FOR FAA'S CLICK & LEASE

DEPARTMENTS

7 PRESIDENT'S MESSAGE: A YEAR TO REMEMBER

By Glenn Evers, MAA

9 FAA UPDATE: A LITTLE APPRECIATION GOES A LONG WAY

By Josh Gold, CAE, CMP,
FAA Executive Vice President

25 BUILDING COMMUNITY: SETTING THE TONE FOR YOUR BUSINESS

By Trish Harris

29 COMMUNITY SPOTLIGHT: PARK AVENUE APARTMENTS

By Mary Lou Jay

35 APARTMENTS BY THE NUMBERS

37 INDEX TO ADVERTISERS/ ADV.COM



Open the door to savings
on brands you know and trust.
Like The Home Depot.



PRO

**Five ways The Home Depot can save
NAA Members time and money:**

- 1** Pay the way you want and get **2% cash back** on every purchase*
- 2** Take advantage of **bulk pricing** and **volume discounts****
- 3** Let us help you with **dedicated account support** and **concierge options**
- 4** Can't find a product? We can **special order over 100K items** not sold online or in-store
- 5** **Purchase compliantly** through multiple ERP platforms



visit opendoor.naahq.org



**Top-line suppliers. Bottom-line savings.
Yours exclusively from NAA Open Door.**

Every Open Door provider has agreed to be solely responsible and liable for any claims, damages, costs, representation, or warranties of any nature arising from the use of its products or services. NAA disclaims any and all liability from the member's use of the participating products and services including special or consequential damages. Products or services may be unavailable, individual savings will vary depending on the products utilized, or terms and conditions may change without further notice.

**\$2,500 minimum required for volume pricing. See an Associate for details and exclusions. *Rebate begins after minimum \$10,000 spend. Rebate period is January 1 – December 31. Rebate checks are issued 60 days after the rebate period ends. Rebates of less than \$1,000 will be provided in the form of a The Home Depot Gift Card. ©2015 Homer TLC, Inc. All Rights Reserved.



Published for
Florida Apartment Association
105 East Robinson Street, Suite 301
Orlando, FL 32801
Tel: 407-960-2910
Fax: 407-960-2911
www.faahq.org

EXECUTIVE COMMITTEE

President
Glenn Evers
MAA

President Elect
Shawn Wingate
Richman Property Services

Vice President
Lori Trainer
Southern Affordable Services Inc.

Treasurer
Bonnie Smetzer
JMG Realty Inc.

Secretary
Cecelia Ford
Pinnacle

Associates' Vice President
James Cornell
Invisible Waste Services

Association Executives Council Chairman
Chip Tatum
Apartment Association of Greater Orlando

Past Presidents
Stacey Stuart
Heron's Run Apartments
Ron Wenzel
Michaelson Group Real Estate LLC

FAA STAFF

Executive Vice President
Josh Gold, CAE, CMP

Government Affairs Director
Courtney Barnard

Director of Communications
Lauren Crowley

Director of Meetings
Ralph Robinson, CMP

Lease Administrator and Bookkeeper
Rona Long

Published by



5950 NW 1st Place, Gainesville, FL 32607
Tel: 352-332-1252
Fax: 352-331-3525
www.naylor.com

Publisher: Dave Evans

Naylor Editor: Rachel Brown

Project Manager: Daniel Membrillo

Marketing & Research Associate: Nancy Taylor

Book Leader: Ketan Solanki

Account Representatives: Adam Firestone,
Amanda Blanchard, Arlene Nowicki,
Carly Keena, Cherie Dubay, Chris Chiccarello,
Chris Zabel, Eric Singer, Janet Frank,
Jason Hughes, Jethro Grant, Josh Cochran,
Scott Pauquette, Stephen Cofino,
Steven Faulkner

Layout & Design: Vineet Kumar Arya

©2016 Florida Apartment Association. All rights reserved. The contents of this publication may not be reproduced by any means, in whole or in part, without the prior written consent of the publisher.

The Florida Apartment Association, hereinafter "FAA," does not endorse the products or services of any advertiser in *Multifamily Florida*. Reference to any product, service, hypertext link to a third party or other information by trade name, trademark, supplier or otherwise in *Multifamily Florida* or any publication, print or electronic, by FAA does not constitute or imply its endorsement, sponsorship or recommendation by FAA. Views, opinions and conclusions expressed by any authors of articles contained herein are not necessarily those of FAA, its members, board, employees or management.

PUBLISHED SEPTEMBER 2016/FAP-Q0316/3128

DEPARTMENT: PRESIDENT'S MESSAGE

A Year to Remember

BY **GLENN EVERS**, MAA

When I began my year as FAA president at the 2015 FAA Annual Conference & Trade Show, I had two major goals in mind. I wanted to connect with as many members as possible in their own backyards, and I wanted to make a lasting difference on the governance and leadership of the FAA. I can't believe how this year has flown by, but I'm truly pleased to report that I've accomplished both goals.

I've connected with members at the local level by visiting each of our local affiliates at least once during the year. And I've led a reorganization of our governance structure that will make our executive committee and board of directors more efficient and effective.

I have greatly enjoyed traveling around the state meeting you at your locals. It has been so exciting to see the growth in your individual markets. The smaller affiliates have been growing membership and becoming more active in the FAA, while the larger markets have been getting even larger!

New folks have stepped up to volunteer on both local and state level, and I believe that will continue under the new structure of the FAA board of directors and executive committee, the revised nominating process, and the updated formula for delegates across the state.

I believe potential leaders in the multifamily housing industry will be more likely to step up and volunteer to serve as delegates from their local affiliates to the board, and ultimately to commit to a position on the executive committee. The new allocation of delegates, based on each affiliate's percentage of total units, not only will make it easier to achieve quorums but also will mean more opportunity for each individual board member's voice to be heard. With about half the number of participants in the room, I envision board meetings to be much more collaborative in the future.

It has also been gratifying to see the maintenance bill get passed, after it had been on our radar for so many years. Finally, large apartment communities and their management companies can rely on staff who have Certificates for Apartment Maintenance Technician (CAMTs) to perform basic repairs to heating, air conditioning, and water heating equipment, saving time and money and benefiting residents as well. The FAA staff won two national awards for their efforts: the government affairs award from the National Apartment Association and a marketing award from Association Media & Publishing, for the legislative priorities brochure that helped our members explain the maintenance bill and other proposed bills to Florida legislators.

These awards were well-deserved, and I cannot say enough about the FAA staff. They continue every day to take the group to new heights. Their professionalism, intelligence, motivation, and caring makes them exceptional at their jobs and we are so blessed to have them in place.

I am also grateful for the everyday volunteers who work tirelessly to make things happen, and of course our vendor partners who give not only so much of their time but also huge financial support that is part of making this group a success.

I would be remiss if I did not mention I am so thankful for MAA, the amazing company I work for, who allowed me the time and support to serve this year. I would not have been able to take on this opportunity if it hadn't been for them. Special thanks go to my boss Bob Donnelly, senior vice president, coastal division for MAA, who made sure I had available to me the tools to successfully meet the challenges of this position.

I am so thankful and honored that I was able to serve this year. I have been involved with FAA for many years and having this honor truly makes it very special. I look forward to watching this association continue to climb to new levels of amazing! ▲



Online Market Survey
www.faaHQ.org

**YOUR WORLD REVOLVES AROUND
MARKET INFORMATION ...**

MAKE IT USEFUL, BRING EVERYONE TOGETHER!



Vendors, You CAN Participate
Too!!! Ask Us How ...

**CONTACT US AT
855.206.3791 or
Support@MyRentComps.com**

TO RECEIVE YOUR FREE* WEEKLY MARKET SURVEY

* No KIDDING, You Participate ... It's FREE!!!

A Little Appreciation Goes a Long Way

BY **JOSH GOLD**, CAE, CMP
FAA EXECUTIVE VICE PRESIDENT

Where there is genuine encouragement, people excel and succeed, not because they are told to but because they want to.

— President Ronald Reagan

Florida's multifamily industry continues to be robust in new construction, rents, and occupancy rates. As positive as that is for many reasons, some companies and communities have found a downside: It's getting harder than ever to hire and keep good employees. While there may not be anything you can do about the growing demand for staff, there are things you can do to keep the quality employees you already have.

A survey by the Society for Human Resource Management and Globoforce found that "Companies with strategic recognition reported a mean employee turnover rate that is 23.4 percent lower than retention at companies without any recognition program." The same study found that the vast majority of companies (85 percent) that spent 1 percent of payroll on recognition reported improved employee engagement. If your budget doesn't allow for that level of financial reward, that's not the only option — and it may not even be the best option.

