



Marketing Plan

Amberley House
CMC Properties
Cincinnati, OH

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COMMUNITY OVERVIEW

Amberley House apartments is a luxury mid-rise building in a predominantly single-family residential area of north central Cincinnati.

Amenities and Features -

There are many unique features that Amberley House provides, including such things as a doorman and intercom limited access entry, underground or adjacent covered parking, a fitness center, newly remodeled resident clubroom with gourmet kitchen, big screen TV and billiards table, an outdoor swimming pool with sundeck, and a resident sundeck with gas grill, fire pit and abundant seating, and laundry facilities on every floor of the building. The apartments include features such as oversized covered patios and balconies, central A/C, paid heat, and many have newly remodeled kitchens and baths. The building at Amberley House is a classic 60's-modern design, but unfortunately, that unique feature is being obscured and detracted from in numerous ways that I will point out below.

Services -

All sorts of additional services are being performed at Amberley House in a kind-of "under the table" way. Residents have come to expect these and it is a large part of the retention and loyalty to the community. I would expand upon this rather than play it down, even branding it as "CMC's A Little Something Extra". We could prepare a list of complementary services and those that can be obtained at a small fee – such as the doorman retrieving your groceries for you, the use of the clubroom, pet sitting services and more. This is an easy and quick way to help justify the prices at Amberley House to prospects and sets the community apart from other mid and high-rise communities, and places it way above traditional garden property offerings.

Target Market and Demographic -

The company is wishing to change the target demographic for this community. Currently, Amberley House mainly caters to older retired residents. The community wishes to bring in a younger crowd and certain changes to the marketing efforts will need to be made to accomplish this.

To be more specific, if you consider that 3.5 or 4 times the rent is the minimum income to qualify for an apartment, this means that a potential resident is likely earning \$4,500 or more per month. This means an annual income of no less than \$55,000 is necessary to qualify for most apartments at Amberley House. This is important to remember for many reasons – when considering amenities to add, how the advertising should be worded, and in our corporate outreach efforts.

MARKET SURVEY -

Comparable Communities -

Finding 100% equivalent comparables for Amberley House is nearly impossible for a few reasons. The mid-rise is located in a residential area, without any other mid or high-rise properties in a few square miles. In addition, because of the property being constructed in the 60's, there are a few amenities that somewhat newer high-rises will offer that Amberley House does not, such as washer/dryer connections. The following communities are the most comparable in the market:

Grandin House	2101 Grandin Road	Hyde Park neighborhood
Kenwood Towers	5445 Kenwood Road	Kenwood area
One Lytle Place	621 Mehring Way	Downtown Cincinnati
Riverview East	3203 Golden Avenue	Downtown Cincinnati
Sycamore Place	634 Sycamore	Downtown Cincinnati
Paradrome Square	1433 McMillan Street	Downtown Cincinnati
Residences at Summit View	2650 Lehman Road	Cincinnati
The Phelps	506 E. 4 th Street	Downtown Cincinnati
Garfield Tower	111 Garfield Place	Downtown Cincinnati
Grandin Bridge	3451 Kleybolte Avenue	Mt. Lookout area

The above communities are all mapped out in Appendix A, attached. Additional research on these communities needs to be done to determine what their exact offering is, what their pricing is, amenity offerings, etc. A bi-weekly marketing report should then be done to find out about current specials and occupancy rates, new amenity offerings and more. The following are price comps, not necessarily amenity-offering comps:

Olde Montgomery	7950 Village Drive	Cincinnati
Indian Creek	5701 Kugler Mill Road	Cincinnati
Nantucket	3569 Nantucket Circle	Loveland
Residences at DeSales Plaza	1550 Madison Road	Downtown Cincinnati

Strengths – Amberley House

Location – off the beaten path yet very convenient to major freeways and only two miles to the city's premier shopping district, Kenwood. A quiet and close-knit community with a lot of resident interaction. This is hard to explain but a big asset and something you do not find at most other apartment communities. Underground and attached covered parking.

Weaknesses – Amberley House

No washer / dryer connections. In a community in this price range, that is nearly unheard-of. The laundry facilities on each floor make it less of an issue, but they should be free or much nicer for the price being paid. Residential neighborhood, while also a major strength, could be viewed by some people as a negative. Especially the younger, urban consumer that the property is trying to attract – they typically want to be closer to services and even walking distance to restaurants and bars. This is not an option at Amberley House.

Pricing and Current Rent Schedule –

Currently the pricing structure seems a bit too simplified and there is only one adjustment of price for view, an apartment that overlooks the top of the covered porte cochere or awning out front. I would go through the pricing and move the prices of the most desirable views and locations up \$25 or even \$50 a month. I also do not see a need to offer any sort of special on these units as they are more desirable and easier to rent. I would like to eliminate the use of specials altogether at Amberley House, and this is a good way to start. A copy of the current pricing structure for the property is attached as Appendix B. I would sit down with Sarah, Shawn and Mary to determine which units are most desirable and begin moving the prices up on those immediately.

Lease Terms -

Minimum lease term of 12 months is not a problem, but you may want to consider a 6 or 9-month option with an up charge of \$100.

Renewal Options -

Any lease term they are willing to sign with a minimal increase, but a mandatory \$50 up charge for anyone wanting to go month-to-month. The goal needs to be to get everyone on a current lease, regardless of term. Also when dealing with multiple 12-month renewals in one month, offer the 12 month for the first 2 that return there paperwork, 14 or 16 months for the remaining units. This helps to stagger your renewals out and gets residents to commit longer, or act fast for the shorter terms.

