

Approved 2/25/83  
Date

MINUTES OF THE SENATE COMMITTEE ON FEDERAL AND STATE AFFAIRS

The meeting was called to order by Edward F. Reilly, Jr. at  
Chairperson

11:00 ~~a.m.~~<sup>xxxx</sup> on February 23, 1983 in room 254-E of the Capitol.

All members were present. ~~except~~

Committee staff present: Russell Mills, Legislative Research  
Emalene Correll, Legislative Research  
June Windscheffel, Committee Secretary

Conferees appearing before the committee: Senator Tom Rehorn  
Tim Underwood, Kansas Association of Realtors  
Bob Branson, Branson & Associates, Wichita, Kansas  
Geoffrey Engen, Anderson Investment Co., Wichita, Kansas  
Col. Harold Ottaway, ABC Self-Store-It Cubicles,  
Dodge City, Kansas  
Dwayne Peacock, Peacock Mini-Storage, Winfield, Kansas  
L. O. Luther, Pres. US, Inc., U-Store-It, Wichita, Kansas  
Bob Scrinopski, Apollo Mini-Storage, Topeka, Kansas

The Chairman directed the committee's attention to SB101, and introduced Sen. Rehorn, author of the bill. Sen. Rehorn said that he was responsible for the bill concerning the self-service storage act, because the problem seems to be that many of the customers of the mini-storage companies lock their goods into the units and leave: and there is no way to recover funds lost by the companies.

Tim Underwood appeared and said that their organization was in general support of the bill and he would like to introduce some people to address this bill and make some recommendations.

Bob Branson spoke first. He stated that the last thing their industry wants to do is to sell anyone's property stored in their units. However, there are real problems involved in the matter. Mr. Branson submitted written testimony stating that the industry agrees in general with the proposed legislation, but felt that there were a few changes to be incorporated in it. He explained the intent of the suggested amendments. (Attachment #1) A letter in support of SB101 and the changes suggested by Mr. Branson was distributed. The letter is from Robert G. Hanson, of Omega Management, of Wichita and is attached as an exhibit. (Attachment #2)

Geoffrey Engen appeared to support the proposed changes in the proposed legislation. He said that they do have a significant problem with people who rent space, store things and then leave the area, and that when storage costs accrue the mini-storage owners need guidelines to follow in instances of collection.

Colonel Harold Ottaway spoke next. He said that the industry is one that has come into its own the past ten years. He explained the vastness of the industry and that several states have enacted legislation concerning it. He predicts that all fifty states will soon have legislation. There is a Self-Service Storage Association with over 1,000 members. He distributed publications concerning the industry which are attached. (Attachment #3, Self Service Storage) (Attachment #4, The Mini-Storage Messenger)

Other conferees were Dwayne Peacock, L. O. Luther and Bob Scrinopski, all of whom spoke in favor of the proposed legislation and the need for it.

Sen. Morris moved that the Minutes of February 21, 1983, be approved. 2d by Sen. Daniels. The motion carried.

The meeting adjourned at 12:00 noon.

# B&A

February 22, 1983

COMMERCIAL  
INDUSTRIAL  
INVESTMENT

FEDERAL & STATE AFFAIRS COMMITTEE  
KANSAS SENATE

Re: Senate Bill No. 101

Whereas, the Mini Self Storage industry is a recent addition to the Kansas economy, and

Whereas, it is in the public interest to keep the cost of mini storage space accessible to the general public, and

Whereas, Kansas has no law establishing a simple procedure to recover the rent from tenants who default in their rental agreements and to protect the rights of the tenant.

Senate Bill No. 101 attempts to establish said procedure. However, a few changes are needed:

1. Lines 98 & 99: Change 3 to 7. Three days notice is not adequate time for notice to a tenant. The ad should be in "personals" in classified section, rather than in Legal Notices. And the ad should merely state that the items will be "released for sale". The main purpose of the ad is to encourage the tenant to call the landlord or agent.
2. Line 88: Change "sale" to "release for sale".
3. Lines 93 & 94: Delete "at a specified time and place,"; add "after a specified time".
4. Lines 104 & 105: Delete. See item 5 below.
5. Line 75: Delete "at a public sale". Add the following: "Sale of the property stored on the premises may be by public or private proceedings and may also be as a unit or in parcels, or by way of one or more contracts and at any time or place, and on any terms as long as the sale is commercially reasonable."  
*This flexibility is needed to enable the landlord to obtain the highest possible amount from the sale, for the benefit of the tenant. This flexibility could provide the tenant more time before the items are released for sale.*
6. Line 74: Change 60 to 45 days. Line 91 change 14 days to 10 days. Example: If tenant is in default for 30 days, first and second notices probably would have already been sent by regular mail. The third notice (by certified mail) could be the demand for payment within ten days. Then the ad could be inserted, requiring a wait of at least seven days, but more likely ten days, before the sale. These periods would add up to 45 days or more. Then the actual sale could consume a few more days.
7. Line 109: Add "for a period of six months after receipt of proceeds of sale and payment of all costs". An accounting is to be mailed by regular mail to the last known address.
8. Line 82: Change "certified" to "regular" mail. In summary, the first 30 days are by regular mail. Then the demand notice is by certified mail. The lease agreement should carry this same information.

