



NATIONAL APARTMENT ASSOCIATION REGIONAL REPORT

REPORT FOCUS: MEMBERSHIP

AOD DALLAS, TX

NOVEMBER 2013

REGION I

Pennsylvania

Apartment Association of Greater Philadelphia

Our Affiliate has been fortunate to grow almost 14% since April. We were able to hire a full time person to totally focus on membership. It is basic Association Management 101. Be responsive, inclusive and communicate the benefits. Having one person who is always reviewing dues billing, sending out information packets and promptly replying to new applications sets the stage for growth. This position also makes sure that all new members are touched several times within the first 6 months - so much easier to renew then get another member. This is the same concept as the industry we serve. Far more cost effective to keep residents happy then to have to turn over a unit and lease it again.

Virginia

Roanoke Valley Apartment Association

Membership Recruitment and Retention

The downtown market has increased tremendously in the last two years. RVAA is focusing on the recruitment of downtown communities, approximately 1200 units. We are also sponsoring a 250-300 attendee event for Roanoke City Fair Housing Board in December. Corey Chalmers from the show "Hoarders" will be in town and will talk about hoarding as a disability. We will have a booth at the event to recruit members and share RVAA information. Additionally, our October Expo resulted in two new associate members.

Announcements/Other Activities

October 17, 2013 – RVAA held a very successful trade show that resulted in two new members. At the show, we hosted a Fair Housing Panel Discussion with Roanoke City Fair Housing Board and special guest Senator John Edwards.

Member of the Year: Joanna Munsey Merritt, Pebble Creek/ HHHUNT

Community of the Year: Glade Creek Apartments, MSC

Associate Member of the Year: Kristi Crutchfield, Superior Exterminating

Property Manager of the Year: Susan Hubbard, Pebble Creek/ HHHUNT

Assistant Manager of the Year: Dana Bales, Glade Creek/ MSC

Leasing Consultant of the Year: Brian McDaniel, Westwind/ HHHUNT

Maintenance Technician of the Year: George Tallmage, Hickory Woods/ MSC

Custodial Technician of the Year: Evelyn Hale, Glade Creek/ MSC

Rookie of the Year: Kelly Hardy: Glade Creek/ MSC

RVAA Associate Member Company of the Year: ServPro

Distinguished Community Awards

Category A. 1 - 100 Units - The Hancock Building

Category B. 101 - 200 Units - Stonebrook Apartments

Category C. 200+ Units - Glade Creek

Upcoming Events:

Membership Meeting: November 21, 2013 “Health Care Reform: Know the Basics Whether you are offering benefits or not” – Speaker: Mike Saunders, The Benefits Group
December 11, 2013 Holiday Party: Mystery Dinner Theatre

REGION II

Massachusetts

Rental Housing Association of the Greater Boston Real Estate Board

The Rental Housing Association of the Greater Boston Real Estate Board continues to attract members new to the industry with the successful NextGen program which offers full member benefits at a deeply discounted rate, to individual with ten or fewer years of industry experience. In addition to the discounted membership, NextGen members also participate in education and networking events tailored to their demographic. Recent successful member retention effort have included the vendor sponsored summer cookout, targeting our maintenance team members and their families; and spotlighting new vendor members in a quarterly magazine.

New Jersey

Apartment Association of New Jersey

Since the last regional report, the NJAA has continued its focus on creating a comprehensive Membership platform. Through Membership Benefits Roadshows, having access to education throughout the state, and planning for continuing efforts in Trenton, the NJAA has seen several successes.

Membership has grown to over 182,000 units. Membership efforts include attending industry events in the area, the creation of a membership brochure, and meeting with property level employees at regional meetings. Continued efforts in the coming months will include the roll out of a new streamlined membership application process with new classified headings for our Associate Members, improvements to the booth selection process for our annual convention including an interactive online expo map, and a New Member Reception held at our Annual Meeting. This is an event we are especially proud of as it is strictly for our new members in 2013, in celebration of their current and continuing membership.

Our Annual PAC Reception has quickly become the marquee political event for rental housing providers and the multi-family industry. On October 8th, we held our Tenth Annual NJAA PAC Reception at the Crestmont Country Club. A record breaking crowd of members, PAC supporters, and friends joined us for lively discussion on major issues facing New Jersey and the multi-family industry. Our featured special guests included: Assembly Republican Leader Jon Bramnick, Deputy Speaker John Wisniewski, and Ben Dworkin - Director, Rebovich Institute for New Jersey Politics at Rider University. As of Oct 8th we had raised almost \$180,000 for our PAC. Michael Haydinger, Chair of NJAA PAC, is tireless in his fundraising efforts and the PAC Host Committee members should be recognized for their incredible generosity.

REGION III

Illinois

Chicagoland Apartment Association

2013 Membership Growth and Retention

New and Current Member Units Gained in 2013 - 11,627

New and Current Member Units Gained in 2012 - 16,241

The CAA/NAA Network Growth initiative results are above. Retention continues to average 95% annually. Retention emphasis is credible and frequent “need to know” information in our magazine, e-newsletter and

education sessions. Growth is a joint effort between Board, staff and weekly ALN reports on property acquisition by non-member companies

Upcoming Events

CAMME 2013 – 10/25/13

Maintenance Mania – 11/14/13

New Year Kick Off Party – 1/09/14

CAA Trade Show and Education Conference - 4/8/14

Michigan

Property Management Association of Michigan

We are working on a Master Membership Recruiting plan in an effort to grow our membership. We are struggling with finding the right ways to get word out about the value of membership with PMAMM and NAA. Currently, our plan is to take a day and have teams made up of Business Partners and Community Members go out and visit non-member properties. Our Membership IC has also discussed having a contest that is open to current members during the first quarter of the year that would allow anyone who referred a new member to be entered into a drawing.