Resident Retention Plan -

We need to begin with 90-day out planning for each renewal, rather than waiting until 45 or 30-days out. We can offer certain incentives like no rent increase if paperwork is signed and completed before the 60-day period, and a small increase for between 60 and 30-days, but the full increase would take effect if the renewal is received within 30 days of lease expiration. A number of other incentives can be looked at to help achieve this goal as well.

If a number of leases all expire in the same month, which I am not sure is the case, we could offer a variety of staggered lease terms to these residents with different incentives on each in order to space out these renewals for the following year. For instance, the first two residents who sign their renewal can have a free covered parking space for a year or no rent increase, etc.

We also need to consider some sort of thank-you for our renewing clients. It has always struck me as odd how we in the apartment industry are so quick to give

an incentive away to a new client – whom we don't have an established relationship or multiple years of loyalty to go by, but we are stingy with our renewals. I don't just mean give them a month free because that can be costly to our bottom line and really doesn't make the intended impact. Instead, I would pick a dollar figure that we at the property are comfortable with and then have a selection of "gifts" that the resident can choose from to make it their own. For example, let's say we determined that our renewal gift would be in the \$200 price range. We can create a renewal menu of gift certificates, pre-paid gas cards, a new dishwasher and one or two other things that the customer can choose from. This leaves a lasting impression on the resident and is much more impactful than discounted rent.

Resident Referrals -

A \$200 per leased unit referral plan should go into effect immediately. This can be offered in a variety of forms - \$200 off their rent being the easiest, but also a \$200 Visa Buxx card or something else.

Realtor / Locator Referrals -

For locators or realtors sending clients to Amberley House, I would initially propose a 50% of one month's rent commission. This is for clients that the locator takes to the community. For clients that they just refer to the property, without taking them, a 25% commission should be paid. We can look at the success of these numbers after the fall leasing season to see if they should be adjusted up or down.

MARKETING BUDGET ITEMIZED – ADVERTISING

PRINT PUBLICATIONS -

There is an immediate need for various changes with each of the three print publications Amberley House is in now. The prices need to be listed in each ad immediately. Many communities have the mistaken idea that not listing prices creates more interest and more traffic. This is wrong because all this does is create many unqualified calls that tends to change the way the leasing staff answers the phone, because they grow to assume that each caller is likely unqualified. In addition, many prospects looking through a guide are trying to compare apples to apples and research shows they will not be nearly as likely to call a property that does not list a starting price or individual floor plan pricing.

Next is the order of the amenity bullet points. We need to list all amenities on a sheet of paper and then label them by the order of importance and list them in the ads that way. I also suggest grouping them first by community amenity like the clubroom, and then by model or unit amenity like a/c. Research shows that

even though most prospects lease based on interior unit amenities, they tend to remember and share with others the community amenities. A few of the publications also have the word “call” listed where there should be a no or yes. The “call” needs to be taken out completely and replaced with the correct answer.

The photographs in the Apartment Guide can also be tweaked and cropped, or replaced all together.

Apartment Guide -

The centerfold over the map area of the Apartment Guide tends to be very expensive and not a good value. I would instead focus on the double-truck and tweak it to be more attractive and effective. While I am a big believer in corporate branding and marketing, the blue and yellow in the Apartment Guide ads are not accurate colors and also don't mesh well with the photos of Amberley. The e-mail address for the property also needs to be added and office hours updated.

For Rent Magazine –

For Rent magazine has somewhat weaker distribution in the Cincinnati-marketplace, so I would want to be sure we are on top of the traffic surveys to be sure we are getting a good ROI for our spend in this publication. The current ad in For Rent Magazine tends to be a bit too corporate and not Amberley House-specific. We need to redesign the ad to better reflect the new direction we are trying to take the property in with better colors and a better slogan and tagline. Starting prices are also necessary to add to this advertisement.

Apartment Rental Guide (formerly Rental Guide of Cincinnati) –

The current Apartment Rental Guide ad is a good start, but there are a few elements that need to be cleared up quickly. The photography for one is poor and doesn't reflect the colors or life of the property. Also, the “new look, new lifestyle” tagline is very bland and overused all across the country. People aren't looking for a lifestyle while flipping through an apartment publication, they are looking for a new home. Also, the floor plans are listed without starting prices, this needs to be corrected. Lastly, the features and amenities that we do not offer have the word “call” next to them, rather than a simple no. This type of thing can lead to unqualified callers and with the short staff at Amberley House, wasted time is not recommended. The words “secured building” should be removed as it can lead to liability. Lastly, some of the amenity bullet-points are very generic sounding and do not adequately describe some of the features. I would take a look at making these a little more specific.

Apartments.com Magazine (Enquirer and Apartments.com) –

I do not believe that Amberley House currently advertises in this smaller publication. It may be worthwhile to arrange a deal for a page in this magazine when discussing classified lineage with our Enquirer rep to see if this is a viable traffic source. The magazine is distributed around the city and also sent out once a month inside the Sunday newspaper. It is branded as the Apartments.com Magazine because of the Enquirer's partial ownership in the website, but listings from Apartments.com do not automatically appear in the magazine.

INTERNET ADVERTISING -

Rent.com -

Now the number one site in total traffic and leads generated, Amberley is currently online with Rent.com. There are monthly fixed costs, this is a "pay-for-performance" site and is paid like a locator lease, usually \$250 for each lease received but we may be able to negotiate this down. I would budget 2 to 4 leases monthly for now, to be revised after 3 months. This ad does not have enough good photography or description and needs to be revised. We can do most of this online; we need a new user ID and password to access the site.