In the midst of the Great Recession in 2009, *McKinsey Quarterly*, a business magazine for senior executives, published an article titled *Motivating People: Getting Beyond Money*. That article cited survey results showing that praise from an immediate manager, attention from company leaders, and opportunities to lead projects each ranked higher than bonuses, pay raises, and stock options.

That's good news, right? Then why did the same study find that bonuses and pay raises are used more frequently than non-financial incentives? Maybe it's simply easier to spend money than to expend the time and effort required to execute other recognition programs effectively. But there are some simple steps that companies can take immediately that can go a long way toward employee engagement and, ultimately, retention. (For more about employee retention, please see *Staying Power* on Page 15. For more about setting the 'tone at the top' for a positive work environment, please see *Building Community* on Page 25.)

Many psychologists and management experts agree that one critical remark carries more weight than one positive comment (although they don't necessarily agree as to how much). It's easy to spot people doing things wrong, but it takes effort to catch people doing something right (which also happens to be the title of a book by Ken Blanchard, co-author of *The One-Minute Manager*).

Consider these statistics:

- High-performing teams report receiving six times more praise than criticism; low performing teams receive three negative comments for every positive one. (*Harvard Business Review*)
- Two-thirds of employees say having a boss who berates them is one reason their work performance declined; 78 percent report that their commitment to the company declined. (*Harvard Business Review*)
- When asked what leaders could do more of to improve engagement, 58 percent of respondents replied "Give recognition." (*Psychometrics, A Study of Employee Engagement in the Canadian Workplace 2010*)

Ask yourself: When was the last time you criticized an employee or corrected the way a task was done? Now, when was the last time you praised an employee or offered other recognition?

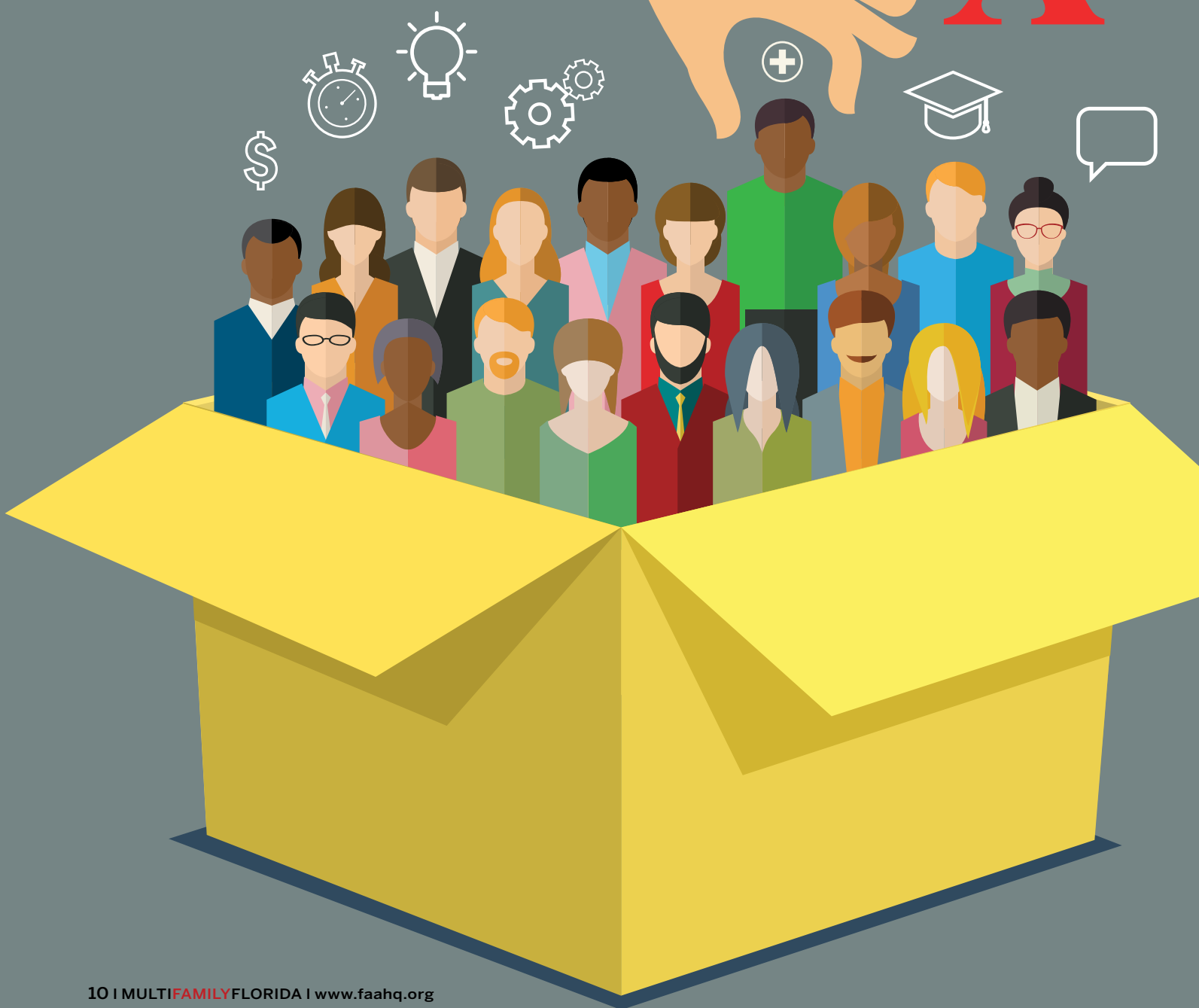
If it's a lot easier to answer the first question than the second — and if you have a problem with employee retention — your problem may actually be with employee recognition.

Here are some suggestions for employee appreciation that cost little or no money:

- Be specific. Rather than "good job with that resident," explain what the employee did well and can build on. "I noticed that you really listened to what Mary Jones was upset about and let her know that we really care about our residents. And she seemed really happy with the solution you suggested."
- Ask each staff member what would make him or her feel more appreciated. Even if it's not something you're able to implement right away, your willingness to listen is a form of appreciation in itself. And, you might be surprised at how a simple change could make a difference.
- Encourage staff to catch coworkers doing something right and share it with management.
- Share compliments from residents and positive online reviews with all staff.

There are plenty of ideas in this issue for finding the best people to staff your community or company. But the best hiring strategy won't do much good if you can't keep those employees. Ultimately, the most effective recognition will depend upon the individual employees. The important thing to keep in mind is, if you value your employees, show them. ▲

STAFFING Rx



Hiring and Keeping the *Best Talent*

BY LAUREEN M. CROWLEY

As the multifamily housing industry has grown by leaps and bounds, so has the need for qualified employees in all positions at all levels. The pool of candidates with multifamily knowledge and experience simply has not grown as fast as the need. Something had to change.

“In every single market, new construction is pulling from a limited candidate pool,” said Matthew L. Smith, senior vice president of personnel services for The Liberty Group, an executive search and temporary staffing firm focusing exclusively on the multifamily housing industry. “Just look at the amount of construction today compared to seven years ago,” which is when he joined The Liberty Group. “There’s a growing number of properties and a limited number of people.”

The Liberty Group and other agencies had to look outside the multifamily industry to fill staffing needs. “In years past, it was very easy for companies to say ‘I want someone with on-site experience.’ We had to educate our clients to consider candidates from other industries that are comparable.”

The qualities Smith looks for do change somewhat depending on the position, but for all jobs he looks for a high energy level that shows the candidate is ready to work, a consistent track record of good work, and a high level of service — and passion. “It sounds

hokey, but without it, how do you separate yourself from others? If you truly care about what you’re doing, the level of customer service will go up.”

Research by the National Apartment Association’s Education Institute found that experience in certain industries transfers especially well to multifamily. “The top five buckets are restaurant, hotel or hospitality, retail, and education,” explained Sarah Levine, NAAEI’s director of workforce development. The NAA’s online career center, revamped a couple of years ago, includes a short quiz that asks prospective multifamily candidates about their interests and job history, and then provides a response about how that experience could apply to the apartment industry.

The changes to the career center were based on a survey of 1,300 people, followed by focus groups and in-depth interviews. That research also showed that “residential property management” — or RPM for short — evoked a more positive response than “apartment careers,” so that terminology was changed. The career center can be found at www.rpmcareers.org or rpm.naahq.org.

FINDING TALENT

BG Staffing Inc. created Tomorrow’s Talent, a program specifically targeted to transition people with hospitality experience into the multifamily



Provide a fast, seamless and secure applicant experience with ResidentID—our new identity management platform.

TransUnion's latest RQM solution makes it possible.