IN SUMMARY, THE PURPOSE OF THE ABOVE CHANGES IS TO GIVE THE TENANT ADEQUATE TIME TO RESPOND TO THE NOTICES AND THE AD, AND TO GIVE THE LANDLORD A SIMPLE PROCEDURE TO FOLLOW. ALL PERIODS OF TIME ABOVE ARE MINIMUM, NOT MAXIMUM.

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Minutes of 1/23/83  
Attachment #2

February 22, 1983

Federal and State Affairs Committee  
Kansas Senate  
State Capital Building  
Topeka, Kansas

RE: Senate Bill #101

Gentlemen:

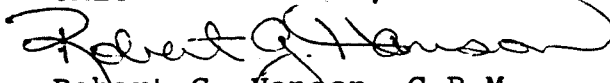
We are pleased to see a bill proposed to regulate the Mini Self-Storage industry in Kansas. This is a growing industry in the state of Kansas, and as a management company who operates mini storage facilities, we definitely feel the need of a bill to govern the industry, and protect the rights of both the tenant and the operator.

We have carefully appraised the proposed Bill #101, and feel the changes suggested in the letter of February 22, 1983 by Robert G. Branson of Branson and Associates of Wichita, Kansas, to be most constructive, fair and just to both tenant and operator.

We urgently request you consider the afore mentioned changes as proposed by Mr. Branson and incorporate them into Bill #101.

Sincerely,

OMEGA MANAGEMENT, INC.

  
Robert G. Hanson, C.P.M.  
President

MS/tr

**OMEGA  
MANAGEMENT**

349 S. HYDRAULIC  
WICHITA, KANSAS 67211  
(316) 263-2215

# SELF SERVICE STORAGE

© 1982 Self-Service Storage Association

Self-Service Storage Association

December, 1982

## STORAGE VILLAGE



Santa's branch office? No, this isn't the North Pole. Like thousands of others, the jolly old man in the red suit has discovered that self-service storage is the answer to his temporary space requirements. For details, see story on Page 3. And to everyone in the Self-Service Storage Association, Merry Christmas!

## SSSA President Appoints Committee Chairmen

SSSA President Kenneth Duggin has named 1982-83 chairmen for the Association's working committees.

Noting that "great strides in Association organization and financial stability" were accomplished during the terms of Past Presidents Jack Kidd and Dave Ebershoff, Duggin commented: "Their efforts have provided a strong base for SSSA to grow on. What remains is to build upon this base so that our Association will become truly responsive to the needs and desires of its members."

Duggin anticipates that SSSA goals and objectives can be met through stronger coordination between the National Board and the Regions. "Committee activity will be the key to our success as committees are the work-horses of the organization. The men and women active on the various committees will determine the level of achievement which will be possible during the coming year."

### Member Services Is Major Thrust

The 1982-83 president said he believes the year's "major thrust"

should be the enhancement and expansion of members services through the collection and dissemination of information which will assist members in their business affairs.

"Along with this go the general efforts we must make to strengthen the Association through membership gains, improved meetings and seminars and continued legislative efforts. These are the areas of concern which will respond to effective committee leadership."

Named to head Association Committees are the following:

Robert J. Abernethy, SSSA Vice President and National Director representing Region 2, chairman of By-laws and Corporate Affairs Committee and Insurance Committee;

David L. Ebershoff, SSSA Immediate Past President, co-chairman (with President Duggin), Legislative and Legal Committee;

George Field, Jr., SSSA Treasurer and National Director representing Region 5, chairman of Finance and Budget Committee and of Member Services Committee;

Kevin Howard, National Director

representing Region 8, chairman of Membership Committee.

Paul Rawley, National Director representing Region 1, chairman of Industry Standards and Ethics Committee and of Special Member Services Subcommittee on the SSSA Operations Guide revision and update; and Lloyd Schmeusser, SSSA Secretary and National Director representing Region 7, chairman of 1983 Convention Committee.

Duggin also has appointed Stan Reed, newly-elected National Director from Region 3, to serve on the Membership Committee. □



## Storage Stuffing

West Virginia Governor Rockefeller caucuses with 23 University of Charleston students in a 5' by 5' storage unit, while facility owner looks on. For details, see story on Page 6.

### Inside SSSA:

How to save customers' tires.  
Page 4

Member help sought on  
Operations Manual revision.  
Page 9

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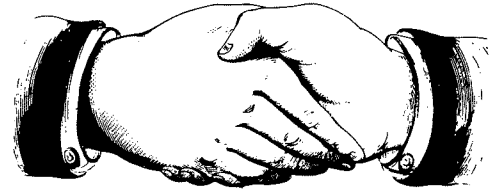
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## Sisisky Heads Region 7

Samuel M. Sisisky, Rent-A-Space of Old Mystic, CT, has been elected president of SSSA Region 7.

The Region held a general membership meeting during the Association's Eighth Annual Convention, resulting in the election of Sisisky and other officers and board members.