Apartments.com -

This site is normally in second place. In this market, it has the added advantage of a newspaper affiliation as it does in about 200 other markets nationwide. Amberley is currently online with with Apartments.com but I would propose upgrading to a platinum advertisement at \$285 monthly, with a 3-month special offer coupon at \$50 a month. We should be able to negotiate this down to about \$250 total, not paying rate card. The photography on the site is also a bit dated and not that appealing – we can upload digital pictures ourselves and save the cost of Apartments.com sending out a photographer again. We need a new user ID and password to upload pictures and access reports.

RentNet.com (Homestore) -

This site is still bringing in high traffic numbers. I would see if we could sign a 6-month agreement, as the future of this division of Homestore.com is still in doubt and I feel that the rumored name change, which would be the fourth in five years, would lessen the site's value and traffic. We should be able to get the Marquis package, Rentnet.com's top listing, for around \$220 a month. I would not spend any additional funds on add-on's with Homestore at this time, but would look into a free focal point on the listings page as a condition of signing up with them.

ApartmentGuide.com -

I realize that ApartmentGuide.com is pushing their new e-mercial product, but I have not yet found this to be a good source of traffic for the money. It tends to be a bit unwieldy for internet users without broadband connections and was really designed to showcase new communities with many amenity offerings; these are large image files and are not easily viewed over a dial-up connection. I would hold off on this for now. A new text description and listing of amenities is attached as Appendix C.

ForRent.com -

The least trafficked of all major sites; I would not spend any additional funds on ForRent.com. The ad that lists online because you advertise in the magazine should be sufficient. As with ApartmentGuide.com, the basic ad package is included in the cost of print. We should continue to evaluate traffic numbers and insist on Media Metrix reports monthly or quarterly to reevaluate our spend with this site and possibly increase it in the future.

LivingChoices.com / ApartmentFinder.com –

Not a major player in the Cincinnati market, but maybe worth contacting for a cheap introductory deal. This site is gaining in traffic numbers nationwide and the company prints magazines in most of the smaller metros (80,000 to 400,000) nationwide that For Rent or Apartment Guide do not cover. They have also made a large push in the past two years to establish publications in major markets, and are heavily promoting the accompanying website. Amberley House would be one of a handful instead of hundreds on this site and could benefit. Worth looking into.

Supplemental / Non-targeted advertising -

We should begin a campaign of unit-specific classified lineage in the Cincinnati Enquirer and CityBeat weekly newspapers. Every other week we will work with our classified representative to place a line ad that discusses one floor plan that we have more than enough of, for instance 2/2's. This is a way to bring in prospects that may not be attracted to the usual "complex" and are looking for rentals that are unusual. We have apartments to offer this market; we just need to get in front of them. Classified lineage can be very cost-effective as long as it is monitored and updated to reflect inventory.

BROCHURES AND COLLATERAL MATERIALS -

The current property brochure is fine as-is but needs to drop the inclusion of the "senior lifestyles" sheet that lists area businesses and services. By naming this senior lifestyles that could be viewed as age-discrimination, which is prohibited

by Ohio's fair housing statutes. This also detracts from our efforts of attracting a younger clientele to Amberley House. I would instead design a new resident handout that includes all of the area businesses, restaurants, services and activities that are not age or lifestyle specific.

Brochure redesign – leave-behind / take-home -

At a later time, I would completely redesign the property brochure. Corporate branding has a place and function, but it should not obscure a property's identity. Amberley's unique design and amenity offering should dictate a unique brochure, and I have many examples that I could share that would accomplish this. The floor plans need to be redrawn as well for an updated look. Research has shown it is most advantageous to include each floor plan on a separate sheet of paper and only include the specific floor plan in the brochure for departing prospects. A property site plan, which I have designed – see Appendix D, should be included. An enticing and descriptive text intro, numerous color photographs and a more detailed color locator map would be additional considerations. Also, I feel that the BBB award and CMC introduction should be focused on more specifically with a separate sheet explaining what this is and what it means to our prospects.

Mailer -

An 8 ½ x 11" mailer needs to be designed to send as a follow-up for phone prospects, internet leads and other contacts. Incorporating most of the same elements as the current property brochure, it is just maximized for mailing efficiently. It needs to include multiple mentions of the information available on the website.

Business cards for all salespeople and management -

Shell business cards with a line say "temporary employee, don't take me seriously". It is essential that the property manager at Amberley House have printed business cards ASAP. This is the only way that corporate and locator outreach efforts will amount to anything, and indicates that this is a professionally run community with employees in it for the long haul.

Redesign fax sheets with property information -

The fax sheet is one of the most commonly overlooked marketing tools we have! I have redesigned the fax sheet for Amberley House, it is Appendix A.

E-card signatures with links to website and MapQuest -

The current e-mail signature that Sarah Childs is using is excellent and includes all of the necessary elements. We can expand on that with a modern tool called a graphical e-mail signature. This small signature appears at the bottom that looks

like a mini-website, complete with links and photographs. These are very cost-effective yet cutting edge – www.keystone-resources.com can design us one for \$200.

Direct Mail Design –

A simple postcard can be designed to follow-up with prospects that are looking for a long time in the future, six months or more, to remind them of the community and stay in front of them. We may also want to look at doing targeted mailings at apartment community's that are somewhat nearby. Postcards can be ordered very cost-effectively through Modern Postcard www.modernpostcard.com or Apartment Cards www.apartmentcards.com.