We're putting the trust back into online channels with our ResidentIDSM identity management platform. ResidentID helps you avoid fraud while approving quality residents faster by enabling you to:

- **KNOW** who's on the other side of that application
- **VERIFY** online identity
- **DETECT** potential fraudulent activity using advanced analytics
- **AUTHENTICATE** identity by asking applicants questions only they can answer
- **INTEGRATE** with your existing solutions or with ResidentApply Online Leasing

If you have questions spanning the entire resident lifecycle—from how to attract great residents and reduce evictions to appropriately raising rents and avoiding fraud—TransUnion has the answers. Our RQM solutions address your pressing issues every step of the way.

For additional information on solutions that enable more confident decisions visit rentalscreening.transunion.com.

industry, said Summer Menchen, regional sales manager for Florida and Georgia. “BG saw the need to add fresh talent into the market. The multifamily industry is growing fast and recycling yesterday’s leasing agent just isn’t enough anymore.” Tomorrow’s Talent recruits people “with the right attitude and eagerness,” and provides one-day intensive training that includes a job description for a typical leasing agent, sales expectations, closing techniques, multifamily terminology, and dress code expectations. There’s also a segment on fair housing law, which includes a test.

“After the class, if the instructor feels the student is ready, the student may complete an internship at a client property to help them be prepared for their first day on the job,” Menchen said. BG Staffing is based just outside Dallas and has offices across the country, including more than 30 in Florida. More than 300 candidates have completed the Tomorrow’s Talent program nationwide since its inception in January.

Aside from that program, Menchen said, most of BG Staffing’s efforts focus on recruiting within the industry. “Multifamily is a very small, niche industry. A person with administrative experience may be able to step into many industries, but in multifamily the expectation is much more precise in their level of knowledge for both leasing and maintenance.”

John A. Slavich, a director of human resources for Landrum Companies Inc., looks for candidates with previous experience in property management but believes people skills are also important. “Leasing agents don’t necessarily need experience at property management if they have experience dealing with the public,” Slavich said.

Multifamily is a service industry at heart, and it’s important that a community’s staff understand that, he added. “The culture you create is important, and it’s apparent the moment you walk into a leasing office or even the moment you pull into the property. There’s an immediate impression.” In addition to recruiting and staffing, Landrum offers complete human resources services.

A willingness to be flexible and fill different roles is a plus. “A lot of our clients are big enough to have multiple locations, but on each site you have a small staff. They need people who are multi-skilled and able to wear many hats.”

RETAINING STAFF

With a limited pool of candidates, it’s not uncommon for apartment communities and management companies to “poach” staff from each other. Still, if your company is having trouble retaining staff, it’s important to ask why.

Slavich said the biggest reason people change jobs is they are unhappy with their boss. “People leave their bosses; they don’t leave the company.” People are also likely to leave if they believe they are carrying more weight than other employees or they are feeling underappreciated. “No. 1 reason for leaving is the boss; No. 2 is their peers are not held accountable.”

At one client company, a property manager refused to acknowledge that different generations view work differently. “She believed, ‘I earned my stripes — they have to

earn theirs,’” Slavich said. The result was “a 100 percent turnover rate,” with no employees lasting a year. While some bosses still believe that being at work from nine to five is of paramount importance, workers in the millennial generation “want to matter, and want their work to matter.”

Smith of The Liberty Group cautions companies to pause for some reflection and scrutiny when they are experiencing high turnover.

“It’s important to stop and ask, why did these people leave? Why didn’t this work? The first response when there’s turnover may be to want to fill openings immediately, instead of stopping to ask the questions,” Smith said. “Maybe the property has evolved over the last five years but is still attempting to hire a skill set that’s outdated.” An even better approach, he added, is to conduct that analysis before the turnover takes place, and to ask, “Do we have the right people in the right spots?”

Smith also advises companies to have “a safety net” by staffing beyond the bare minimums. “Otherwise, when someone leaves, you’re making a rush decision.” On the other side of the coin, he cautions employees not to be hasty in leaving one job for another. “In this industry, sometimes it’s easy for people to go from one management company to the next. But you need to evaluate why it is you’re thinking of making a change, or you may just walk into the same situation.”

Of course, people may also leave a job looking for more money or a better opportunity. “You may have to move if you want to move up,” Slavich noted.

(For more about retaining staff, see *Building Community: Setting the Tone for Your Business* on Page 25.)

THE MAINTENANCE CHALLENGE

Finding qualified maintenance technicians has been especially tough. NAA has partnered with community colleges to offer training that would lead to a Certificate for Apartment Maintenance Technicians (CAMT). One such program at Montgomery College just outside Washington, D.C., was profiled at a session titled *Building a Talent Pipeline: Paying it Forward through Partnerships* at the 2016 NAA Educational Conference and Exposition in San Francisco in June.

In addition to CAMT, the program offers training in customer service, computer skills, and job readiness, as well as employment placement and retention services.

During an eight-week paid internship, participants work at up to three properties, where they receive hands-on training in maintenance and facility management, after which they are eligible for employment. The program boasts a 92 percent program completion rate, and 75 percent rate of employment at full-time CAMT jobs. Program graduates realize an average wage gain of 55 percent.

Similar programs are offered at 30 community colleges, said NAAEI’s Levine. Although none are currently offered in Florida, at least one management company has expressed interest. For more information, call 908-232-2635 or email slevine@naahq.org. ▲

CRUISE VACATION INCENTIVES

5 DAY/4 NIGHT CRUISE VACATION FOR TWO....

TO MEXICO, THE BAHAMAS OR THE WESTERN CARIBBEAN

• New Leases • Renewals • Referrals • Giveaways • Lease-Ups

Up to a
\$1798 value

Only \$139 - \$169
per certificate

**Get the Edge Over
Other Properties!**

FREE Marketing Materials



AIM Cruise Incentives

Call: (866) 541-9090 x1

www.AIMcruise.com

Freshen Up Your Apartment Community!

GREEN
eARTH
eco-FRIENDLY
POWERWASHING

Covering All Of South Florida

www.GreenEarthPowerwashing.com

Sales@GreenEarthPowerwash.com

- Competitive Prices
- Solid References Within The Apartment Community
- Licensed, Insured & Bonded
- No Water Access Required, We Bring Our Own
- Chemical-Free Hot Water Cleaning
- Licensed, Insured, and Bonded
- Roof Cleaning, Building Exteriors, Breezeways, Walkways, Common Areas



877-511-4379

Proud Member of SEFAA



STAYING POWER

BY LAUREEN M. CROWLEY

It goes without saying that retaining the talented and qualified staff you have would lessen the need to fill job vacancies. But how do you do that? Here are some suggestions from a session titled *Staying Power: A Team Engagement, Recruitment & Retention Reconstruct*, presented by Lori Snider of RedPeak and Patty Morgan Seager of Seager Marketing at the 2016 NAA Education Conference and Exposition in San Francisco in June.

Get real. Instead of using stock photos on your website and in ads, use photos of real people who really work for you. And don't call them "ninjas" or "rock stars" — use their real titles. This shows your employees that you value them, and it presents your company or community in a favorable light.

Choose perks and benefits wisely. Three in five people report benefits and perks are a top consideration in accepting a job, and they want them to be useful. Think health and sanity. Some companies give employees a paid day off for their birthdays. Many companies offer education reimbursement as a benefit; some are now helping college graduates pay off student loan debt. Support employees' health by offering free yoga classes or

dietary counseling. Consider paying some or all of the premiums for pet insurance. Offer rewards at specific milestones to encourage longevity.

Encourage growth. Use assessment tools such as Myers Briggs to identify employees' strengths and then find ways to help grow them. Offer specific goals for advancement, which might look very different in a small company than a large one.

Help newcomers get acclimated. Instead of blasting new hires with a firehose of information, break it into chunks, and prioritize. Be sure to explain multifamily terms and acronyms that may not be familiar to employees coming from other industries.

Offer a parachute. Often if an employee is let go during a preliminary probationary period, it's done so with no severance. One national company wants to make sure its employees are an excellent fit. A four-week orientation includes visiting various departments and attending at least one companywide event. If at the end of that time, the employee isn't working out or isn't happy, they are let go but not without a severance check and assistance finding another job that's a better fit. ▲



FIXIN' TO HIRE

Apartment communities nationwide are challenged with finding, hiring, and training an adequate number of maintenance technicians. Here are some strategies.

BY PAUL R. BERGERON III

Never has it been this challenging to find a qualified apartment maintenance technician for hire.

The popularity of apartment living has hardly subsided this year and an increasing number of apartment communities are opening in most every market in the country. And while competition for residents continues to be an everyday situation, some property managers are equally focused on staffing their communities' maintenance teams.

The apartment industry is losing maintenance candidates to construction jobs that are often higher paying with consistent

working hours — there's no overtime or weekend shifts — and without having to work face-to-face with others (such as residents), some upper-level management staff members are saying.