Elected to officer posts were the following:

Louis Gilmore, Philadelphia, PA, vice president; Kenneth Cooley, Woodbridge, NJ, secretary; and Francis Cannon, Swarthmore, PA, treasurer.

Board members for the region include Jerry Gottesman, Newark, NJ; Ed Gunning, Levittown, PA; Robert Winnerman, East Orange, NJ; and Harvey Gleeksman, Woodbridge, NJ. Lloyd Schmeusser, Wilmington, DE, currently serves on the National Board of Directors representing Region 7 and is a member of the Region Board.

**Names Cannon Membership Chairman**  
In one of his first official actions, President Sisisky appointed Francis Cannon as membership chairman for the Region. □

## More about Santa . . .

The white-bearded Santa Claus featured on this month's front page has stashed his gift-load in the Farmington, CT Storage Village.

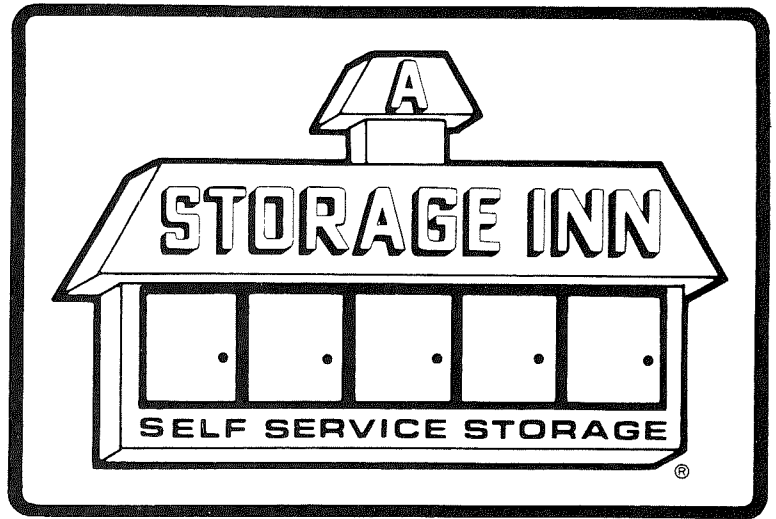
Howard E. Keyes, owner-developer of the facility, which was opened just over a year ago, has recently completed Phase II of the project, located on Brickyard Road.

Notable for its attention to esthetics in design and landscaping, the facility was featured in the January, 1982 issue of this newsletter.

Phase I, approximately 42,000

square feet, contains about 340 units and runs over 90 percent full. Keyes reports the second phase brings total square footage to 73,550 square feet, situated on a 7.2 acre site which fronts a state highway and is convenient to a nearby Interstate. The one-story storage buildings are a subtle beige in color and eventually will be screened completely by greenery (about half the site is planted and landscaped).

By the way, Keyes is using Santa in his current advertising campaign □



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**Information Exchange:**

**Copper Helps Police Facility Site**

Information Exchange is designed as a collection point for information and materials of special interest to SSSA members.

Based on letters and phone inquiries received by the headquarters of- fice, the Exchange features some of the more common questions regarding operation of self-service storage facilities. Members are encouraged to respond with their comments and sug- gestions. The responses will be organ- ized and made available to the mem- bership.

Jim Freeman, SSSA member from Nashville, visits a number of facil- ities across the country. Recently he saw this great idea in operation:

Jim reports one facility owner has put an ordinary golf cart on "double duty." The cart, used by the facility manager for transportation, also is used to pick up nails and other bits of metal trash that accumulate around the facility site.

Attached to the back of the golf cart is a piece of copper tubing cut to roughly the width of the cart. The tubing is filled with small magnets and capped at both ends to prevent the magnets from falling out.

**Self-Service Storage Handbook Available at Special Rate**

A new publication, *Self-Service Storage: The Handbook for Investors and Managers*, will be going to press around the first of the year.

Published by the Institute for Real Estate Management, an arm of the National Association of Realtors, the publication currently is being made available to SSSA members at a special pre-publication rate. A savings of 10 percent of the purchase price is provided.

To reserve your copy, please use the coupon printed on this page.

Held to the cart by chains, the tubing is about one-half inch off the ground. As the manager drives the cart around the facility, the magne- tized tubing automatically picks up all types of metal debris.

Freeman reports that, when he saw the cart, the tubing was covered with metal bits it had attracted off the grounds and driveways.

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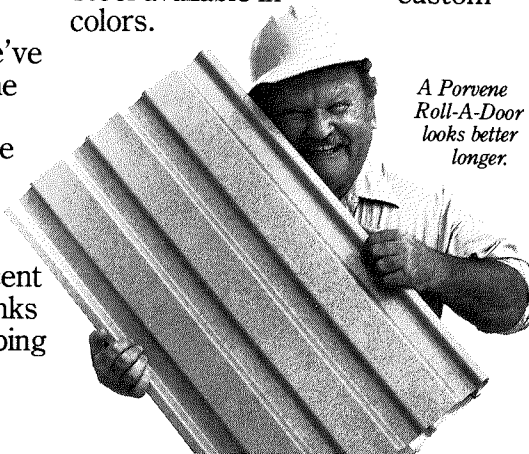
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## Former SSSA Board Member Elected to Utah Legislature

Frank Johnson, former SSSA National Director and Association Vice President, has been elected to the Utah House of Representatives.