Electronic Versions of all Materials –

We need to create Adobe PDF's and Microsoft Word documents of all marketing materials in color for e-mailing and black and white for faxing.

Add to property website -

The CMC site is good and provides a good amount of basic information, but we need a lot more photography added to the site, and perhaps a custom web address that then links to this ad within the cmcproperties.com site. The domain name www.theamberleyhouse.com is currently available for only \$9.95 a year, and could be pointed to the CMC site.

Also on the Amberley House page, the text description needs to be freshened up. The text description I have written for the Apartment Guide, which is attached as Appendix C, could be used here as well. The amenity bullet points need to be expanded and for some reason it lists "washer and dryer" when the community doesn't offer them.

Business cards and fridge magnets for maintenance team -

Amberley House is fortunate to have one maintenance person dedicated to the property and this person is well known to the residents. However, many of them are in the habit of tracking him down in the hallway for maintenance issues. This could be alleviated by providing the lead maintenance with printed business cards as leave-behinds on each service call performed, and with printed fridge magnets that list the property after-hours number and the link to the online maintenance request at www.cmcproperties.com.

LEASING PRESENTATION AND PROPERTY TOUR

As I mentioned above, one thing that really stands out about this building is the sleek modern 60's design of squared lines and angular planes. I have looked at many elements of the tour and presentation of the property with this in mind. You do not want to try to make the building something it is not – like the fountain attempts to make it classical or European architecture.

I would make some of the following changes to the different elements of the tour route as the budget warrants.

The Lobby -

This all shows very well. I would personally replace the artificial plants with real ones and the current water fountain on the right wall, which I have been told has some maintenance issues because it is plastic, could be replaced. A great source for more fountains would be www.exaltedfountains.com. They have many sizes and price-ranges in the modern water feature variety.

On the way to the model -

The lobby looks fantastic. I would try to carry some of this feel into the right hand hallway that leads to both the model and the sundeck area. One easy and inexpensive suggestion is to purchase a number of Wassily Kandinsky prints from a site like Art.com. I would frame them in simple black frames or stainless, they can be shipped that way from Art.com. Perhaps six or eight of these on each side of this hallway. It would really brighten things up, continue the remodeled feel down the hallway, and further accentuate the 60's modern theme.

The overhead neon light covers need to be replaced. I would also look at replacing the door hardware and locks in JUST THIS HALLWAY for now with nickel or brushed stainless hardware in a modern squared design, perhaps new doorknockers and peepholes too. I would also look into painting the doors of each unit black for a striking contrast to the hallway.

Lastly, the door at the end of this hallway, leading to the sundeck, needs to be replaced. This hallway is very “hotel” feeling because of the lack of sunlight, but this could be easily rectified by adding a glass panel door, or even a commercial shop door like the ones at the front entrance. This would also make the destination of the sundeck come clearer to the prospect and remind the current residents of this feature as well. Some examples would be glass-by-designs FLW8 design, which has a geometric, Mondrian-inspired glass inset that would look fantastic. www.glass-by-design.com.

The model interior -

I have seen hundreds, if not thousands, of model apartment interiors and this is hands-down one of the best I have seen. It shows beautifully and accentuates the sizes of the rooms with the subtly oversized furniture. My only immediate suggestion would be to remove the interior doorways that lead to the bedrooms and bathrooms, and repair the right corner closet door in the living room. Removal of the doors has two benefits – one it tends to make the rooms feel more spacious and open, and two is the safety benefit for the leasing consultant. They cannot be locked or forced into a room if there is no door. This is certainly not a pressing concern at Amberley, but with new marketing and new traffic will come a certain level of increased risk. With that in mind, I would also install a doorstop on the front door that you see in hotels, the metal swing-arm that keeps the door from fully closing.

Refreshments need to be made available in the model – bottles of water and small cans of soda in the fridge and cookies or brownies in the kitchen. For now with less traffic, store bought cookies would work fine. However, when traffic picks up in the future, simply baking a sheet of cookies each morning in the model will add hominess and warmth. A coffee pot and grinder are also good additions to consider.

Later, I would replace the kitchen cabinetry with maple or Beachwood similar to the kitchen in the clubroom, to show the new remodels that will be taking place. The current cabinetry used in this model and most of the properties says “suburban home, 1985” not sleek modern mid-rise.

The Sundeck –

This area has some great basics but a lousy presentation. In addition, it is rarely shown on the property tour, nor is it sold to existing residents.

I would line the black railing along the perimeter of the sundeck with white non-blinking outdoor lights. This would help to emphasize this feature at night and make it well lit for chatting and gathering. I would also relocate the fire pit and gas grill from the far left side of the sundeck to the middle, ten to twelve feet from the door. If you cannot recover the surface of the whole deck, I would create an “island” out of flagstone or Saltillo (Mexican) tile where the fire pit and the gas grill could face each other back to back. Between them and covering them could be a large and high market stand umbrella similar to the ones out there now but larger. Large square modern planters can be placed on each side of various sizes to soften the line and make it inviting. I would also radiate the current tables out from the island, rather than arranged in the rows that exist now. The clay planter boxes/pots that line the rear wall should be replaced with square modern planters in stone or black, again emphasizing the sleek modern lines of the building. I would place two to six sleek modern black benches along the

perimeter between the plant boxes, which will provide additional seating and mask the sound and look of the parking area and driveways. I would also add along the building façade to the left and right of the door a latticework, painted black or made with string, to allow creeper plants to grow up the side of the building. A landscape architect could recommend a good plant for this that is not known to cause brickwork and mortar damage. The purchase of two chiminea's could also be explored, outdoor heating elements that would increase the usefulness of the sundeck.