READ THE FINE PRINT

Where a company looks and how it conducts its search can play a role in creating negative outcomes, said Alexandra Jackiw, president, Milhous Management, Indianapolis.

"So much hiring overall today is done online, but many of our maintenance candidates are still looking for jobs that are printed in the newspaper," Jackiw said.

NAA Education Institute's Paul Rhodes says that maintenance technicians by and large are not very tech-savvy.

"Those who are looking for work do so at in-person job placement firms," Rhodes said. "Or they look in the daily newspaper — not online. And for some, their resumes might not be written in a

well-polished manner, so they might be overlooked by an HR person whose first impression is based on the review of a printed resume — and not a personal meeting.”

INDUSTRY PROGRAMS THAT WORK

Angel Davila, CAMT, maintenance director, Rainier Management, explained some of the industry’s older and more experienced technicians are retiring.

“Many of the younger candidates are not as experienced as we would like them to be, including those from some of the trade schools. For them, they come out of school and are very book smart, but they don’t have the practical, hands-on experience we’d like,” said Davila.

He suggested recruiting skilled maintenance candidates from high schools is difficult because “in high schools these days, they promote to their students the importance of going on to college.”

Davila found what he considers one of the industry’s best-kept secrets through a program created with the help of the Texas Apartment Association’s Education Foundation (TAAEF) and the Austin Apartment Association (AAA). The program is the Apartment Maintenance Professionals course, which uses the Certificate for Apartment Technicians (CAMT) curriculum and is held in partnership with Austin Community College, Goodwill Industries International, and Texas Workforce.

A few years ago, Davila was invited to speak to a class of future maintenance professionals. “I gave a 20-minute speech, and talked about how maintenance jobs are universal; you can take your skills anywhere you go, you can work in Texas, or Alaska, or North Carolina, and everywhere in between,” Davila said. “But even better, I was able to meet the students who had participated in the program. I handed all of them my business card. Right off the bat, three of them contacted me, including the class instructor, and we hired them.”

These students graduate with the CAMT through NAAEI and with EPA (lead) and CPO (pool operator) certifications.

“A lot of companies these days don’t invest in education for the maintenance staff, but it’s the smartest thing that they can do,” Davila said. “They will get back tenfold what they put into it. Education is the key.”

Taylor Jackson, CAE, CMP, director of business development, AAA, called the results of her members’ involvement with the Goodwill program a great success.

“Our members have been telling us that hiring maintenance technicians (and leasing professionals) has been difficult because the industry tends to ‘steal’ employees from each other,” Jackson said. “The good thing about the Apartment Maintenance and Leasing Professional’s program is that they pre-qualify the participants and they do the recruiting, based on criteria set forth by our members.”

The program began two years ago. AAA and TAAEF initially hosted an awareness meeting about the program to inform its members about how Goodwill could help with finding maintenance technician candidates.

“Most of them just thought of Goodwill as the retail store,” Jackson said.

The program takes two and a half months to complete, with education taught in four-hour increments. It has had 50 students complete the coursework and graduate and 80 percent have been hired, including 72 percent into the apartment industry. There have been five career fairs for the students, where 19 apartment management companies participated, representing a total of 266 communities and more than 73,500 apartment homes.

MENTORS MAKE A DIFFERENCE

For one regional property management firm, the local oil wells proved to be their biggest challenge when searching for qualified maintenance technicians.

“We were finding it nearly impossible to hire new maintenance technicians in Texas because we had to compete with those who were considering work in the oil fields,” said Marie Virgilio, director of recruiting at Weidner.

Weidner Property Management, based in Kirkland, Wash., owns or manages more than 235 communities, totaling approximately 45,000 apartment homes over a nine-state area, as well as western Canada.

In an effort to solve its challenge of finding, hiring, and training maintenance technicians, two years ago it began an apprentice program called the Service Tech In Training (SIT) Program. SIT is a six-month paid apprenticeship. After candidates complete the six months, they are then placed into a maintenance tech position.

Weidner also offers an internship program that lasts five weeks. Upon successful completion of that program, candidates begin participation in the SIT program. Each apprentice and intern works under an existing Weidner maintenance technician, who serves as a full-time mentor.

As part of SIT’s overall recruiting efforts, Weidner connected with Western Tech, a technical school in El Paso, Texas, and hired SIT candidates from Western Tech last summer, offering its students internships to accommodate their school’s requirements.

Virgilio’s best advice to an apartment firm that aims to do such as program is to “make sure it’s a well-structured program, that it’s well thought-out and that you provide all the proper materials and training.”

CERTIFICATE FOR APARTMENT MAINTENANCE TECHNICIAN (CAMT)

Several local affiliates in Florida offer training for NAA’s Certificate for Apartment Maintenance Technicians (CAMT), a comprehensive curriculum and credentialing program that improves maintenance technicians’ performance and documents skill achievement.

Some apartment management firms invest in the CAMT program and provide the enrollment fee as a benefit to the technicians. In exchange, technicians would agree to a specified employment time period with the management company or be required to pay back the cost.

For information, contact your local apartment association or FAA.





Because property management really comes down to *people*.

The success of your property depends on the people who manage it. That's why thousands of management organizations train with the National Center for Housing Management.

- We've trained and certified more than 250,000 people since 1973
- Our COS program is the industry's first and most respected HUD occupancy training
- Programs include housing credits, fair housing, senior housing, and maintenance
- We train in classrooms and online – also customized group training
- Ask about our job-specific online screening tools

Find out why so many of the nation's top management organizations insist on NCHM certification. Visit nchm.org today to learn more.



Save 10% on the events below – use promo code FLTRAIN at checkout!

UPCOMING TRAINING IN FLORIDA:

	Certified Occupancy Specialist	October 19-21, 2016 November 2-4, 2016 March 13-15, 2017	Tampa Ft. Lauderdale Jacksonville
	Certified Manager of Maintenance	November 7-9, 2016	Miami
	Certified Manager of Housing	November 9-11, 2016	Miami
	Certified Manager of Senior Housing	December 7-9, 2016	Miami
	Fair Housing Essentials	January 10, 2017	Jacksonville
	MOR Specialist	January 10-11, 2017	Jacksonville
	Tax Credit Specialist	January 4-6, 2017 January 25-27, 2017 February 8-10, 2017 March 15-17, 2017	Orlando Miami Tampa Jacksonville

ATTENTION VETERANS: The GI Bill can be applied toward NCHM certification. Call us for more info.

Call 800-368-5625 to register or visit nchm.org. Save 10% when you reference promo code FLTRAIN

The National Center for Housing Management and its training programs are not affiliated with or endorsed by the Florida Apartment Association (FAA), the National Apartment Association (NAA), or the National Apartment Association Education Institute (NAAEI).

CHARLOTTE INTRODUCES PROGRAM

The Greater Charlotte Apartment Association (GCAA) and its local apartment industry members “scratched their heads” for years regarding the vexing question, “How do we help construct a predictable pipeline of skilled maintenance personnel to fill the expanding number of maintenance jobs becoming available in our market?” said Ken Szymanski, AICP, executive director, GCAA.

“Today’s pace of new construction means we are adding 40 apartment communities per year,” Szymanski explained. “This equates to needing many additional jobs servicing the apartments, plus normal turnover in the field.”

Accordingly, the leadership of the GCAA Education Foundation (GCAAEF) worked with Central Piedmont Community College (CPCC) at devising a General Apartment and Rental Maintenance Certificate. The program consists of heating/air-conditioning, electrical, plumbing, drywall, and carpentry. There are five students enrolled in this inaugural program that includes a two-semester class.

GCAAEF has taken the additional step of funding a scholarship program for students at the college — students who are not yet with member firms — as a means of enhancing interest and overcoming affordability problems.

GCAA is actively encouraging member management companies to further the education program and student job-readiness by fostering internships or job shadowing for real-world experience.

JEWISH LEAGUE TRAINS TECHS IN LOS ANGELES

Certificate for Apartment Maintenance Technicians (CAMT) classes were offered by the Jewish Vocational Service of Los Angeles (JVS) ApartmentWorks program beginning in fall 2014 to teach job candidates about common property maintenance tasks such as drywall repair, basic plumbing, and routine appliance fixes.

The program, profiled in the May 2015 edition of *units* magazine, also featured “soft skills” assistance in the form of help with resumes and job placement and retention.

These extras made JVS an ideal partner to launch ApartmentWorks with the NAA Education Institute (NAAEI). While NAAEI has partnered in the past with education and community-based providers to offer job seekers CAMT training as part of its workforce development initiatives, partnering with a nonprofit with experience in running turnkey,

sector-targeted training programs proved to be a natural fit.