Johnson, a Republican, is representing Utah District 33, located in the Salt Lake metropolitan area. He won his seat November 2 in one of the largest voter turnouts ever--an estimated 80 percent of the state voters went to the polls. Johnson's victory was a landslide endorsement as he won out over his Democratic

opponent, capturing 70 percent of the vote. Initially, he will serve a two-year term.

### Appointed to Appropriations, Taxation Committees

House leaders have appointed Johnson to two of the most powerful committees in the chamber--the House Committee on Revenue and Taxation and the Higher Education Subcommittee of the Appropriations Committee.

Johnson said he was very pleased with the appointments as taxation--particularly property taxes--are a primary interest. "I am especially interested in working to effectively minimize the burden of property taxes and to insure that the tax rates and individual assessments are as fair as possible," Johnson commented.

A charter member of the Self-Service Storage Association, Johnson owns The Storage Center in Salt Lake City as well as other facilities in Utah. □

## 1982 Convention Tapes Available

Audio tapes of the presentations at SSSA's 8th Annual Convention are available to members who utilize the order blank featured on Page 8.

Although featured speaker Mike Vance's presentation was not recorded, Mike Vance tapes are also available (see special order blank printed below.).

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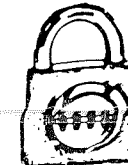


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PRESTOLOCK #2620 Set your own combination \$4.25

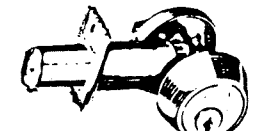


**PADLOCKS LAMINATED STEEL BRASS PINS #145 1 1/2" \$1.98 each**

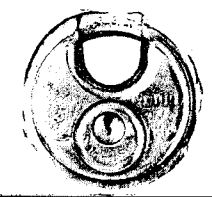
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An economical, all steel door designed especially for self-service storage facilities that features:

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- Versatile**--simplicity of design allows quick installation of all type wall construction...
- Complete** -- pre-hung in welded frame with all hardware factory installed...
- Best Quality at Lowest Price!**




Specifications: 20 ga. steel door skin with 20 ga. steel "Z" diagonal cross braces. 16 ga. top and bottom door channels as well as 16 ga. formed steel frame. Hinges and lock have 16 ga. steel reinforcement. Steel hinges are welded to frame. Frame mounting holes are pre-punched. Available in a variety of sizes.

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Governor opens doors to Charleston's new Rent-A-Space facility.

**SSSA Highlights:**

**West Virginia Governor  
Draws Crowd at Mini Opening**

The recent opening of Rent-A-Space in Charleston, West Virginia drew a record crowd—principally due to the showmanship of owner-developer Robert C. Gallagher and his wife, Karen.

Governor John D. Rockefeller, who has been provided a complimentary storage unit at the new 40,000-

square-foot facility, was guest speaker at the grand opening ceremonies and the chief executive's office phone number was used as his special code for opening the electric gates as part of the "ribbon-breaking" feature.

The governor's presence drew radio, TV and newspaper coverage for the

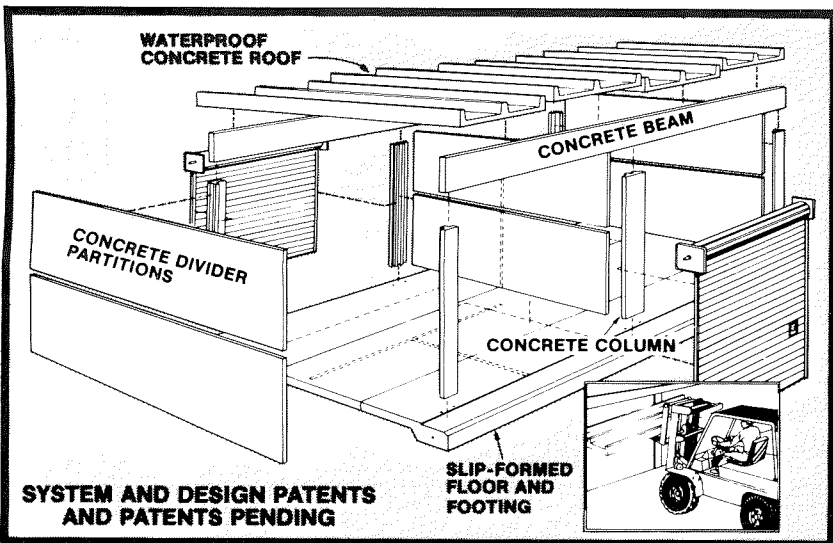
*Continued on next page*



Governor and facility developer greet visitors at Grand Opening. Storage unit contains reproduction of classic 1937 Jaguar.