If practical, I would like to look into the idea of an outdoor leasing office. A gazebo space on the sundeck that was covered and with a ceiling fan that could be used to take clients for the guest card and rapport-building phase. We want to spend as much time in our primary features – such as the sundeck and clubroom – rather than inside the leasing office. The environment is much harder to control and despite our best efforts feels like a sales room.

The pool area –

The pool area at Amberley House is very unexpected, but we are not playing up this amenity adequately and it feels a bit forgotten and rundown. First, the pool furniture has to be replaced so that the old Holiday Inn feel is gone and instead it feels a bit more like a luxury resort or private pool at a home. I would install up lights to accentuate the back rock wall and perhaps creeper vines at the top and bottom. I would group chairs and chaise lounges in conversation areas rather than just in a long line. Market umbrellas like the ones on the sundeck would be a nice addition. Sarah and Shawn have discussed adding a water feature or fountain to the center of the back wall, this could be a nice visual element and noise buffer. Perhaps re-decking this area with stained and patterned concrete in a flagstone design would really modernize it and make it feel much more exclusive. The grounds could also use a gazebo or covered terrace area, another gas grill and many planters.

Something else to consider along the back of the property would be a vegetable garden that residents could use or even a greenhouse. This really adds to the feeling of home that many residents may be missing and allows many additional opportunities for interaction with residents – increasing renewals.

The clubroom –

Not much to say here, it is very beautiful and modern and an excellent direction for the community as a whole.

In the kitchen area, I would replace the white countertop appliances with sleek stainless or black ones. Perhaps investing in a top-of-the-line coffee machine or espresso maker would make sense as well. There also needs to be refreshments

in this room, such as cookies or crackers, and water and soda in the fridge to offer to prospects. In my opinion, the leasing tour should start out at one of the tables in the clubroom for the filling out of the guest card.

I would remove or recover the four “school library” tables that remain in the clubroom. I would recommend sleek tables from Ikea with chrome stacking chairs that can easily be put away or moved by anyone. In addition, the two Mission/Craftsman style tables on each side of the sofa along the left wall need to be removed, they do not go with the new design. There are plenty of table surfaces in that area and these are unnecessary.

I would also claim a small section of this room as a computer hub. It would be easy to line one of the large windows in the right hand wall with a small computer workstation with two black flat screen monitors and perhaps a fax or laser printer. We could also explore making the entire clubroom wireless broadband capable – this is an amenity that younger people are expecting from a higher end community and would really set us apart from any competitor. This can also be achieved very inexpensively now.

I would also look at adding two long black square or iron planters to the two casement windows on the right wall in the clubroom. This would add some life and color and also help mask potentially bad views from these windows.

The entertainment center also needs a few signs of life. I would purchase some books on movies and movie stars to expand the big screen theme, perhaps even provide a small DVD library with old classics. Some modern glass vases and other trinkets also need to be placed in the shelves of this unit. The brick wall on either side of the unit could also used some large bright artwork, or even classic movie posters.

The front drive and entrance to the building -

Again, you want to embrace the clean 60’s modernism of this building instead of trying to cover it up or delete it. I would replace all of the clay pots out front with sleek black square planters, or perhaps even stainless ones. The awning / porte-cochere area needs to be redone with a black façade instead of the current black tarpaulin material, or again perhaps a stainless steel one with Amberley House etched in and up-lit, much like a Miami Beach hotel. The area on each side of the glass entry foyer could also have additional black bench seating areas, but the ashtray needs to be removed. I would also reconsider the property logo and CMC logo on the front as it is in the corporate branding colors that do not work well with the property colors. A small Plexiglas holder also needs to be somewhere inside this area with property brochures and directions on getting more information from the company website, for visitors that come after-hours or when the staff is on property.

The bandit flags above the awning / Porte cochere are very cool. The colors and design are great. I would leave these alone or perhaps just clean them and up light them from the roof. They could project cool shadows onto the building if done right.

The fountain has many issues. I realize that the previous managers have some emotional attachments to this fountain, but it is a big problem in representing a cohesive feel and modern look to the property. At the minimum, I would replace the central sculpture with a simple column, paint the interior a charcoal or black and line the bottom with black river rock. A more expensive but very appealing alternative would be to remove this fountain entirely and replace it with the modern bowl fountains that shoot water into the center from the sides. These are computer driven and basically do water dances like you would expect in Las Vegas. The fountains usually have a black limestone base and take up a similar amount of space as the current fountain. Relocating some of the plants around the fountain and putting in two benches facing it, with some flowering plants would complete the look and really announce the direction Amberley House was moving in. It would be stunning and completely unlike anything else in the Cincinnati area. The link following will take you to an example of this sort of fountain which is in Northwest Airlines terminal in Detroit - <http://www.jejune.net/photo/archives/001663.html> .

Lastly, I would consider replacing or redoing all of the wood balcony inserts that line the building front and back today. I would love to see these painted black or even with stainless steel veneers. This would say modern and sleek and really make the balconies pop, where as now they kind of fade from view. The exterior beige brick is so bland that the accents need to be very noticeable to add life to the building exterior. Up lighting each layer of balconies from the below, illuminating the balcony areas without shining light into them or the unit windows to the left and right, would also really make this pop at night.