ANNOUNCEMENTS:

We are excited to be bringing Jeff Wilhite with Play to Win Seminars to mid-Michigan on December 3rd to present his Fair Housing training. We anticipate having close to 100 students in this class which is great for our area. The Property Management Association of Michigan has its annual GLAStar Education & Awards Conference on November 14 & 15, 2013 in East Lansing at the Kellogg Center. Speakers are The Disney Way as our keynote, along with Doug Chasick, Lisa Trosien, Tim Furlong, Chris Mott and Pete Regules.

Ohio

Greater Cincinnati Northern Kentucky Apartment Association

An End of Year Membership Drive is underway where an existing member can earn a \$250 Visa Gift Card by recruiting three new members between now and our Holiday Cheers Party and Benefit on December 12, 2013.

Wisconsin

Apartment Owners & Managers Association of Milwaukee

Our association continues to provide value added proposition to our members. We continue to have 4 great educational/networking events a year. Our membership numbers continue to increase due to the various events. Our association and its members are actively engaged in the activities offered by NAA. We held our Second Annual Maintenance Mania event in 2013 which included 51 participants in the competition with over 150+ spectators. We also held an Annual Trade Show as part of Maintenance Mania with approximately 150 attendees. We held our annual awards event in which we had over 40 submissions for both building excellence as well as individual awards. Attached is a press release of the winners of this year's awards.

REGION IV

Georgia

Atlanta and Georgia Apartment Associations

The Atlanta Apartment Association's 2013 Membership Drive had another good year. The membership drive began in January and ended in April and had approximately 150 participants. The volunteers worked to renew

current AAA members and recruit new members, and each participant was evaluated based on how they executed in those areas.

The committee performed exceptionally well in recruitment, and we were able to beat our campaign goal. We set our recruitment goal at 200 new members, and we brought in 222 during the drive – beating our goal by 22! Our yearly renewal goal was to attain 88% of dues billing, and we achieved that goal in May.

We implemented several new procedures that increased the productivity and results of the membership committee in 2013.

- We streamlined training for both leaders and volunteers which helped participants better understand their roles and responsibilities
- We added new levels of recognition to encourage more participation
- We are continuing to improve and upgrade our technology so that updates, team standings and campaign information can be accessed more quickly and easily

Finally, our team leaders had a tremendous year, and many of them will be returning to help lead our 2014 membership drive.

North Carolina

Greater Charlotte Apartment Association

At this time, the Charlotte market has 8,129 apartment units under construction. Our Membership Committee chair, Amanda Kitts with Riverstone Residential, has personally contacted each of the apartment communities and developers to encourage them to join the GCAA. We've been successful and working hard on recruiting all of these would-be members to the Association.

2014 Membership Drive: The community manager that refers the most new members in the first quarter of 2014 will receive a \$1,500 Asheville giveaway to Grove Park Inn. Other ideas for recruiting for 2014 are in the works.

Triangle Apartment Association

As of October 23, 2013, we have 897 members. Since September, 2012, we have seen a growth of 9.5% in Apartment Communities and 14.4% in IROs with an overall growth of 5.3% in all membership.

We analyze the five main types of memberships and plans of action are created to retain and attract more:

Management Companies
Apartment Communities
Associates
Independent Rental Operators
Non-profit Management Companies and Assets

Eventual new members and membership types are targeted that can become a member and this includes:

Senior Communities
Student Communities
Moderate Income Communities
Public Housing Authorities
Non-profit Management Companies
Non-profit Partners i.e., Habitat for Humanity, Step Up Ministries, etc.

Management Companies

In late 2012 and early 2013 many communities changed ownership hands and approximately 10.5% of the TAA Management Company members did not renew. All but one lost all of their assets in the marketplace. Extra effort was given to contact the new management companies to convince them to join.

As well, new apartments were being constructed and opened on a monthly basis. Tracking of all new apartment construction continued during the year. Internal tracking of new construction provides information on:

New Management Companies venturing into the area

Management Companies returning to the area after an absence
Verifying new construction of existing Management Company members

Internal tracking of management changes allows for quick response contact of new companies especially if they do not have a lease that they prefer. If they are assuming management of an existing TAA community, the asset is probably using the Blue Moon lease and an effort is made to convince the new company to continue using the Blue Moon lease and consequently become a member of TAA.

Apartment Communities

We track new construction using two market survey services plus following municipal zoning activity on-line for four regional areas. Once new construction has started, contact is made with an owner. New potential members are determined based on known owners that are current members versus unknown owners. If a new non-member owner/developer is identified, contact is made to request information on who will be the property management company. Member property management companies will add the new asset as a TAA member.

By perusing a developer's home website, other locations of development and existing assets are found. We then contact that local NAA Affiliate to determine if the developed communities are members of their Association. We also determine what events of that Affiliate the new developer has interests.

Same sources of market data is used to determine what existing communities are not members. If some assets are found, contact is made with either the management company or directly to the owner, if known.

One main dearth of membership is in the Student Housing Industry. TAA in conjunction with NAA is working to produce a Blue Moon NC student lease in the hopes of attracting more student community management companies and assets to join TAA.

In hopes of attracting more Senior Communities, special seminars will be held in 2014 to attract Managers of the local twenty-five senior communities. The goal is to emphasize areas that their policies are in direct violation of State law. The goal is to have more growth in the Senior Community sector.