**INTRODUCING  
JOB SITE / SLIP-FORM  
CONCRETE TECHNIQUES  
FOR  
MINI-STORAGE CONSTRUCTION**

**PRE-STRESSED CONCRETE  
RELOCATABLE STRUCTURES**



**FAST, EFFICIENT, AT LESS INITIAL COST  
10%-12% LEASE FINANCING AVAILABLE**

This new Corral concept is a thoroughly researched, carefully designed approach to Mini-Storage construction that produces a highly flexible, maintenance free, cost effective structure.

All components are pre-stressed concrete—slip-formed on site for maximum speed and economy of original construction. Bolt down assembly produces an extremely durable virtually fire-proof structure that can be complied to zone 4 earthquake requirements, while still allowing for easy disassembly and relocation, or rearrangement within the site.

The totally modular design also assures a more profitable operation, as interior partitions are easily added or rearranged to maintain maximum storage and size mix requirements.

Corral can prepare a complete design package together with budgets and cash flow performs, and also provide assistance in your financing acquisitions.

**SUBJECT TO YOUR FINAL DESIGN AND TAX CASE INTERPRETATIONS, THIS TOTAL STRUCTURE MAY BE INTERPRETED TO BE SECTION 38 PERSONAL PROPERTY FOR CONSIDERATION OF THE 10% INVESTMENT TAX CREDIT AND 5 YEAR DEPRECIATION.**

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Thomas L. Brundage Properties, with 30 mini-storage projects, did extensive research of roofing materials to find a re-roofing product to satisfy the needs of the mini-storage industry. This research led to the formation of Mini Storage Roofing, Inc. to market and install Ad-Va-Cote, a reliable, economical re-roofing alternative. Ad-Va-Cote's cement and vinyl-base formulation is lightweight yet combines the elasticity of vinyl with the durable strength of cement components. Ad-Va-Cote's ivory finish is weather and chemical resistant and is compatible with your composition or metal roof. Our specially trained teams are available to apply Ad-Va-Cote. For further information call (512) 735-9393 or write:



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# Rockefeller...

Continued from previous page

event. Additionally, Gallagher had offered University of Charleston students \$5 each to publicize how many students could be packed into a 5' by 5' unit. The governor, joining in the fun, found that he could squeeze in also, along with 23 others. Later, he presented the students a check for their efforts.

A newly-manufactured version of the 1937 Jaguar automobile also drew special attention as one of the first items to be stored in the facility.

Gallagher, a well-known builder and president of Craft Builders, headquartered at Beckley, West Virginia, used his background as a residential and commercial developer to emphasize quality construction in the new mini facility.

Extensive landscaping and the attention given to aesthetic features in the office and apartment design contribute to the crisp, clean appearance of the facility site. The storage complex is accented with yellow banners topping the extension of numerous fence posts. Textured fluted block construction conveys strength, permanence and quality. It also resists abuse without normal detection.

The attractive resident managers' quarters commands a complete overview of the project from the second floor large windows and a private deck area of the residence.

### Flooded with Light

Gallagher points out: "I have flooded the project with high illumination, using 150-watt high pressure sodium

lighting. This intense yellow illumination has drawn exceptional attention. The night-time effect is similar to that of a baseball diamond. When we are questioned regarding the reason for such a large amount of light as seen from the Interstate, I know we are accomplishing our sales purpose. The lighting has been wired in zones and may be regulated by timers. After full rent-up, I may remove a portion of the fixtures for use elsewhere."

The facility has been developed on a former low marsh land plain, heightened by fill material of fly ash from nearby Union Carbide and Appalachian Power steam generating facilities. Acreage of this size has not been available in recent years in this geographic area (within the confines of the Appalachian Mountains and the Kanawha River Valley). The capitol city of Charleston, located in this area, has a population of approximately 200,000.

### Other Prominent Persons Participate in Opening

Adding further to the publicity surrounding the opening, Gallagher also invited several other prominent persons, including the local mayor.

Also in attendance were the county commissioners who were responsible for the Industrial Revenue Bond obtained for tax-exempt financing of the project and the plant officials responsible for the reclamation of the facility site.

In his remarks, the Governor emphasized the asset to the business community represented by the facility. He noted the facility provides a base for entrepreneurs, retail, commercial and other businesses which heretofore had no operation of this quality and character in the area.

Currently, customers range from homeowners to business offices storing dead files, to retailers storing seasonal or excess inventory.

## NETWORK

### Minis sought for purchase

Investment group wishes to purchase existing mini storage projects. Please send details to: Jim Rice, 408 W. Arlington Blvd., Greenville, NC 27834, or call (919) 756-7711, 9 a.m. to 5 p.m. Monday through Friday.

### Design Building Systems Relocates

Harold Leslie, Executive Vice President of Design Building Systems, announces relocation of his offices to the corporate office in Apopka, Florida. The majority of manufacturing plants located in the Orlando area is the main reason for relocation. Mr. Leslie is now closer and more convenient to day-to-day operations. The new address is:

Design Building Systems  
P.O. Box 977  
Apopka, FL 32703  
(303) 886-4564

### POSITION WANTED

Experienced mini storage management couple now employed in Northeast area seek position in South or Southwest area. Contact Jim and Jean McConnell, 2700 Grant Avenue, Philadelphia, PA 19114. Telephone (215) 698-0300.