Elevators –

The interior of the elevators is dated, but I do not know enough about redoing or refitting elevators to make any substantial suggestions. I would look into darker or even mirrored walls, entirely new electrical and floor number panels, and perhaps a video screen or music of some sort. Handrails should also be considered because of Amberley's clientele, and a rubber bumper near the bottom should be installed to protect from wheelchair and grocery cart damage.

Hallways upstairs -

Continue with the current renovation of the hallways that is taking place. I would also consider adding art to these walls, but less expensive prints in black or stainless frames and Plexiglas rather than originals or expensive prints. New sconces and overhead lights should be looked into.

The signage on the higher floors is also visually a problem. It tends to be very hospital / institutional rather than luxurious hotel in feel. Perhaps stand-alone numbers on glass backgrounds would look good and be easy to customize. Alternatively, at the least black signs with printed silver numbers and directionals. The fire exit maps to the left of the elevator banks also need a drastic redo – I have created a sample in Corel Draw that is attached as Appendix E that maintenance could tweak and finalize. This information is vital and important, but does not have to be ugly. Many cool frames for 8 X 10's are available at Hobby Lobby or Michaels that would serve the purpose well.

Leasing office -

Currently, the leasing office says “we ran out of money when we bought the double ovens and big screen for the clubroom”. This is a very bad thought to bring up in a potential prospects mind, because they will transfer that thought to their potential unit. What else did they run out of money for? Having worked a few days in this office, I have also found that the flow is all wrong and indeed the set-up increases the chances of wasted time for the property manager. If residents always see the manager at this front desk on their way to or from the elevator bank, they are much more likely to stop in and chat. While good to some degree, at Amberley House this major problem hinders productivity. There also is not a feeling of warmth in this leasing office that needs to be remedied, and the furnishings and design feels very haphazard and dated.

First, I would remove or replace the French doors leading to the office (along with the French doors leading to the clubroom). These are totally out of character with the building and design. You could even consider removing the doors, doorway and three plate window glass panels all together to make this portion of the office one with the lobby area. If not, new glass doors that match the plate windows would be best.

The front corner of the leasing office, close to the plate glass windows and next to the main column support, should hold a small round table with two or three chairs surrounding it – this should be where the leasing introduction and filling out of the guest card should take place. It would be best to find a table that has some sort of drawer storage in one side, without feeling too much like a desk. It needs to have a consultative feel. Some great resources for the right type of furniture that would be modern, functional and affordable would be from Room & Board www.roomandboard.com or Crate & Barrel www.crateandbarrel.com or Ikea www.ikea.com. I would limit the tabletop materials to a black leather binder which contained the unit status or availability, the printed copies of Amberley's current ads for the “where did you find us?” question, and extra brochures, copies of the community rental procedures, price lists and applications. A nice black binder can be had for \$20 or you can order one custom with the Amberley Logo in silver for as low as \$40 from a company like Academy Looseleaf

www.academylooseleaf.com , Custom Craft Binder www.customcraftbinder.com or even Kinko's. These binders can also be used for each leasing consultant's "leasing book" to be used while touring and out on-site. For more information on a Leasing Book and what should be included, please see Appendix F.

For the back main wall of the exterior leasing office, I would get custom etched glass versions of each main floor plan at Amberley and have these backlit. You could surround the Better Business Bureau trophy and explanation with these for a very clean and modern look that would be easy to sell from. The current display of rental qualifications and outdated CMC poster takes up too much space and is not visually appealing, and the BBB award is tucked away out of sight in the corner. Additional ideas to add character to this space would be cool framed black and white images of the property. The art and floor plans could all be lit with hanging pendant lamps, as well as one over the leasing table up front.

I would also get a small and clean glass desk and return or étagère for this area, beneath the glass window that leads to the back office. I would relocate the computer, phone, fax and printers and most "office stuff" to the back office to allow this front space to really function as the welcome and leasing center. Sarah has mentioned that she would like to redo the lighting and fixtures in here as well, brushed stainless or nickel faceplates for the electrical switches and outlets would be a start. All of the current furniture should be removed and rethought, with the new table and glass desk for the outer office, and new desk, return and chair for the inner or management office.

The back office needs a new desk, a vertical file, return or computer station, desk chair and one or two chairs facing the desk. There also should be some sort of central location for all of the printer and fax machines, phone and answering machine that could be off to the right next to the bathroom entrance. This office should still feel decorated and purposeful, but would be very functional as well. The French door to this office should also be removed and replaced with a glass door. The key closet should be moved to this back office space, out of the residents view.

A Virtual Presentation -

Put together a power point step-by-step tour, just as the client would see if the weather was cooperating or they were physically able! This should include all of the elements a client would see in a regular tour, captured in one space. Perhaps we can add video elements later, but the power point tour should start out front in the drive-up to the building, perhaps with both a day and night shot. Then take guests in through the lobby and introduce the door attendants, show the mailboxes. Then travel inside the lobby to the clubroom and past the elevators. Use multiple shots of the clubroom, and then travel down the first floor hallway. Many shots of the model, some with a wide-angle lens for depth, and out on the

balcony of the building. Then out to the sundeck, the pool area, etc. You could also have photos of the underground garage, the large patios that some of the first floor apartments offer, the woods in the back, larger laundry room, storage and fitness room, etc. This way the leasing agent can truly do a virtual tour at their desk when needed, or e-mail this power point to broadband-enabled clients and take them through it by phone. We have many of the elements in place to create this power point – excellent digital photography.