Paul R. Bergeron is director of publications for NAA. He can be reached at pbergeron@naahq.org or 703-797-0606. A version of this article originally appeared in National Apartment Association’s units magazine. ▲



MALLARD

SYSTEMS

Providing Professional Cleaning Services since 1992

Roofs • Exteriors • Breezeways • Walkways • Common Areas



- Detailed project plans and communication throughout the project
- Fully compliant with third party groups
- Licensed and insured and bonded
- Uniformed work crews
- Flexible scheduling with multiple crews to minimize impact on residents

“Your team did a fantastic job cleaning the roofs - they look brand new! They were professional and cleaned up after themselves, and they weren’t in the way or otherwise disruptive to the property’s residents.” Regional Manager — Orlando



MALLARD

SYSTEMS

(877) 382-620
www.mallardsystems.com



EMERGING LEADERS SHARE THEIR EXPERIENCES

FAA Leadership Lyceum Supports Professional Development

Each year, emerging multifamily housing leaders nominated by local affiliates participate in FAA's Leadership Lyceum program. We asked recent graduates to share thoughts about the program. Here are some of the responses.



Jen B. Allen
VP of Student Living
Premier Property
Management LLC

What leadership skills did you develop or improve through participation in FAA's Leadership Lyceum?

The Leadership Lyceum allowed a meeting of minds with others in our industry to address issues that set us back or prevent us from operating at our greatest efficiency.

Which module taught you something new and innovative to use in your career?

I'm not exactly sure which module it was, but it was in the beginning when we all had to work our way through the room and find our respective partners. I was Charlie Brown and I still communicate with my Snoopy! Oftentimes, our industry can appear to be very tight-knit from an outsider's perspective. This activity forced everyone to put down their electronic devices and communicate in person, which is so rarely done these days.

What most surprised you about Leadership Lyceum?

The most surprising part of the Lyceum for me was recognizing that we all face the same struggles, no matter what part of Florida we're in. This gathering allowed a new way to connect with colleagues (and even some executives) who share our same passion and are willing to help whenever one of us is in need. We have strength in numbers not only in the professional realm but in the political one, too. Our schedules are so demanding these days that without the Lyceum, I'm not sure I would've met some of those colleagues or been able to cultivate the relationships I did.

What is your favorite memory of Leadership Lyceum?

It is far too difficult to pick just one memory. The connections I made during that year are irreplaceable. Beyond meeting a considerable number of new colleagues from around the state, I made lifelong friendships that made the whole experience of learning new things easier and enjoyable.

What would you tell a future Leadership Lyceum student, or someone considering the program?

I would recommend the Leadership Lyceum to anyone in the apartment industry simply on the premise that our jobs are ever evolving and you never stop learning new ways to solve everyday problems or operate more efficiently. This program allows you to learn what it takes to be a leader in our industry and it embodies the reason I do this job, people helping people. There's really no other program that I've seen that will teach you these kinds of strategies and introduce you to an entire new network of colleagues to help and support you along your way.



Cassie Johnson
Property Manager
Verandas at Southwood (MAA)
President, Capital City
Apartment Association

What leadership skills did you develop or improve through participation in FAA's Leadership Lyceum?

Throughout my career in property management and with the apartment association I have always struggled with network communications, public speaking, and putting myself out of my comfort zone. Being in the Leadership Lyceum forced me to step out of my comfort zone and perfect my communication skills.

Which module taught you something new and innovative to use in your career?

The legislative advocacy module. I was able to take so much information back to our local association about our APAC funds



and to explain our advocacy programs to our members. To learn about and understand the bills that we are fighting for on behalf of the people who represent our industry was the most rewarding part of this module.

What most surprised you about Leadership Lyceum?
The number of people who were in our class and how much support is given to Lyceum from various associations.

What is your favorite memory of Leadership Lyceum?
The very first class where we were assigned “characters” and we had to find our “partner.” It was a great icebreaker and way for us to get to know each other. For example, “Minnie Mouse” was stuck on my back and I had to find “Mickey” after first finding out who I was. I had to go up to several strangers and ask them questions to figure out who I was ... again, forcing me out of my comfort zone.

What would you tell a future Leadership Lyceum student, or someone considering the program?
This is a great program to grow leadership skills and polish yourself for your career. I would highly recommend it for anyone in our industry.



Christopher J. Koback
 Regional Manager
 Weller Management LLC

What leadership skills did you develop or improve through participation in FAA’s Leadership Lyceum?
Improved public speaking skills

Which module taught you something new and innovative to use in your career?
Learning the impact the apartment industry has on the local, state, and national economies.

What most surprised you about Leadership Lyceum?
How many people participated.

What is your favorite memory of Leadership Lyceum?
Legislative Days

What would you tell a future Leadership Lyceum student, or someone considering the program?
Definitely worth the time. It’s a great way to see the different sides of the association and especially the legislative side. ▲

Mark Your Calendar for These Very Important Dates!

2017 LEGISLATIVE DAYS

Make plans to join your peers and friends from across the state as we team up for our annual journey to the state Capitol in Tallahassee. This visit is extremely important as it helps us establish a rapport with our elected officials and promote our industry's legislative priorities.

TUESDAY, FEBRUARY 7, 2017

8:30 a.m. – 9:50 a.m.	Executive Committee Meeting
10 a.m. – 11:30 a.m.	APAC Board of Directors Meeting
11:45 a.m. – 12:45 p.m.	AE Council Meeting
11:45 a.m. – 1 p.m.	Lunch Provided by FAA
1 p.m. – 4 p.m.	Board of Directors Meeting
5 p.m. – 6 p.m.	Reception with Legislators
6 p.m. – 8:30 p.m.	Legislative Briefing Dinner

WEDNESDAY, FEBRUARY 8, 2017

9 a.m. – 5 p.m.	Legislative Office Visits
-----------------	---------------------------



REGISTER AT www.faahq.org

Hotel Reservation Deadline:

Tuesday, January 31, 2017 by 5 p.m.

Hotel Duval

415 North Monroe Street
Tallahassee, FL 32301

Room Rate for Feb. 7 and/or Feb. 8
is \$189 + \$10 parking (if applicable)
Call 888-717-8854 and mention
Florida Apartment Association.



**SAVE THE
DATE**

New Pricing Structure Announced for FAA's **CLICK & LEASE**

FAA Click & Lease
THE INDUSTRY STANDARD

Powered by Blue Moon Software



IMPORTANT CHANGES TO TAKE EFFECT JANUARY 1

The National Apartment Association (NAA) has approved a new unit-based pricing structure that will replace the current pricing structure for the FAA Click & Lease powered by Blue Moon Software. NAA will be transitioning to the new pricing structure in a manner similar to what The Texas Apartment Association did last year when it moved to unit-based pricing. During the transitional year, we will operate on two systems: the per-unit pricing system for new sales and renewals (administered by NAA), and click-based pricing (administered by FAA). NAA's new units-based

pricing structure will automatically be applied when a property renews its annual Blue Moon site license in 2017. Until a property transitions to the per-unit pricing structure, the property will continue to order clicks. NAA is working toward an option which will allow properties to switch to the new per unit pricing structure before their annual Blue Moon license renewal date — more information on that will be shared as it becomes available.

The annual renewal fee for the units-based model is calculated using the following formulas:


Apartment Package (50 units or more per community):

- NAA affiliate membership dues (based on property location);
- \$300 Blue Moon site license fee;
- \$2.99 annual per-unit fee.

Small Owner Package (fewer than 50 units per community):




- NAA affiliate membership dues (based on property location);
- \$100 fee for first 20 units;
- \$5 per-unit for additional units;

If you have questions, please email rona@faahq.org. ▲




Taylor & Associates, Inc.

Outdoor Seating • Site Amenities • Umbrellas

Renna Levert
Account Executive

889 Opie Arnold Road • Limestone, TN 37681
Toll Free: 855-734-3580
Phone: 352-347-0600 • Cell: 352-342-4787
e-mail: rlvert.taylorincorporated@gmail.com
website: www.taylorincorporated.com





**Exclusively Serving the Multifamily Industry
for over 20 Years!**

Tampa Area: 813-920-0141
Nationwide: 800-959-0141

Visit us on the web @ www.Idealcollections.com

Visit us at booth 413 at the 2016 FAA Annual Conference and Trade Show™

Ideal Collections The Clear Choice For Lease Collections!



Pool/Patio Furniture



Umbrellas



Playgrounds



Deep Seating Wicker



Dog Parks & Site Amenities



Commercial Laundries

FAMILY OWNED AND OPERATED FOR OVER 45 YEARS

FREE
 UTILITY ANALYSIS
855-254-WASH
 9 2 7 4

SALES AND LEASING OPTIONS AVAILABLE

We customize our contracts and leases to fit your particular program's needs and goals

" Our machines and smart card systems are installed in more than 1000 condominiums, co-ops, apartment dwellings and nursing homes throughout the state of Florida. "

Coin and Card Operated Commercial Washers & Commercial Dryers

Our sales team will analyze your existing space and work with you to create a strategy for your specific laundry needs, from both an economical and environmental basis.