### HELP WANTED

PROPERTY MANAGER-wanted to manage over 4,000 units in five locations with additional locations under construction. Please submit resume to Gerald Greenberg at ECD Company, 30 S. Havana, Suite 307, Aurora, CO 80012

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## SSSA Member News

# U-Lock-It Names Agency

*If you've done something newsworthy--let us spread the word! An addition to your facility, an important personnel change, a new marketing program or being elected to your City Council: let us hear from you. Just call (501) 253-7701 or write Editor, Self-Service Storage, P.O. Box 110, Eureka Springs, AR 72632.*

U-Lock-It Self Storage Co., managers of 38 full-service moving and storage centers--80% in the Seattle and Portland metropolitan areas--has appointed McDonald, Babb & Clarkson Inc. to handle advertising and public relations, according to Jack Gainer, ULI president.

In addition to a full complement of moving and storage aids, U-Lock-It has truck and equipment rental agreements worked out with Ryder Truck Rental, and packing and loading services with Lile Moving & Storage. This total concept is a new one, notes Gainer.

The agency has begun with a final quarter '82 radio and newspaper promotion in the Portland metro area, Salem, Corvallis, Albany and Eugene.

Kevin Howard, ULI vice president, will be the client contact for McDonald, Babb & Clarkson, with Chan Clarkson supervising agency activities.

## On the Move?

Should you move your office or change the address (or person) you wish to receive Self-Service Storage Association mailings, please notify us at SSSA, P.O. Box 110, Eureka Springs, AR 72632-0110.

NAME \_\_\_\_\_

COMPANY NAME \_\_\_\_\_

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**Construction:** Concrete, brick or similar.

**Design:** Resident manager on site, security fencing and paved driveways preferred. Minimum project size 30,000 sq. ft.

For more information or to submit projects for consideration, contact Don Daniels or Carol DeMent, SHURGARD Acquisitions, P.O. Box 187, Olympia, WA 98507; or phone (206) 943-7238.

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**MINI WAREHOUSES  
FOR SALE**

**All U.S. Areas—615/383-3111**

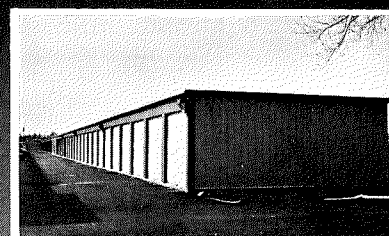
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**800-624-8608**

# Region 6 Schedules Seminar in the Sun

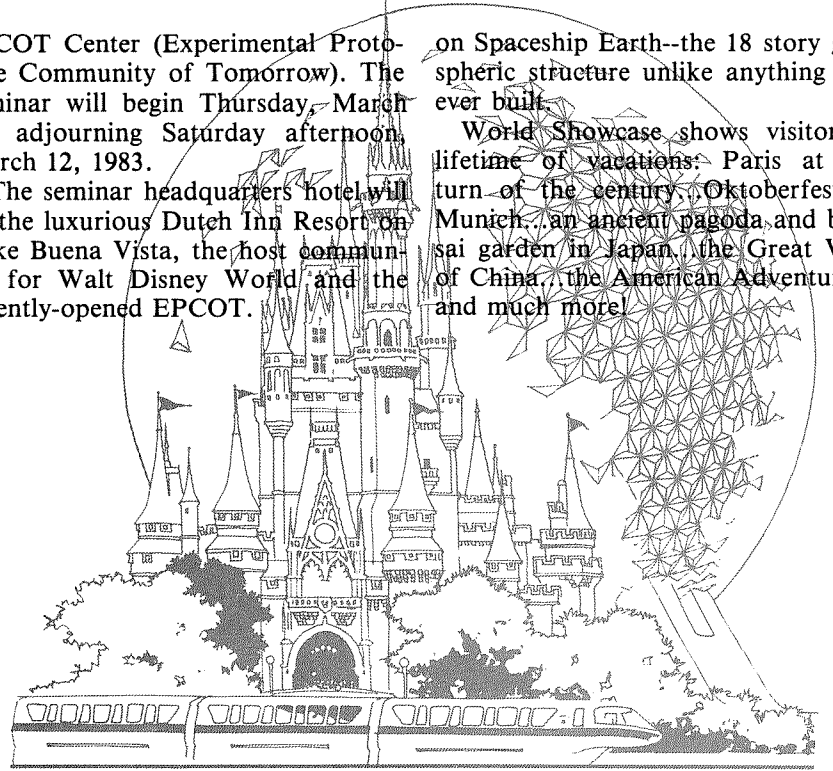
Region 6's Spring Seminar on tomorrow," will be held--appropriately "The Mini Storage Complex of To- enough--near Walt Disney's new

EPCOT Center (Experimental Prototype Community of Tomorrow). The seminar will begin Thursday, March 10, adjourning Saturday afternoon, March 12, 1983.

The seminar headquarters hotel will be the luxurious Dutch Inn Resort on Lake Buena Vista, the host community for Walt Disney World and the recently-opened EPCOT.

on Spaceship Earth--the 18 story geospheric structure unlike anything else ever built.