ADDITIONAL AESTHETIC CONSIDERATIONS -

The grocery cart that is used now – replace with a quieter plastic model, or even the kind that they sell for consumers that is easier to pull and has the black mesh sides.

The antenna on the top of the building, if it is no longer being used at all, should be removed completely.

Many of the plants on the front lawns of the building are large and not really attractive. I would engage a talented landscape architect to develop a new plan for Amberley House's landscaping that will again complement the building and freshen the look. Good use of lighting and color would make a huge impact.

While I realize it is a huge expense, eventually the windows will likely need to be replaced. I would replace the louvered open-in windows with sliders, with metal or aluminum frames. It might be wise to install the gray sunshades on the exterior windows of the first few floors – this would make the look more cohesive and provide privacy for those units. Same with apartments overlooking the sundeck and pool areas. These window shades are commonly used in the south and provide increased energy efficiency.

When the new parking deck to the right of the building and circle drive is fully repaired or replaced, I would consider removing the parallel parking spaces on the right side of the drive all together. They seem to cause more problems than they are worth and make the entry and exit a bit of a challenge for prospects and residents.

OTHER MARKETING & INCREASING TRAFFIC -

Corporate / Outreach Marketing -

I will work with Sarah to further establish a top-notch and effective corporate marketing plan. One day per week, preferably a Thursday but not Mondays or Fridays, this consultant will make no less than a dozen sales calls on area major employers and real estate offices with specially prepared literature. An example of the major employer marketing flyer is attached as Appendix G and the questions that we should be asking on the phone to establish our efforts is Appendix H.

Three calls per week will have some sort of leave behind or icebreaker such as a box of Krispy Kreme donuts and printed napkins with the Amberley House community logo, telephone number and web address. Another consideration is a cookie bouquet – something that will get people to notice and discuss. Property brochures should not be left behind unless specifically requested – these tend to be thrown away or misplaced. A simple one-page flyer accomplishes the task.

This effort will be organized and targeted. We will identify employers that already have a number of employees at our community and use these to get in the door. We will also establish a list of companies within a commutable or reasonable distance and organize these efforts using Act! Database management.

One thing to be sure and avoid is the lazy approach of just calling on the top 5 or top 10 employers in the city. Every other property management company is doing the same thing, and they are flooded with information from properties that are ten, twenty and more miles away. It is not hard to find the addresses of Kroger and Procter & Gamble – so most management companies have their marketing efforts concentrated on those companies. Concentrating instead on smaller companies that are closer to Amberley House, in an easily commutable distance, makes the most sense. This will include all sorts of services, hospitals, the universities, and many more employers with employees that fit our new target demographic.

LOCATOR / REAL ESTATE OFFICE MARKETING -

While not a market with prevalent apartment locator operations, there are still some locators in the market as well as a regional office from the nation's largest locator, Relocation Central. I have identified the following locators or real estate agents active in apartment leasing:

Relocation Central
11745 Commons Drive
Cincinnati, OH 45246
513.346.1110 phone
513.346.1115 fax

Apartment Connection
11806 Springfield Pike
Cincinnati, OH 45246
513.671.6100 phone

Mutual Realtors
6380 Cheviot Road
Cincinnati, OH
513.385.9000

Greater Cincinnati Relocation Service
www.gcrsi.com
Cincinnati, OH
513.271.4900

Apartment Locators
www.rentapartmentsonline.com
513.651.5131

Apartment Finders
2301 Auburn Avenue
Cincinnati, OH 45219
513.651.2339

Israel Property Management
4719 Osgood Street
Cincinnati, OH 45227
513.561.0936

We will prepare one-page flyers for each agent at the above offices which clearly spell out our commission policy to apartment locators and what are some of the key features that their clients will like about Amberley House. I would recommend a 50% of one month's rent commission on regular apartments, to be supplemented with an occasional 75% commission on units that have been on the market a long time or that we are having trouble leasing. For an example of the Locator Marketing Flyer, please see Appendix I.

In addition to the outreach to locators detailed above, I propose a twice-yearly locator function. One excellent way to get locators out to the property is to have a luncheon on Thursday mid-day. Many real estate and locator offices have their weekly sales meeting on Thursday, which we can call to verify. After the meeting, many offices go "on caravan" where they tour newly posted listings and available property. If we offer our luncheon during their normal caravan, they have a great reason to stop by and see us. We would then be able to show them the amazing updates we have made at Amberley House and the beautiful model and redesigned clubroom and sundeck. A scavenger hunt or roving buffet works best to filter the agents through the property. I would propose our first locator function for mid-October and then another in late spring of 2006.

Initial contact to the locator offices above should be made by phone with the goal to create a database file on each. Questions to ask the locator offices and begin our database are listed on the Locator Information Sheet, Appendix J.

Real Estate offices -

This will be a small part of our focus due to the transient nature of real estate office leads, but we want to be sure that we are the community of choice for area realtors who specialize in corporate relocations. An incentive plan will be created along with marketing materials for these agents.

Sibcy-Cline
Coldwell Banker West Shell
Re/Max Acclaimed
Comey & Shepherd
Cody Group
Jordan Realtors

Hart Realty Inc.
Huff Realty
Vilas Realtors
Re/Max Results Plus
Mutual Realtors
Sibcy-Cline Relocation Services

Other companies to research may be locators or real estate offices:

Uptown Rental Properties
Rabin Acquisition & Management
Seven Hills Management
Sax Realty Group

Additional outreach possibilities -

It may also be worthwhile to make an effort contacting area nursing home placement centers and area centers that could refer business to us and us to them. Since we do have a number of seniors at Amberley House, this might be a great additional resource.