What Commercial Laundries Offers

- ✓ Flexible Leasing Options
- ✓ Comprehensive Maintenance Programs
- ✓ Trained, Radio Dispatched Technicians
- ✓ Energy Star-rated Washers and Dryers
- ✓ Superior Customer Service

Family Owned and Operated for over 45 years

TO LEARN MORE, CALL 855-254-WASH (9274)

REQUEST A QUOTE

Get a FREE no obligation quote from Commercial Laundries

Why Choose Commercial Laundries?

We provide the latest technological advancements in laundry equipment and service. We specialize in custom solutions structured to help you increase your revenue while saving money on water, sewer, gas, & electricity.



8510 NW 56th St. Doral, Florida

www.commerciallaundries.com

Need to make those Tubs, Countertops, or Cabinets Look Good Again?

Bathtub Refinishing

Countertop Refinishing

Tile Refinishing

Cabinet Refinishing

Fiberglass Repair

New Cabinet Doors

Aarefinishing.net

Doing business since 1994!

★

★

★

Absolutely

★

★

★

Amazing

★

★

★

Refinishing, Inc.

Now Servicing from
Daytona to Palm Bay.

TAMPA BAY AREA: 727-544-0122 ORLANDO AREA: 407-444-9000

THANK YOU

to the
advertisers
who helped
make this
publication
possible!

Setting the Tone for *Your Business*

BY TRISH HARRIS

Whether you are an apartment community manager, owner, or board member, you play an integral role in setting the tone that will be embodied by your staff. The *tone at the top* has everything to do with the culture, philosophy, honesty, and integrity of the business and its leaders. Clearly, tone at the top is about good, ethical leadership. And what is considered acceptable or

not acceptable within the business environment is demonstrated by those at the top and determines the culture of the business.

For example, if you as a leader model good listening skills, openness, friendliness, high standards, and a community spirit in all your relations with staff and residents, you are going a long way toward ensuring that same spirit permeates throughout your apartment community.





Stressed and Understaffed?

Stress No More...Call The Largest Multi-Family Staffing Company Across the Nation!

BG Staffing has been providing quality solutions to our Multi-Family clients for almost 30 years. We provide, temporary, temp-to-hire, direct hire and payroll services across the Nation.

We provide all on-site level positions:

Admin Support

Leasing Class Graduates
Bilingual Leasing Consultants
Leasing Consultants
Assistant Managers
Managers

Make Ready Techs

Assistant Maintenance Techs
Certified Maintenance Techs
Lead Maintenance Techs
Porters/Groundskeepers
Housekeepers



www.bgmultifamily.com

Call BG Staffing for Peace of Mind!

Compliance Depot National Account - Fully Insured - On-Call 24/7

Ft. Lauderdale / Miami

(954) 320-7036

Jacksonville

(904) 224-5000

Orlando

(407) 284-4937

Tampa

(813) 314-2068

COINMACH • MAC-GRAY • ASI CAMPUS LAUNDRY
SDI LAUNDRY SOLUTIONS • APPLIANCE WAREHOUSE

**Not since soap and water
has there been
a better combination.**

DIGITAL LAUNDRY SOLUTIONS
INDUSTRY LEADING TECHNOLOGY & CUSTOMER SERVICE

Our family of companies have come together to simplify your laundry solutions. With over one million machines in service, we're the leading provider of commercial laundry solutions. Our customers know that better laundry solutions equal improved resident experience. And that's not only good for business – it just makes life easy.



North & Central Florida (800) 432-1541 x50512
South Florida (800) 456-9274 x50624
cscsw.com



**FOWLER, HEIN, CHEATWOOD
& WILLIAMS, P.A.**
ATTORNEYS AT LAW

Specializing in Fair Housing Complaints
Throughout the U.S.

Corporate Legal Counsel for Apartment
Management Companies Nationwide

Providing Legal Services for Apartment Owners
and Managers in All Areas of Apartment Law

Toll Free 1.866.585.9116

Fax 404.325.9721 www.ApartmentLaw.com

**Robert P. Hein
J. Steven Cheatwood
J. Mike Williams
Alain C. Didier**

**Justin D. Kreindel
Elizabeth E. Colston
Toya L. Perkins**

When that spirit is emulated by leasing agents, maintenance technicians, and other on-site staff, your residents will notice the difference. Such efforts will continually contribute to your community's culture and its reputation for being a positive and appealing place to live.

APPRECIATION IS KEY

"They just don't appreciate me and everything I put into my job!"

How often do you hear this common complaint in the workplace? We all need to know that we matter, that our efforts are recognized, and that we are appreciated.

Voltaire said, "Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well." This quote points to the stake we have in each other's strengths and successes, and actually can serve as a recipe for creating a positive culture.

In their book, *The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People*, authors Gary Chapman and Paul White inspire organizations to use appreciation as a key factor in motivating workers. Chapman writes,

When relationships are not nurtured by a sense of appreciation, the results are predictable:

- Team members will experience a lack of connectedness with others and with the mission of the organization.
- Workers will tend to become discouraged, feeling "There is always more to do and no one appreciates what I'm doing."
- Often employees will begin to complain about their work, their colleagues, and their supervisor.
- Eventually, team members start to think seriously about leaving the organization and they begin to search for other employment.

Chapman goes on to say, "The relational direction of recognition is top-down, coming from leadership." And yet, in a videotaped keynote presentation, White points out that "65 percent of North American workers say that they have received no recognition or appreciation in the last 12 months."

When managers understand each staff member's preferred language, they are better equipped to personalize their expressions of appreciation in the most effective ways.

A WORK IN PROGRESS

Rather than being a task with specific start and finish dates, sustaining a positive culture is an ongoing challenge. It's something that requires buy-in, attention, and effort by all involved. Just as any worthwhile relationship must be nurtured, protected, and fed to evolve, improve, and succeed, maintaining a positive apartment community culture must regularly and intentionally be nourished. It is a process, not a destination. It requires the collaboration of many, supported by a collective commitment to be of one mind. And it all begins at the top. ▲

CULTURE DEFINED

Culture is the sum of the behaviors, beliefs, values, and customs of a group of people, particularly those that distinguish the group from another.

Tips for Creating a Positive Culture

In an *Inc.* infographic, staff writer Graham Winfrey offers "7 Keys to Creating the Best Work Environment." Actually, these are quite simple and inexpensive ways business leaders can foster and maintain a community spirit:

1. Be flexible.
2. Communicate.
3. Recognize success.
4. Offer development opportunities.
5. Build trust.
6. Give and receive feedback.
7. Provide a sense of purpose.

Source: Inc.

The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People

1. Words of affirmation.
2. Quality time.
3. Acts of service.
4. Tangible gifts.
5. Appropriate physical touch.



**APAC is your advocate
and helps to elect
pro-multifamily industry
candidates from across Florida.**



MAA and I support APAC because FAA's legislative issues are extremely important, and APAC allows us a seat at the table with legislators. FAA works tirelessly to fight bills that would be harmful to our industry and has helped save Florida apartment owners hundreds of thousands of dollars.

— **Glenn Evers**
Regional Vice President, MAA



APAC makes it possible to share our thoughts and concerns regarding current and proposed laws. It is paramount to protect our industry from laws that could negatively impact business, while advocating for those that support continued job growth into the future.

— **Jennifer Kennedy**
Vice President Asset Management, Preston Giuliano Capital Partners



APAC provides the funds necessary for FAA to defend the political and financial interests of all property managers and owners in Florida. This offensive and defensive effort is performed year-round and is critical to the long-term success of our industry.

— **Mark Ogier**
Principal and Executive Vice President, ContraVest



Attending the Legislative Conference and Legislative Platform Meeting has taught me that you can make a positive impact on our industry. Our recent legislative successes benefited our industry statewide. Our industry provides a vital service, and APAC helps to ensure we continue to do so.

— **Mark Wilkie**
Vice President Asset Management, The Collier Companies

**Your freedom to do business
depends on our continued ability
to advocate for your issues!**

PARK AVENUE Apartments:

Gainesville's New Standard in Contemporary Apartment Living

BY MARY LOU JAY



“While the area has been a hot market for student properties, it has been largely ignored by luxury multifamily developers. There’s been a lot of professional growth in the Gainesville area but no new supply of apartments.”