World Showcase shows visitors a lifetime of vacations: Paris at the turn of the century, Oktoberfest in Munich...an ancient pagoda and bonsai garden in Japan, the Great Wall of China, the American Adventure... and much more!



Twice the size of Walt Disney World, the Center includes Future World and World Showcase. Future World follows the path of history from primeval forests in Universe of Energy to a space colony in Horizons. Visitors will be able to take a journey

All this will be available to SSSA members attending the Region's three-day meeting.

Region President Bill Woodard has explained seminar program details are to be announced in the near future. Meanwhile, he encourages members who wish to attend the sessions to make their hotel and travel reservations early.

### Special Package Available

The region has appointed Yellow Bird Travel, Inc. of Miami, FL as official travel agency for the seminar and a special discount package (covering room and entertainment) is available to participants who book through the agency.

The package provides accommodations for three nights at the Dutch Inn (2 double beds per room), all airport transfers, luggage handling and taxes and a three-day combination pass to Walt Disney World and EPCOT, including free transportation from the hotel to the entertainment complex.

The package is available for \$240 per person (based on double occupancy) with children ages 2-17 staying in room with parents at \$75 per child.

Woodard points out that the schedule of the seminar sessions is designed to permit attendees free time for visiting Disney World or for enjoying the Florida sunshine. The preliminary schedule of meetings is as follows:

- Thursday, March 10  
1 to 5 p.m. Registration
- Friday, March 11th  
8 to 12:30 p.m. Seminar Program  
12:45 to 2 p.m. Luncheon  
2:00 to 2:30 p.m. Region 6 Business meeting
- Saturday, March 12th  
8 to 12:30 Seminar Program  
12:45 to 2 Luncheon

Also offered are discount car rentals, special low airfares and a post-seminar cruise on the S.S. Rhapsody, visiting the Mayan ruins and crystal waters of Playa del Carmen and Cozumel, Mexico; the peaceful beaches and pirate lair of Grand Cayman; and the Jamaican paradise of Ocho Rios.

Those electing to take the cruise qualify for a complete package, including round-trip airfare (from major cities), all transfers (including transfer from Orlando to Miami) and meals and entertainment on board the ship.

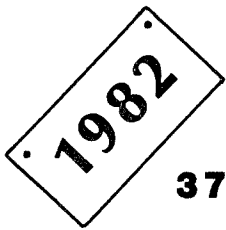
For details, please contact Yellow Bird at their toll-free number: 1-800-327-1045 (Florida, call 305-223-6440). Or write Yellow Bird Travel, Inc. 8930 Bird Road, Miami, FL 33165. □

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Especially designed for the self-service storage industry.

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## Self Service Storage Association Eighth Annual Convention October 21-24, 1982 Opryland Hotel, Nashville

Audio-Stats Educational Services was honored to provide our professional recording services for the Self Service Storage Association. Our goal throughout the meeting was to provide professional taping services that produced clear, verbatim cassette tapes.

### Program 281-82R

#### Friday, October 22

<b>TAPE 1</b>	<b>\$8.00</b>	<b>Luncheon - "Financial Overview - Part I"</b> Everett C. Spelman
<b>TAPE 2</b>	<b>\$8.00</b>	<b>"Financial Overview - Part II"</b> Everett C. Spelman <b>"Management and Marketing: Your Keys to Success"</b> Moderator: Kevin Howard Speakers: J. Kenneth Kallas, E. Wayne Tomlinson, Charles D. Biter, E.R. "Dick" Cathey
<b>TAPE 3</b>	<b>\$8.00</b>	<b>Management Section</b>
<b>TAPE 4</b>	<b>\$8.00</b>	<b>Marketing Section</b>
<b>TAPE 5</b>	<b>\$8.00</b>	<b>Marketing and Summary</b> Pamela Parker, George Field, Jr.

#### Saturday, October 23

<b>TAPE 6ABC</b>	<b>\$24.00</b>	<b>"New Frontiers in the Internal Revenue Code"</b> Moderator, Robert Abernethy Speakers: Marvin B. Starr, Gary Iskowitz, John Koo
<b>TAPE 7</b>	<b>\$8.00</b>	<b>"Nuts and Bolts of Self-Service Storage"</b> "Mini-Storage Values and Sales" Moderator: Jack W. Kidd Speakers: Tom Elkins, Lea Elkins, James Freeman
<b>TAPE 8</b>	<b>\$8.00</b>	<b>"Site Selection and Acquisition"</b> Speakers: Hugh W. Horne, James R. Pruett
<b>TAPE 9AB</b>	<b>\$16.00</b>	<b>"Construction Techniques"</b> J.E. "Jack" Brown, Fred Flanigan, Frank Blumeyer, George B. Barney, Donald N. Hoffman

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NOTE: FOREIGN ORDERS MUST ADD 15% TO TOTAL FOR SHIPPING & HANDLING

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EDUCATIONAL SERVICES INC.

# SSSA Operations Guide

## To be Revised, Updated

Calling the dissemination of helpful information to members a "prime commitment" for 1983, SSSA President Ken Duggin has made the revision and updating of the Association's *Operations Guide* a primary goal of his administration.