A North Carolina state map was highlighted showing eleven counties under our jurisdiction. It is quite obvious that some communities an hour or two hours away would not be able to attend many seminars they can still benefit from the major seminars concerning Fair Housing, Certified Pool Operators and HVAC courses. Future opportunities to communicate through on-line classes will be explored.

During this year, another seven Tax Credit communities totaling 462 units were awarded to the 11,000 existing communities in our jurisdiction. A new dues structure was approved by the BOD in late 2012 for communities under fifty units in the hopes that more sites would join if the dues were significantly less than larger communities.

Associates

Two campaigns were introduced this year and these were Fishing for New Members and the \$20.00 Coffee Card Giveaway that features an eight cup capacity coffee cup as a prop. Both campaigns were geared around site personnel sending in names of companies that they hire that are not current TAA members. Both campaigns have resulted in many contractor and vendor names and numbers being collected.

Independent Rental Owners

The goal is to double the membership in prior years. This is a gallant task but can be accomplished by increasing the number of valued dinner meetings as well as broadcasting the IRO brand out among the general public. Last month we held the first IROP Certification class in a class room setting in the South. This November, the first ever TAA IRO Mini Trade Show will be held with twenty vendors in place with food available and seminars being conducted alongside the Trade Show.

We have solicited responses from our existing member on what they would like to see or experience at our bi-monthly dinner meetings in hopes of attracting more members and guests to our events. There is a survey being conducted at this time to assist us in determining the time and location of the January 2014 breakfast meeting.

Overall

One obvious way to grow membership is to "shut the back door" and minimize members that are considering not renewing. The key is to retain members year after year by creating a value judgment for all members. The

ApartMentor magazine continues to highlight Government Affairs issues, legal issues and education opportunities.

This step in most cases is more important than attracting new members. At the same time, to assist new members, volunteers on the Membership Committee have committed to contact all new Associates to welcome them to the Association and to work with them as needed to become acclimated. As well, the Ambassadors program has been revised to work with all new members, not just Associates, at functions to assist with their needs and to make them feel welcomed.

South Carolina

Charleston Apartment Association

The Charleston Apartment Association has experienced significant growth in membership in 2013 due to a number of proactive efforts and community awareness. A whopping 46 new members have joined over the past year representing 3,203 new units to the association's portfolio.

Once joined, member satisfaction and retention has also been a primary focus. 50% of new members attended the most recent new member orientation and most of them went on to join committees. Feedback from new members has been positive and right on target with the CAA's mission. In the fall of 2013, fresh new "Proud Member of the Charleston Apartment Association" window stickers were produced and are being distributed to members.

Looking ahead, the CAA expects to conclude 2013 at record pace and strives to continue the momentum into 2014.

Tennessee

Apartment Association of Greater Knoxville

Membership Recruitment and Retention:

The AAGK hosted a New Member Reception and "Meet and Greet" the Board of Directors, following the August 2013 Board Meeting. The event was attended by over 25 new members and received great remarks from everyone in attendance. The format for the meeting is an informal atmosphere where new members can mingle with the Board of Directors in a relaxed environment. New members were thrilled with the opportunity to meet with their target audience.

The AAGK held its first ever "Owner/Manager Roundtable" immediately preceding the 2013 Trade Show in September. The roundtable was well attended and will be set for recurring roundtables quarterly with topics for discussion determined by attendees.

Other activities:

The AAGK elected the 2014 Board of Directors at its annual meeting in October, the Board will take office in January and lead the AAGK into its 20th year!

The AAGK hosted its 2nd Annual Golf Classic October 11th.

The AAGK is holding its Annual Food Drive kicking off October 23 and concluding on November 20th. Donations will be collected at the 2013/2014 Maintenance Mania Event being held on November 20th.

Apartment Association of Greater Memphis

The AAGM Membership Committee hosted several networking events this year for our vendor and property members to make professional connections. These events also became quite popular with new members as it gave them an opportunity to meet a smaller group of members without feeling overwhelmed. Plans are underway to offer even more of these events in 2014.

AAGM will celebrate its 10th Anniversary in 2014! In an effort to develop industry leaders among our members, the Board has begun work on an Emerging Leaders program which will identify potential leaders in our industry with the goal of developing them into committed Board members to carry on the legacy of AAGM. A special

thanks goes out to our "Top Ten" who have served as President of the Apartment Association of Greater Memphis: Pattie Woods-2004, Marla Stanton-2005, Debi Wherry-2006, Maney Heckle-2007, Keith Acton-2008, John Barger-2009, Beth Brock-2010, Tammy Bailey-2011, Julia VanderRoest-2012, and Melissa Moore, 2013.

REGION V

Oklahoma

Tulsa Apartment Association

The Tulsa Apartment Association took advantage of the help NAA offered in making a membership flyer. This was a huge benefit for us because we did not have the capabilities of making such a professional looking flyer, and we appreciate that it is being sent to non-members along with a copy of Units magazine. We have seen an increase in owner/manager new members this year and believe this is attributed to these materials being sent. Thank you NAA!

Next year we have plans to roll out a new logo and new promotional items in order to help our efforts in member recruitment. We plan to utilize and membership committee members to do grass roots marketing. We have also formed a partnership with ALN Apartment Data so that we have a good picture of who we need to target for membership.

At our Board retreat this week we really pushed our Board members to make sure they are doing business with TAA members. We know there is a tremendous potential for more supplier memberships if we can get our Board to take the lead and ask the vendors that they are currently doing business with to support the apartment industry (and them) by becoming a member of TAA. We will continue to promote this message with the rest of our membership and hopefully grow our supplier member list next year.