There’s good evidence that the newly constructed Park Avenue Apartments are meeting a pent-up demand for modern luxury-style rentals in the Gainesville area. When management put out the “Now Leasing” banner on its community sign, they received 126 inquiries in just the first week.

“Gainesville hasn’t had any new market rate apartments developed since 2007,” said Scott Hochberg, part of the Park Avenue ownership group. “While the area has been a hot market for student properties, it has been largely ignored by luxury multifamily developers. There’s been a lot of professional growth in the Gainesville area but no new supply of apartments.”

DOG PARK PRODUCTS & DESIGN



🔧 🛠️ ❤️ **LIVIN THE DOG LIFE™** 🛠️ 🐾

www.LivinTheDogLife.com

Sales@LivinTheDogLife.com Phone: 800-931-1562

92% of renters said seeing your website drove their decision to take a tour.

0% see your website when it's down.



Turn leasing back on with
99.999% up-time from On-Site.

on-site.com/florida



Looking for a lower cost alternative
to replacing your entire AC system?

NOW CARRYING R-407C CONDENSING UNITS!

Compatible with Existing Indoor Equipment



R407C CONDENSING UNITS

- Meet Regional Efficiency Standards for All Regions
- Stamped steel louvered coil protection
- Aluminum micro-channel tubing
- PSC outdoor fan motor
- Nitrogen holding charge, R407C must be field charged
- Factory installed liquid line filter drier
- 3/8" liquid line & 3/4" suction line connections
- 5 year warranty on parts and compressor
- R-407C operating pressures are very similar to R22

14 SEER



200407

R-407C REFRIGERANT

- 25 lb Cylinder
- Disposable cylinder
- Do not mix with other refrigerants
- Compatible with POE oils

MSH #	Ton	Mfg#	Dimensions L x W x H
225800	1.5 Ton	GAW14L18C21S	29-1/4"L x 29-1/4"W x 30"H
225801	2.0 Ton	GAW14L24C21S	29-1/4"L x 29-1/4"W x 30"H
225802	2.5 Ton	GAW14L30C21S	29-1/4"L x 29-1/4"W x 36-1/4"H
225803	3.0 Ton	GAW14L36C21S	35-1/4"L x 31-3/4"W x 33-1/4"H

Connect with us

f MSupplyHQ
t @MSupplyHQ

Visit us at
booth #513 at the FAA
Trade Show



Call 866-630-6747 • Español 888-281-0255

Fax 866-631-6747 • supplyHQ.com



We have the
solution
for any
playground
challenge.

PLAYMORE

Recreational
Products & Services

info@playmoreonline.com
www.playmoreonline.com
888-886-3757
Florida License - CBC 1252224

Free bench with modular play structure order, just mention FAA.

Park Avenue, which welcomed the first tenants to the property on August 1, is offering contemporary apartments homes with the features and amenities that people want today. “Apartment designs have been transformed in the last 10 years,” said Hochberg. Park Avenue’s floor plans have done away with the back-to-back bedrooms and shared hallway bathroom of a decade ago; they offer up-to-date, split-master plans featuring two equal-sized bedrooms with en suite bathrooms. Residents enjoy greater privacy, too, since the bedrooms are located on either side of the living room.

Kitchens today are much more than a place to prepare food; they serve as the heart of a home, a place for people to gather and spend time together. The design of Park Avenue’s kitchen reflects that reality. Granite-topped center islands, extending up to seven feet, serve as a dining table for family meals or an entertaining area for a wine-and-cheese evening with friends. The kitchen’s stainless steel appliances, wood-inspired flooring, spacious pantry, and European cabinetry with satin nickel hardware provide an upscale, contemporary feel to the homes.

The bathrooms are spa-like and feature a relaxing soaking tub, European cabinetry, and refined contemporary lighting. The spacious living areas feature nine-foot ceilings, wood-inspired plank flooring on the ground floor, and carpeting on the upper levels. Built-in USB charging stations make it easy for residents to keep their mobile devices accessible and ready to use.

URBAN FEEL IN A SUBURBAN SETTING

Located on a 27-acre site in northwestern Gainesville, Park Avenue is close to Santa Fe College and to the University of Florida Shands Medical Facility at Spring Hill. The setting provides easy access to Interstate 75 and to the Oaks Mall, Publix supermarket, and the Thornebrook Village shopping area.

Designed by Fugleberg Koch Architects in Orlando, Park Avenue is Gainesville’s first TND — traditional neighborhood development. “Park Avenue has a very different feel than a typical suburban project, much more pedestrian-friendly and walkable,” Hochberg said. “We have eight-foot-wide sidewalks through all the residential areas, plus internal sidewalks, and dog



paths. It is much more of an urban landscape.”

One important feature for health-conscious residents is that the entire Park Avenue community is 100 percent smoke-free.

Park Avenue is designed around three street blocks. The first block is reserved for 30,000 square feet of retail and professional space, with tenants that include Dunkin’ Donuts, Charlie Graingers, Supercuts, and a medical office.

When construction is completed in December, the community’s 14 three-story buildings will occupy the other two blocks. Each building has between 24 and 36 units, with a total of 298. The floorplans range in size from 649 square feet for the smallest one-bedroom to 1,304 square feet for a three-bedroom home.

Residents can keep their vehicles in breezeway-accessible garages or opt for one of the available private garages. There are also storage areas available to all tenants.

To build a greater sense of community and to provide residents with an opportunity to meet each other, management company Contravest will host weekly events. Activities will include pool parties, barbecues, and trivia nights — all designed for fun and to bring people together.

Residents will also have the chance to become acquainted informally in the community clubhouse and pool areas, both equipped with hi-speed WiFi for their use. The clubhouse features a lounge area and a game room with billiards table and a poker/game table. The exclusive athletic club features cardio machines such as treadmills, ellipticals and rowers; free weights and incline bench; medicine and agility balls; and large wall-mount TVs.

Taking advantage of Gainesville’s sunny climate will be easy at Park Avenue Apartments. There’s a resort-style, beach entry pool, and a hammock lawn in a beach setting. Residents can cook a meal on one

AMERICAN

PAINTING & RENOVATIONS, INC.

Covering Your Multi-family, Commercial
and Residential Needs Since 1991.

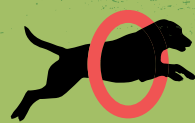
Honest. Reliable. Consistent.
Painting, Roofing & Carpentry

Providing top-rated painting
and renovation services within
the residential, commercial
and multi-family industries.

1325 Satellite Boulevard • Suite 101
Suwanee, Georgia 30024

888.522.9288 (Toll Free)
www.amerapaint.com

COMPACT FUN FOR COMPACT PARKS



**DOG ON IT
PARKS**

DOG-ON-IT-PARKS.COM

1 877 348 3647

DOG PARK:

- AGILITY EQUIPMENT**
- WASTE BAG DISPENSERS**
- SITE FURNISHINGS**
- FIRE HYDRANTS**

Speed Queen.

Commercial Laundries OF WEST FLORIDA INC.

5122 W. Knox St., Tampa, FL 33634

Mike Albanese

Email: mike@clwfl.net

Phone: 1-800-876-1477, Ext. 228



www.commerciallaundriesflorida.com

Pond and Lake Management

*We offer Custom
programs within
your budget*

**Ask About Our
Discounts!**

- ◆ Aquatic Weed & Algae Control
- ◆ Fountains & Aerators, Sales and Service
- ◆ Game Fish and Grass Carp Stocking
- ◆ Water Testing and Consulting Services
- ◆ Friendly, Professional Service
- ◆ Trained and Certified Aquatic Technicians
- ◆ Free Estimates & Competitive Pricing
- ◆ 10 Locations to serve you

The Lake Doctors. Inc.

800-666-5253 | www.lakedoctors.com
lakes@lakedoctors.com

CENTRAL FLORIDA'S FIRST CHOICE FOR PLUMBING AND SEPTIC SERVICE SINCE 1948



BROWNIE'S

SEPTIC & PLUMBING

CFC1428456 - SA0131835

**FULL SERVICE PLUMBING
STORM DRAIN CLEANING
POND MAINTENANCE**



**24/7 EMERGENCY
PLUMBING SERVICE**

**LIFT STATION AND PUMP SERVICE
BACKFLOW TESTING AND REPAIR**

866-841-4321

FIRST IN SERVICE SINCE 1948 - WWW.CALLBROWNIES.COM

CENTRAL FLORIDA'S FIRST CHOICE FOR POND MAINTENANCE AND CLEARING



Florida Pond Cleaning

**Overgrown ponds
or poor drainage?**

**POND MAINTENANCE
STORM DRAIN CLEANING
WATER CLARIFICATION**



**24/7 EMERGENCY
PLUMBING SERVICE**

**AQUATIC WEED CONTROL & REMOVAL
FOUNTAINS & AERATION SYSTEMS**

866-841-4321

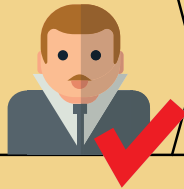
FIRST IN SERVICE SINCE 1948 - FLORIDAPONDCLEANING.COM

Florida's Multifamily Housing Strengthens ECONOMY



Apartment residents

2.5 m



Apartment homes

1.3 m



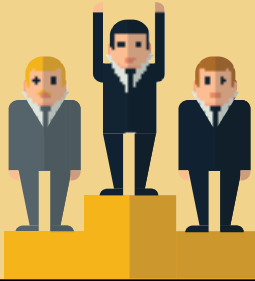
Economic contribution

\$44.8B



Total jobs supported

470,400



Source: WeAreApartments.org (National Apartment Association, National Multifamily Housing Council).