Nursing Home Placement Center
3627 Harvey Avenue
Cincinnati, OH 45229
513.961.8881

Madeira Health Care Center
6940 Stiegler Lane
Cincinnati, OH
513.561.6400

MARKETING TO CORPORATE SUITE PROVIDERS -

The community seems to have already done a good job in attracting corporate suite companies. We may want to expand on this market since they tend to pay quickly and cause few problems. However, I have one caution. It is important to diversify, diversify, diversify. I have worked with many properties that have to scramble to fill up 20 vacant apartments because the one corporate suite

company they dealt with turned in 20 30-day notice to vacates. Having multiple companies, each with no more than 4 or 5 units, alleviates much of this risk.

Corporate suite providers often look for a select group of amenities. These include, most importantly, high-speed wired or wireless access. Washer and dryer or a laundry service is another top desired amenity. A business center or the ability to send and receive faxes after hours is another. Other things like a prepared list of service providers like dry cleaners that pick up and deliver and grocery or specialty shops that deliver, etc. make the corporate providers very comfortable choosing Amberley House for their clients. Lastly, offering corporate suite providers very flexible lease terms can seal the deal. I have a sheet that discusses the right way to market to corporate suite providers, please see Appendix K.

Some of the areas other corporate suite / temporary housing companies:

Corporate Housing Systems of Cincinnati
513.779.0811 or 513.779.7908

Bridgestreet Corporate Housing
4700 Smith Road
Cincinnati, OH 45212
513.631.2200

This is also information that can be provided to our major employer's relocation and human resources departments as many times they are arranging housing for guest workers or people on short-term assignments.

STAFFING -

This property, to put it succinctly, is understaffed. Because of the unique clientele, the property manager's time is spent dealing with current residents to a much greater extent than it would be at another community. Because of this, a full-time leasing consultant is needed. I would recommend that this person be on hand on Monday, Thursday, Friday plus Saturday and Sunday. Tuesday and Wednesday tend to be slower for calls and walk-in traffic and could be the days off for this associate. Once a month the property manager could work the two weekend days and the leasing consultant could work Wednesday and Thursday to balance it out.

MAINTENANCE -

While the community seems to be well served by the current maintenance person, there needs to be some sort of sharing of on-call duties to lessen the burden on weekends. I would propose grouping Amberley House with Lakeshore and The Heritage, and having one on-call maintenance person cover the three each weekend, allowing the other two time off. A bit of cross training might be needed to ensure that each on-call maintenance person has the knowledge of the individual community's, but this could be easily arranged.

In addition, I feel that this community needs to restate its maintenance policy and after-hours service requirements. Many of the residents at Amberley House have gotten used to calling the office at any hour for a variety of issues. Many of these do not relate to the community at all, and another large percentage are minor maintenance issues that could be gotten to on the next business day. I would propose sending out a letter to the community letting them know the service number and method of turning in maintenance requests online through cmcproperties.com. This should also have attached a list of the "on-call emergencies" – issues that could come-up that warrant an immediate response, and explaining that everything else is a standard maintenance issue that will be answered on the next business day. Many times a resident having unrealistic expectations is the fault of the management, and this can alleviate that to some degree.

An example of the restated maintenance policy, listing all of the potential events that would constitute an On-call emergency, is attached as Appendix L.

PROPERTY NAME CHANGE –

I am not sure that this is necessary and it is an expensive and timely undertaking, but that being said – there are a number of names that could be used effectively for the community. The Apartment Guide mentioned a few possibilities in their marketing report received in August.

My additional suggestions:

Summit on the Park
The Pin Oak at French Park
Woodlands of Amberley
The Summit Building
Summit of Seven Hills

TRAINING and STAFFING

We can provide excellent resident service through training of our people and hiring the right attitudes to begin with. Through constant training and reinforcement of achievements, we can build a staff that will be an integral part of the changes at Amberley House.

Foremost is training in good leasing and closing techniques. Our leasing staff at this property will need to be fully adept at selling prospects on the idea of community, the apartments themselves and the convenience of the property. All of these elements are essential and need to be properly sold. We also need to teach them how to notice clues that the prospect is ready to buy – and do not oversell the situation.

Fair Housing issues are also important. Especially when we are dealing with a property with a traditionally defined clientele, it is essential that our personnel be well versed on the law and how to comply and treat all prospects and current residents with the utmost in respect and care. We do not have the luxury or right to offend anyone that takes the time to look at our property, and we want to convey a feeling of welcome and community to everyone that gives us the opportunity to show our property.

Maintenance is another front on which a resident can become easily disillusioned and ready to move. We have to insure that our maintenance team is competent, effective and responsive. We also need to follow-up religiously with our residents to be sure that maintenance requests have been properly fulfilled and that the resident has no other additional problems. Especially when we are looking at this class of property, a personal phone call to check and make sure the tenant has been taken care of will go a long way towards creating a loyal resident.

APPENDICES

- A – Amberley’s Comps Map
- B – Current Pricing and Units
- C – New Apartment Guide ad copy
- D – New Property Site Plan
- E – New Fire Evacuation Maps
- F – Elements of a Good Leasing Book
- G – Major Employer Marketing Flyer
- H – Major Employer Contact Sheet
- I – Locator Marketing Flyer
- J - Locator Information Sheet
- K – Marketing to Corporate Suite Providers
- L – Emergency Maintenance Policy