We have also continued our new-member referral incentive through this year. For each new member that a current TAA member refers they could potentially win up to \$100 in cash. By awarding this cash prize at our monthly luncheon meetings we are continuously reminding our members the importance of referring members, and the importance of doing business with fellow TAA members. This has really helped raise the awareness of doing business with members and we will continue to work on communicating this message.

This year we have put a big emphasis on hosting member networking events that don't cost anything for the association to host, or for the member to attend. Our Ambassadors and Membership & Marketing committee were tasked with coming up with events and it has been very successful. We can see that we are strengthening the connections among members and that will allow benefit the association in the long run.

And just around the corner, on Friday, November 22nd we are hosting our annual Zenith Awards at the Cox Business Center in downtown Tulsa. Last year we had over 900 in attendance, and we are hoping to have the same attendance this year. This is a great event for the Tulsa Apartment Industry because it allows us to put the spotlight on those who excel and who deserve recognition. From owner to porters, everyone has a fantastic time.

REGION VI

New Mexico

Apartment Association of New Mexico

Membership Recruitment and Retention

The Board of Directors, Membership Committee, and staff have continued to focus efforts in recruiting the Riverstone Residential Group communities in New Mexico. Riverstone represents a total of 3,166 new units to AANM and in the final quarter of the year, properties have started sending in their dues payments for 2013. Dues were prorated for the remainder of 2013, per a special decision by the AANM Board of Directors. Leadership and staff are equally excited to have Riverstone back in the membership.

Additionally, the Membership Committee has been working on developing relationships with existing and potential new members in the Las Cruces area. While data is still being gathered, there is a potential of more than 4,000 units in Las Cruces and the immediate surrounding area that are currently not in the membership. The focus has been on creating key contacts in the town, so that we are better informed of city and county initiatives or challenges to our property owners there. Through the committee, we are exploring the options of creating a local chapter in Las Cruces, but do not yet have a timeline for execution. Decision on the formation of a local chapter will be based on total available units, reasonable dues structure, and identification of local leadership.

The AANM Board of Directors elected not to raise dues for 2014 and will provide support for retaining current members at renewal time. Consideration is being given to evaluating the dues structure for 2015, and leadership expects a decision no later than April of 2014, so that members, volunteers, and staff have adequate time to address any increase in dues.

AANM is working with the City of Albuquerque on the Neighborhood Partnerships for Change project. Teaming up with city staff and resident representatives, AANM's assignment is to provide resources and training for property owners in distressed neighborhoods. On October 24th, AANM hosts its annual luncheon with the Mayor of Albuquerque and will present the first W.E. C.A.N. (*Working Every day to Change Albuquerque's Neighborhoods*) awards through the project. The Mayor will present 2 local owner/managers with certificates and recognition of their daily work in difficult areas. The mission of the project is to bring residents and property owners together to improve the quality of the neighborhoods that face economic, criminal and neglect issues. AANM is hopeful that having been identified as *the* resource for property owners, we will recruit new IRO members.

Announcements/Other Activities

On November 8th, AANM hosts its 2nd Casa Ball to raise money for our "Charity of Choice," Albuquerque Heading Home. Casa Ball Fever is a 70's disco dance competition (think Dancing with the Star in bell bottoms and polyester) and will feature local celebrities. Committee members, volunteer dancers and staff are all tasked to raise individual funds, plus the evening will feature a silent auction.

AANM hosts its annual meeting on December 17th and will install the newly elected 2014 Board of Directors at that time.

Texas

Apartment Association of Greater Dallas

AAGD Membership Drive
September 1st through November 30th
"Chart Your Course For Success"

Through the middle of October, AAGD has recruited 60 new members for the Membership Drive. The Membership Committee challenged the Board of Directors to bring in at least one new member. At each monthly Board meeting, the committee will recognize each Board member that has brought in their one new member. The 2013 AAGD Fall Membership Drive "Chart Your Course for Success" will end *November 30th*.

Here are the awards to the recruiters during the Membership Drive.

Team Awards

Top Recruiting Team - \$1500.00
Second Place Team - \$750.00
Third Place Team - \$525.00

Individual Awards

1 New Member - \$50.00
3 New Members - \$175.00
5 New Members - \$400.00
8 New Members - \$600.00
10 New Members - \$1250.00

AAGD M-Team

The M-Team members were assigned a list of new apartment communities that have joined the AAGD within the last 10 months to visit. There are 22 new communities that have joined the AAGD. The M-Team will contact the staff at the community and deliver their new member packet including their property membership certificate. In addition, they will get a photograph of the staff that will be featured in the November issue of Rooflines. AAGD staff will also be visiting the new communities and taking pictures of the properties that will appear on the cover of the November issue of Rooflines.

Apartment Association of Tarrant County

The Apartment Association of Tarrant County's membership portfolio reflects a slow but steady 1-3% growth rate; the result of strong sustained market penetration over many years. AATCs membership currently totals 1,531 members including 167 corporate, 205 IRO, 366 vendors and 793 apartment properties – representing a total of 180,221 apartment units. Upcoming association programs and events include: AATCs annual Trade Show on Nov 19 at the Arlington Convention Center featuring 135 outstanding vendor members displaying their latest products and services in a sold-out 172 booth floor plan; and AATC & AAGDs annual Toy Drive benefiting the US Marine Corps Toys for Tots campaign culminating at our traditional holiday reception in north Dallas on Dec 10.

Austin Apartment Association

MEMBERSHIP GOAL

The focus for 2014 is to retain our current member base by developing a customize membership experience and to recruit new members through targeted advertisement efforts and apartment industry awareness programs.