Direct Jobs Supported in Florida



Managing apartments

31,827

Building apartments

15,738



Average Base Salaries and Bonuses Nationwide

Leasing Agent/Representative	\$31,000	19%
Leasing Manager	\$41,300	25%
On-Site Community Manager	\$59,200	16%
Senior Property Manager	\$77,300	17%
Regional Property Manager	\$108,100	18%
Maintenance Engineer/Technician (entry-level)	\$32,300	4%
Maintenance Supervisor/Lead Engineer	\$39,600	6%
Regional/Portfolio Maintenance Engineer	\$50,200	9%

Source: National Apartment Association, CEL & Associates Inc. 2015 Real Estate Compensation Survey.



NEW LOOK – SAME GOLD STANDARD

Our look might have changed but our gold standard remains the same. The FAA Click & Lease will continue to provide nearly 2,000 communities of all types and sizes across Florida with the most accurate, standardized, and widely used lease in the state. Continually reviewed and updated by NAA's and FAA's expert attorney network to ensure accuracy, the FAA Click & Lease – also known as the Florida Lease – is designed for success and increased effectiveness. Its accompanying addenda are easy to use, Florida-specific, and customizable at the company and community level.

With new leases being created every second, it's no wonder more and more communities – more than half of all communities statewide – turn to us for their lease form needs.

CONTACT US AT (407) 960-2910 TO LEARN MORE
ABOUT THE FLORIDA LEASE PROGRAM

faahq.org/florida-lease

FAA Click & Lease
THE INDUSTRY STANDARD

Powered by Blue Moon Software



APARTMENT REHABILITATION

American Painting & Renovations, Inc.32
www.amerapaint.com

APPLIANCE DISTRIBUTORS/MANUFACTURERS

GE Appliances Inside Back Cover
www.geappliances.com

ASPHALT PAVING, REPAIR & RESTORATION

Rose Paving Company37
www.rosepaving.com

ATTORNEYS

Fowler, Hein, Cheatwood, and Williams PA 26
www.apartmentlaw.com

BED BUG PREVENTION

McCall Service 33
www.mccallservice.com

COIN-OPERATED LAUNDRY EQUIPMENT

Coinmach Corp 26
www.coinmach.com
Commercial Laundries of West Florida32
www.commerciallaundriesflorida.com

COLLECTION SERVICES

Ideal Collection Services Inc. 23, 37
www.idealcollections.com

COST SAVING PROGRAM

National Apartment Association6

CRUISE INCENTIVES

AIM Cruise Incentives14
www.aimcruise.com

DOG PARK EQUIPMENT

Dog-On-It-Parks32
www.dog-on-it-parks.com

FENCING/RAILING PVC

King Architectural Metals3
www.kingmetals.com

FINANCIAL SERVICES

NorthMarq Capital 38
www.northmarq.com

FIRE & DISASTER DAMAGE RESTORATION

American Painting & Renovations Inc.32
www.amerapaint.com



First Impressions Matter

Sealcoating makes that impression last.

Rote
PAVING LLC
Beyond Paving. BEYOND EXPECTATIONS.™

(813) 226-6686 (727) 209-6686
RosePavingTampa.com



Ideal
Collection
Services, Inc.

Ideal Collection Services, Inc.
5223 Ehrlich Road Suite A
Tampa, FL 33624
(813) 920-0141
Fax: (800) 426-6122
www.idealcollections.com

Ideal Collection Services offers collections nationwide. We pride ourselves in working exclusively with Multifamily Housing Accounts! We can custom fit a plan to your properties needs. If you are not satisfied with your current agencies results or the way they conduct business call Ideal Collection Services. We are the clear choice for lease collections!



elements inc. SIGNS

MAINTENANCE FREE ENGRAVED POLY
ADDRESS PLAQUES • BUILDING ID SIGNS
SITE SIGNS • DURABLE • COST EFFECTIVE

ORDER ONLINE! **elementsinc.com**
1-800-223-2788

LAKE & POND MAINTENANCE

Brownie's Septic & Plumbing.....	34
www.plumbingservicesorlandofl.com	
The Lake Doctors Inc.	32
www.lakedoctors.com	

LANDSCAPING & LANDSCAPE MAINTENANCE

Green Earth Powerwashing	14
www.greenearthpowerwash.com	

LAUNDRY EQUIPMENT

Coinmach Corp	26
www.coinmach.com	
Commercial Laundries.....	24
www.commerciallaundries.com	

MAINTENANCE SUPPLIES

Maintenance Supply Headquarters	30
www.supplyHQ.com	

MIRROR FRAMES

MirrorMate LLC	Inside Front Cover
www.mirrormate.com	

OUTDOOR FURNISHINGS

ET & T Distributors Inc.	24
www.ettflorida.com/cscart	

PAINT & WALLCOVERINGS

American Painting & Renovations Inc.....	32
www.amerapaint.com	

PATIO FURNITURE

Taylor & Associates Pool and Patio Furniture Inc.....	23
www.TaylorIncorporated.com	

PERSONNEL SERVICES

BG Staffing	26
www.bgstaffing.com	

PET PLAYGROUNDS

Live in the dog life-Dog Parks	30
www.livinthedoglife.com	

PLAYGROUND EQUIPMENT

Playmore Recreational Products & Svcs.....	30
www.playmoreonline.com/faa.htm	

PROPERTY MANAGEMENT

Greystar Multifamily Services	Outside Back Cover
www.greystar.com	

PROPERTY MANAGEMENT SOFTWARE

Yardi Systems Inc.	4
www.yardi.com/airports	

RENOVATION

Absolutely Amazing Refinishes.....	24
www.aarefinishing.net	
American Painting & Renovations Inc.....	32
www.amerapaint.com	

RESIDENT SCREENING

On-Site.com.....	30
www.on-site.com/taa	

ROOF & EXTERIOR CLEANING

Mallard Systems Inc.	19
www.mallardsystems.com	

ROOFING

American Painting & Renovations Inc.....	32
www.amerapaint.com	

SEWER, DRAIN & PIPELINE CLEANING

Brownie's Septic & Plumbing.....	34
www.plumbingservicesorlandofl.com	

SHELTERS/PAVILIONS

Playmore Recreational Products & Svcs.....	30
www.playmoreonline.com/faa.htm	

SIGNS

Elements Inc.	37
www.elementsinc.com	

SITE FURNISHINGS

Playmore Recreational Products & Svcs.....	30
www.playmoreonline.com/faa.htm	

TENANT SCREENING

TransUnion.....	12
www.rentalscreening.transunion.com/residentapply	

TRAINING

National Center for Housing Management.....	18
www.nchm.org	

NorthMarq Capital

www.northmarq.com
Tampa 813-223-3088;
Miami/Boca 305-820-6640;
Orlando 407-843-4004;
Jacksonville 904-858-5300.

NorthMarq Capital is a national mortgage banking firm offering a full range of commercial real estate solutions with 36 offices coast-to-coast, including 5 Florida locations, averaging \$13 billion in annual production, and servicing a loan portfolio of \$47+ billion for a diverse group of institutional investors.



Slate **THE FINISH FOR EVERY STYLE.**

No wonder the Slate finish is such a hit. Its matte finish completely hides fingerprints. It holds magnets. It's available on over 50 products. But the biggest reason people love Slate? It blends with everything from classic to eclectic to modern to chic.

For details, please contact GE Appliances
Area Sales Manager Brad Morris at
904.509.6731 or
bradley.morris@geappliances.com



GE APPLIANCES
geappliances.com





REDEFINING EXCELLENCE IN APARTMENT LIVING.®



THANKS FOR STRENGTHENING OUR INDUSTRY.

Greystar is proud to support the Florida Apartment Association. Our clients, residents, and associates have benefited from the professionalism of FAA.



Property Management

Investment Management

Development and Construction Management



GREYSTAR®

► [greystar.com](https://www.greystar.com)