RECRUITMENT

- Continue cash offering of \$50 is open to all members now to get all levels of members involved
- AAA staff to engage in member solicitation in addition to membership committee members by participating in real estate related tradeshow, Chamber of Commerce, and other networking events.
- Since 90% of our new members, find out about the association through “word of mouth” and “internet searches”, AAA will begin an advertising and marketing campaign increase our member base. The advertisement and marketing plan will focus on increasing our association's online presence as well as increasing awareness of our association through specialized programming involving career development, landlord-tenant education, and apartment showcasing programs.

RETENTION

- Continue new member owner breakfast – “Coffee Talk” : Discusses the role of AAA, TAA, NAA, basic property rental information, and benefits of the association
- Continue new member vendor luncheon – “Vendor Link”: Discusses the role of AAA, TAA, NAA and how to maximize your membership
- IRO Learn & Network – We have refreshed our Learn & Network program for our IRO's in 2012 and will continue this program in 2013 because the attendance has doubled. We are looking at options for these programs to be available online as well as in-person.
- Continuous surveys throughout the year to help pinpoint our members' needs
- Began the “Be My Buddy” mentorship program for vendor members. New members are paired up with seasoned members to help integrate them into the association. In 2014 we are hoping to add owner mentorships as well.
- We have created the Retainer Team to make personal contact and survey their membership experience. Retainers receive points and cash prizes as an incentive.
- In Jan 2014, we will begin Echo, our young professionals group to identify new leaders, assist in recruitment, and member outreach programs.
- Moving into 2014 we will also be tracking personal and professional interests of our members. With this information, we will be able to create targeted marketing campaigns relevant to the individual and create a personalized membership experience.

Houston Apartment Association

Annual Membership Campaign:

We kick-off our membership drive in March till early June. We ask our volunteers to recruit new member companies and also to renew current members. Volunteers, new members, renewing members and prospective members are invited to attend lunch or happy hour meetings. Volunteers also participate in phone-a-thons to get

member companies to renew their membership. We give away cash and gift cards as incentives for recruiters. This year we took the top 6 recruiters and their guest on a weekend getaway to Galveston, TX.

Go-Getter Club:

Promotes HAA membership, this club is a year round membership recruitment group made up of HAA member volunteers.

The Member Service Department provides the club with leads and promotional materials.

HAA's Product Service Council Program: Education programs for new & current members. This program is free for all supplier members. Program is designed to help supplier members learn how to make the most of membership with HAA.

Example: Bill Nye, apartment industry speaker and property management CEO was the guest speaker. Mr. Nye offered attendees some tips on selling to the multifamily industry- what mgmt partners are seeking in a provider, a bit of knowledge and terminology used in the business and an explanation of the how decisions are made when selecting a product and service.

Mentoring program for supplier members: Mentor Match

The Product Service Council (PSC) created a mentoring program, for new or current members to connect with PSC members

There is a link on the HAA website so that members can connect with mentors.

HAA is dedicated to our supplier members and the Product Service Council is a group of active members ready to assist you and help you get the most from your membership. Whether you are brand new to HAA or perhaps a supplier looking for some guidance, a mentor might be just what you need.

Ambassador Club:

Volunteers assist HAA by visiting members and providing them with information about HAA's upcoming events and education programs. The Ambassador Club meets monthly to also exchange industry information.

The Ambassador Club also hosted a new member happy hour to encourage new members to get involved with HAA.

HAA 101 "Bee-Connected" (member orientation):

Orientations are held prior to the Ambassador Club meeting; HAA staff answer questions regarding involvement and member benefits.

We cover topics such as advertising, expo, general membership meetings, education programs/seminars and legislative/PR efforts. The member services department also meets with members by appointment that are not able to attend the HAA 101's.

Social Media Outreach: HAA is on Facebook, LinkedIn, and Twitter, promoting our events and membership.

HAA This Week Email: This email reaches over 4,200 individual email address every Monday. Receivers will read to find out what events are coming up this week and what lies ahead the following week. We also added, here's what you missed last week at HAA which has photos of the previous week's events.

PAC Fundraiser events:

In spring we held a PAC TopGolf Event which sold out. Individuals were in climate-controlled bays which holds up to six players. Just picture a 215-yard outfield with dartboard-like targets in the ground. The closer to the center or "bull's-eye" you get and the farther out you hit your microchipped balls, the more points you receive.

HAA NEXT (young professionals group): It's a Pac(Man) Party. HAA's young professionals group held a PAC fundraiser at a classic video arcade. Tickets were sold so that members could enjoy playing video games and networking with our young professionals.

Text Messaging Service: HAA partnered with Tenify to provide our members messaging on demand. This service is just another way to allow our members to engage with us about events and issues. HAA members have the ability to request and receive information such as flyers, forms and upcoming events.

Member Services events/goals for 2014:

Education Conference & Expo will be held on May 15, 2014 at the Reliant Center

Re-vamp our membership campaign by having year round recruitment with monthly contest and meetings.

HAA 101 “Bee-Connected” orientations to be held at membership recruitment meetings. New members will be recognized with a special bee sticker, they will be referred to as “new bees”

Lubbock Apartment Association

Our focus in 2013 continues to be retention of members and not adding new members.

As we continue to focus on retention we have gained, as of this reporting, 21 new members and lost 13 – 4 of which were owner members that no longer have units. We believe this is a growing, successful membership retention campaign, as our gain to loss moves further apart each year. (In 2012, when this retention program started, we had gained 13 new members and lost 10)

We have continued personal phone calls from our Membership Committee chairpersons to all of our new members each month. We have a member spotlight to our bi-monthly newsletter featuring an employee of one of our members. We also invite Product Service to every committee meeting, training, breakfast and give them a few minutes to talk about their companies, at no charge.

We continue with Golf tournaments in May and October, Bowling tournament, Reverse Trade Show, Monthly committee meetings and Training events, all with our product service members in mind. Providing them the most exposure and networking time possible.

A new benefit we added in 2013 is working personally with product service members to try and create business connections that they might not think about. So many vendors believe that the apartments are their only prospect. However, we have tried to help them understand that their fellow product service members are customers as well. Then when they consider the employees of our members their customer base has unlimited potential. We believe the members that take this into their business plan are the most successful and can really see the advantage of being a member.

San Antonio Apartment Association

SAAA had a successful membership recruitment campaign in the spring, earning the largest percentage of new members of all TAA affiliated associations with 500 or more members. Participants were awarded cash for each new member and there were also cash prizes for the top recruiter and top three teams. One successful aspect to the drive was challenging the Board of Directors to each bring in a new member; this brought in 12 new members. The total for the drive was 50.

SAAA also held a short three week drive in the fall that brought in 13 new members. Participants were still awarded cash prizes, but there were no top recruiting prizes.

Retention has become an important focus at SAAA with several initiatives. The Members Using Members Challenge encourages properties to send in their vendor lists. The property that uses the most vendor members wins a catered lunch for their entire staff. There are two categories, one for fewer than 200 units and another for over 200 units. This has had several positive outcomes. Vendor members are happy that we are encouraging properties to use members. The properties appreciate the catered lunch and being recognized in our magazine, Facebook and website. Best of all, we are able to use the vendor lists submitted by the participating properties for recruiting since not all on the lists are members.

The Welcome (aka Buddy) Committee is dedicated to the retention of new members. Retention rates for first year members are the lowest and continue to be challenge for SAAA. Welcome Committee members make a welcome call to new members to answer questions and offer advice. They also make themselves available for any future inquiries. Committee members attend New Member Orientations and mixers wearing name badge ribbons to distinguish them. They also greet and answer questions and make introductions for new members. We held two New Member Orientation breakfasts this year. We use these gatherings as an opportunity to explain how to get the most out of their memberships and invite the Board of Directors, the Welcome Committee and staff to attend as well. The best part of the orientation is when current members share their stories of friendships and how their relationships developed through active involvement and participation has helped them grow their businesses. The event becomes more of a free discussion than a scripted meeting and new members come away with a positive impression of SAAA and encouraged to become more involved.

Membership also reaches out to new members frequently throughout the year focusing on those new members who have not attended events or committee meetings. This has been very successful and has been a source of great feedback. Originally a survey through Survey Monkey was tried, but personal phone calls have been more useful.

We have also begun to focus on those with a membership of over 2 years who are not active. We have held three lunches inviting these members to share their thoughts on membership. We not only have received great feedback, but many of these members have started to get involved. We have found that for some of these members being a member and having a listing in our Directory is enough. Some do not have the time or man power in order to be more involved. We are striving to ensure that all members understand the value of their membership, regardless of their level of involvement.

SAAA participated in a tabletop showcase which was held by the Blue Book. We had great traffic with interest not only in membership on the vendor side, but also on the owner side as well. This is an event we plan to continue to attend. In July, our member LifeStyles Unlimited invited SAAA to do a presentation at a meeting that was geared toward owner members. There were over 50 attendees with the majority of them being independent owners; many in the audience were already members. We plan to expand on this cooperation with LifeStyles Unlimited and other similar organizations and take advantage of opportunities to present the value of SAAA membership as often as possible.

Our Community Relations projects continue to be a great source of satisfaction and opportunity to “give back” as well as a great way for members to bond and form lasting relationships. Most recently we completed fundraising campaign for the 100 Club (a non-profit organization which provides funds and scholarships to the families/children of safety & law enforcement officers who are killed in the line of duty) which raised over \$10,000. We held our American Red Cross (“ARC”) Heroes campaign earlier in the year was our most successful ever with over \$30,000 raised and SAAA was recognized as the highest contributor locally for this campaign. In addition, the local chapter of the ARC nominated SAAA as their volunteer of the year for United Way. Lastly, our Toy Drive for the San Antonio Police Department’s Blue Santa is off to a great start with a goal of \$40,000 in toys to be donated to SAPD Blue Santa at our Winter Awards Gala which will be held on December 5th.

REGION VII

Arizona

Arizona Multihousing Association

Associate Member Mentorship Program

We have continued and refined our Associate Member Mentorship program. New Associate members are invited to our bi-monthly New Member Breakfast where they receive a brief tutorial on the multihousing industry in general and our association, in particular. They are also assigned a mentor to help them develop realistic long term goals for their membership and a 60 day plan of engagement to get them started. This program has continued and resulted in greater retention and member satisfaction.

Members Supporting Members Program

With over a dozen teams of two making regular site visits, our Members Supporting Members program continues to be a valuable tool to get on-site staff more engaged with the AMA. It is also proving to be a valuable source of information for the AMA in keeping track of the many changes in our marketplace.

Membership Ambassador

In addition to our MSM teams visiting properties, we have also hired a Membership Ambassador who visits member properties on a regular basis. She updates on-site staff about AMA events and how to engage with the association and also provides invaluable feedback to the AMA. She also hand-delivers dues invoices on an “as needed” basis.

Patron Recognition Program

The AMA introduced our Patron Recognition Program in October of 2011. This program is aimed at recognizing those Associate Member Companies that go “above and beyond” in their financial support of our organization. This is a tiered recognition system made up of Platinum, Gold and Silver levels where companies in these categories receive extra recognition on our website, newsletters, e-blasts and event sign-ups and sponsorships.

This program continues to enhance the participation levels of our most active members while also serving as an incentive to other companies to increase their participation.

Washington

Washington Multi-family Housing Association

The Washington Multi-Family Housing Association (WMFHA) had a strategic plan and vision for 2013 to create an effective and successful membership marketing campaign. However, in order to be most effective, we determined that a branding evaluation and brand “re-fresh” was needed to define our mission, purpose, personality and communication network. The goals are improved membership satisfaction and retention, as well as new member growth. Membership was surveyed to determine best approaches to convey value and services, and identify strengths and weaknesses.

Our rebranding efforts have resulted in a new logo, tagline, elevator pitch, mission and vision statement, as well as new fonts, colors and style components. New marketing collateral pieces are being developed. A new website is being created with enhanced services and a more meaningful brand messaging. Membership services and value for membership has been given greater focus, including greater involvement from industry supplier partner members. Lastly, a concerted membership growth initiative will be implemented in 2014.

This has been a healthy process in reaffirming where we’ve been, where we are, and where we want to be, and in identifying how we will get there in order to achieve our goals.

REGION IX

Florida

Apartment Association of Greater Orlando

The Apartment Association of Greater Orlando is very proud of our commitment to excellence. We strive to be a leader within our industry in all that we do. We are always on the “lookout” for new benefits for our members, for different ways to engage our members and to fill the needs of our members.

To promote retention of members we have monthly meetings/events of different types:

- Dinner Meetings
- Golden Key Awards
- Trade Show with 170 booths and over 1,000 attendees
- Lease-A-Palooza which is a leasing event with national trainers
- Business Exchange
- Maintenance Mania
- Golf Tournament

Our Membership Committee contacts each of our new members to be their “mentor” to assist them in acclimating them into AAGO, to invite them to events and to introduce them to other members of AAGO. The committee also conducts blitz’s to members to thank them for being a member and to see if we can do anything more to assist them and we also blitz non-members to encourage them to join AAGO. We host “Live” events to encourage networking and the only fee is whatever they eat and drink. We hold the “Live” events in different quadrants of the city to encourage everyone to attend this fun evening.

We give personalized service to new members to assist them in the many ways to be successful within the central Florida multi-family industry.

Our Helping Hands Committee raises an average of \$20,000 per year for our local charities and now we have our 501C3 AAGO Foundation to assist with our charitable endeavors. In addition this committee has food drives to

assist in filling the coffers of the local charitable food pantries as well as gathering 1,500 to 2,000 toys to give to the underprivileged children during the holiday season.

NAAEI Designation Programs

AAGO is offering the CAM program in the fall and have 13 attendees signed up. There are also 3 CAS attendees. AAGO will be offering CAPS Express in February 2014 and will hopefully be working with other local affiliates in an effort to offer the program on a regional level. CAMT is underway and while we only have 4 students, they seem fully engaged in the program. We have decided to offer NALP exclusively online as attendance has declined significantly in the last 3 years.

AAGO launched the CAMnesty program and we hope to certify as many individuals as we can by the March 2014 deadline. Candidates seem excited about the program and many have already inquired about getting started.

Seminars & Workshops

AAGO rolled out a brand new leadership series in 2013 and there are 6 different modules for the series. We have added 31 brand new classes this year ranging from leadership to marketing to hands on appliance training.

Education... What's HOT & What's NEW?

The 5th annual Lease-A-Palooza took place on September 27. This event has grown tremendously since its inception and this year we had 267 registered attendees.

We are also hosting our 6th annual Golden Key Awards on November 2 and we have over 700 registered attendees! We have increased attendance by approx. 8% over last year. We are looking forward to an evening where we celebrate success! This year, we are bringing back Champagne and Diamonds! Raffle tickets are \$25 and individuals who purchase tickets are eligible to win one of two beautiful diamond necklaces. All proceeds benefit NAAPAC.

Bay Area Apartment Association

BAAA has been fortunate this year to increase the size of our association. Membership has grown from 89,757 units in 2009 to over 121,366 units in 2013. The addition of 6,100+ units this year is due in part to the extraordinary success of the Florida Apartment Lease powered by Blue Moon®. BAAA is one of the largest users in the state. It is essential that we maintain our renewal rates into 2014 to insure the continued membership and participation of BAAA's lease users.

The Membership Committee is currently offering the annual 15 for 12 membership promotion and that is helping close several 'end of the year' prospects. New members joining now through year end receive the balance of 2013 dues and all of 2014 dues for one price.

Looking ahead to 2014, BAAA hopes to begin a new outreach program targeted at reaching and developing four underserved markets in our association charter. The concept is to concentrate on enlarging the existing membership base in those communities and to increase membership by utilizing quarterly meetings, educational programs and an enhanced Government Affairs presence to encourage independent owners, management companies and supplier partners to become active in BAAA activities. Continued growth will be a key to BAAA's continued long term success.

Work continues of the task of providing our members with accurate occupancy information using the MyRent Comps platform. BAAA members are encouraged to provide their monthly comps information which then allow BAAA to publish their 1st and 3rd quarter Occupancy survey. The survey is a compilation of information dating back almost 26 years. This is especially important since it allows the association to provide historical data to local government and regulatory agencies. Many of today's 'hot' issues stem from unlicensed activity, code enforcement, fire and life safety issues.

Membership is directly related to the building pressures Government Affairs Director, Jeff Rogo deals with on a daily basis. BAAA continues to look for new and better ways to be useful partners to our members and to provide them with information and services they can use to operate their communities and businesses more efficiently and effectively.

As 2013 draws to an end BAAA remembers past years when many of us learned the hard way where the 'holes' are in our disaster management plans. As a result of this year's slow Hurricane season BAAA has begun to research a web-based program to provide disaster management temporary housing services that would assist our members and their residents in finding housing that will give them time to rebuild their lives. If approved, BAAA will begin work on this project with the goal of being operational in 2014.

2013 has been the 25th Anniversary of The Bay Area Apartment Association. Originally there were two chartered associations, the St. Petersburg Apartment House Association which was incorporated in June 1928 and the Tampa Apartment Association which was incorporated in 1963. Both associations merged in 1988 to become BAAA. After 85 years, we remain committed to serving and protecting the interests of the multi-family industry.

Emerald Coast Apartment Association of NW Florida

We currently have a membership campaign in place "**Setting Sail for Excellence**". Our goal is to obtain 15 new members between November 1st and December 31st. We will be giving away (3) \$50.00 cash prizes to the person that refers the most new members. We will also have a \$100.00 raffle for early bird renewals.

Induction of officers will be at our Holiday Party in December.

First Coast Apartment Association

FCAA's community membership is the highest ever, increasing by over 10% during the past year. New construction and new users of the Florida lease were responsible for a large portion of the increase, but the "I am FCAA" membership campaign brought in communities that had never before been a member.

The "I Am FCAA" campaign involves visits to current members to deliver removable FCAA Membership decals, delivering membership packets to potential members, and steering potential members to the "I am FCAA" video on the FCAA Website.

Key to continued membership development success is, of course, retaining current members. Toward that end, FCAA will hold its first satellite class in December. The class will be held in a location convenient to under-served areas. The plan is to hold, at least, quarterly satellite classes in a "lunch and learn" format. Also planned for 2014 is a "Rewards Card," which will reward members who attend dinner meetings, special events, and classes. The program is still in the planning stage, but rewards will most likely be in the form of free classes and dinner meetings and possibly gift cards for those individuals earning the most points.

Sun Coast Apartment Association

We do not have a specific membership recruitment program in place at this time. Thoughts have been to not only invoice and send correspondence with regards to membership renewal but to possibly visit the non-member communities. We did go door-to-door to promote our September Trade Show so we are hoping those efforts will show both Members and Non-Members that we are here to support them. We have also changed our email campaigns to reflect a more professional appearance and we communicate often.

Our efforts over the years have definitely paid off as we had an increase of 3000 + units this year. We understand that this increase can also be attributed to the FL Lease Program.

Louisiana

Apartment Association of Greater New Orleans

The Apartment Association of Greater New Orleans has the largest membership in its history. Following Hurricane Katrina and seeing the changing trend of apartments communities, meaning owners were buying a receiving tax credits to rebuild, the Apartment Association began offering Affordable Tax Credit Education in addition to our conventional education. This drew membership for AAGNO and because we continue to offer education in the affordable tax credit market we have retained those members as well as all other members.

To date there are approximately 42,000 units in commerce metropolitan wide AAGNO represents over 32,000 of those units.

We also offer several incentives when joining the association, Blue Moon Lease Program, we send a full page flyer out to the entire membership announcing a new members, members have access to the full membership listing free of charge, AAGNO holds classes, luncheons or an event every month.

REGION X

California

Apartment Association of Greater Los Angeles

AAGLA is making a concerted effort to build membership in the San Fernando Valley area of the City of Los Angeles where member penetration is low after an 8 year old merger with a smaller association based in that area. We have hired an outside salesperson to work in the area – a strategy never tried before by the association. This “AAGLA ambassador” will not only be working leads from the County Assessor’s office and Pierce Eislen software, she will be visiting current members in order to validate AAGLA’s value to them with updates and overviews.

As a new retention tool, we have begun mailing updates touting new programs and legislative victories/challenges, etc. to members two months prior to receiving their annual dues billing.

San Diego County Apartment Association

SDCAA continues its plan to recruit and retain members and added to efforts with a new membership brochure and additional networking events. The Membership Brochure has been designed to appeal to the non-member with no knowledge of SDCAA. With a sleek look and grabbing text, it has been a useful tool for recruiting new members at industry events and conferences. Retention remains steady with proactive outreach to members prior to their renewal date and the addition of core classes (fair housing, forms, screening) throughout the year. Additionally, SDCAA has expanded its Member Networking and Information (MNI) events. Originally designed to provide an opportunity for members to network in a casual environment, SDCAA has extended invitations to non-members and continues to move the event around the region to attract members and non-members in all geographic areas.

SDCAA is celebrating 20 years of excellence in 2013 with the 20th Annual Mark of Excellence Awards on November 22. In addition to awards in a wide range of categories, this year SDCAA will honor Joe Greenblatt, President and CEO of Sunrise Management and 2014 IREM national President with the Industry Achievement Award, given to an individual who has made a significant impact in the apartment industry through their contributions.

SDCAA is pleased to have ended the state legislative session with overwhelming success. The Governor signed 4 bills that SDCAA supported or worked to improve in 2013. And in a last-minute victory, Governor Brown vetoed AB 1229, a bill that would have circumvented state rent control law and discouraged the development of much-needed rental housing by allowing local jurisdictions to mandate affordable units in newly constructed rental housing without any negotiation. SDCAA and the other NAA affiliates throughout the state called members into action and convinced the Governor of the many flaws of the measure. Many other bills we opposed were tabled for the year.