Duggin has appointed Paul Rawley, SSSA Director representing Region 1, to head a special task force effort on the *Operations Guide*.

Rawley, a veteran in the mini storage business, is a self-service storage facility owner-operator in the Greater Dallas area. He operates as A AAAKey Self Service Storage Corporation, headquartered in Richardson, TX (a Dallas suburb).

In 1969 Rawley built the second mini storage facility in the Dallas metropolitan area and at present he owns three properties and manages two additional facilities.

Rawley is also a consultant in the

mini storage field.

**Members Requested to Participate**

Rawley states he is hopeful the membership will "speak up and let us know what subjects they are most interested in." Additionally, he has asked interested members to participate in the project through contributions of ideas and information.

"If you have special expertise in any area and would like to share it with fellow members, perhaps you would consider becoming a contributing author to the *Operations Guide*," Rawley said.

Anyone wishing to contribute to the *Guide* should call SSSA headquarters at (501) 253-7701 or write SSSA at P.O. Box 110, Eureka Springs, AR 72632.

If you have a subject you would like to see explored in an article or insert in the *Operations Guide*, please let us know by using the form below.

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Toward the improvement of the *Operations Guide*, I would like to see article(s) on the following subject(s):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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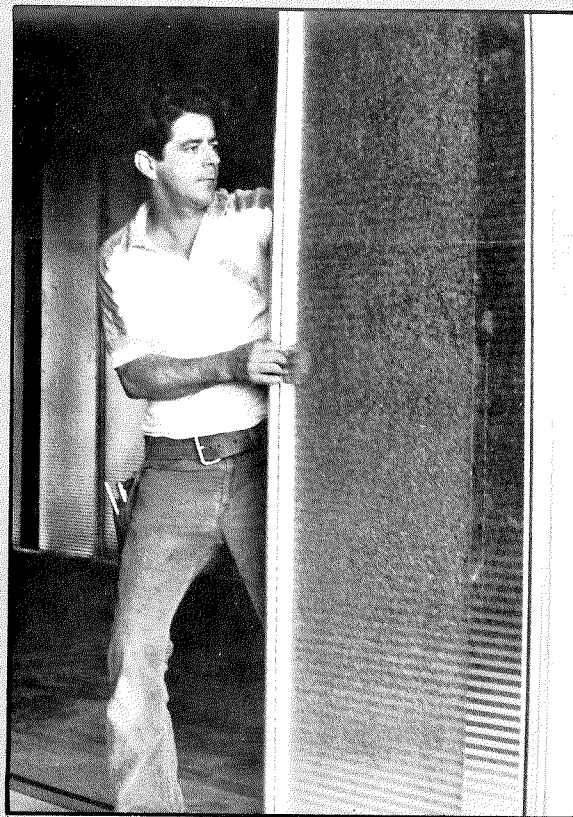
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Sentry Panels are made from galvanized steel, rollformed with patented horizontal ribs. They are strong and durable for long life.



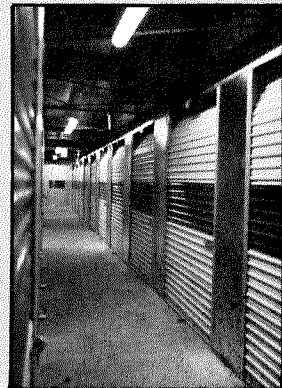
The KEY to the Sentry Panel system is the patented panel edge design that locks each panel together. This eliminates the cost and hazard of protruding screws at panel to panel attachment. All raw edges of the panels are covered due to the self-mating concept.

Whether in new construction or an existing building, the Sentry Panels will fit your needs for a complete partition system . . . they work great in conversions too.

When you see how the Sentry Panel handles those interior corridor conditions, you will agree that this system is indeed versatile.

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## Association Events

SSSA  
National Board of Directors Meeting  
January 14-15, 1983  
Riviera Hotel, Las Vegas, NV

SSSA  
1983 Annual Convention  
September 21-24, 1983  
Riviera Hotel, Las Vegas, NV  
Contact: SSSA Headquarters  
(501) 253-7701

### Regions 2,3 & 8 Joint Meetings

May 20-21, 1983  
Queen Mary Hotel  
Long Beach, CA  
Contact: Pat Braddock  
(415) 543-0645

December 2-3, 1983  
Jack Tar Hotel  
San Francisco, CA  
Contact: Pat Braddock  
(415) 543-0645



Region 1  
Annual Seminar & Meeting  
April 20-23, 1983  
Westin Galleria Hotel  
Houston, Texas

Region 5  
Annual Meeting & Seminar  
May 4-6, 1983  
Location to be announced.

Annual Meeting & Seminar  
May 9-11, 1984  
Location to be announced.

Region 6  
Winter/Spring Seminar  
March 10-13, 1983  
Dutch Resort Hotel  
Lake Buena Vista, FL  
Contact: Eric Moser  
(404) 393-3604

Region 7  
Annual Seminar  
May 25-27, 1983  
Tropicana Hotel  
Atlantic City, NJ  
Contact: Harvey Gleeksman  
(201) 750-1441

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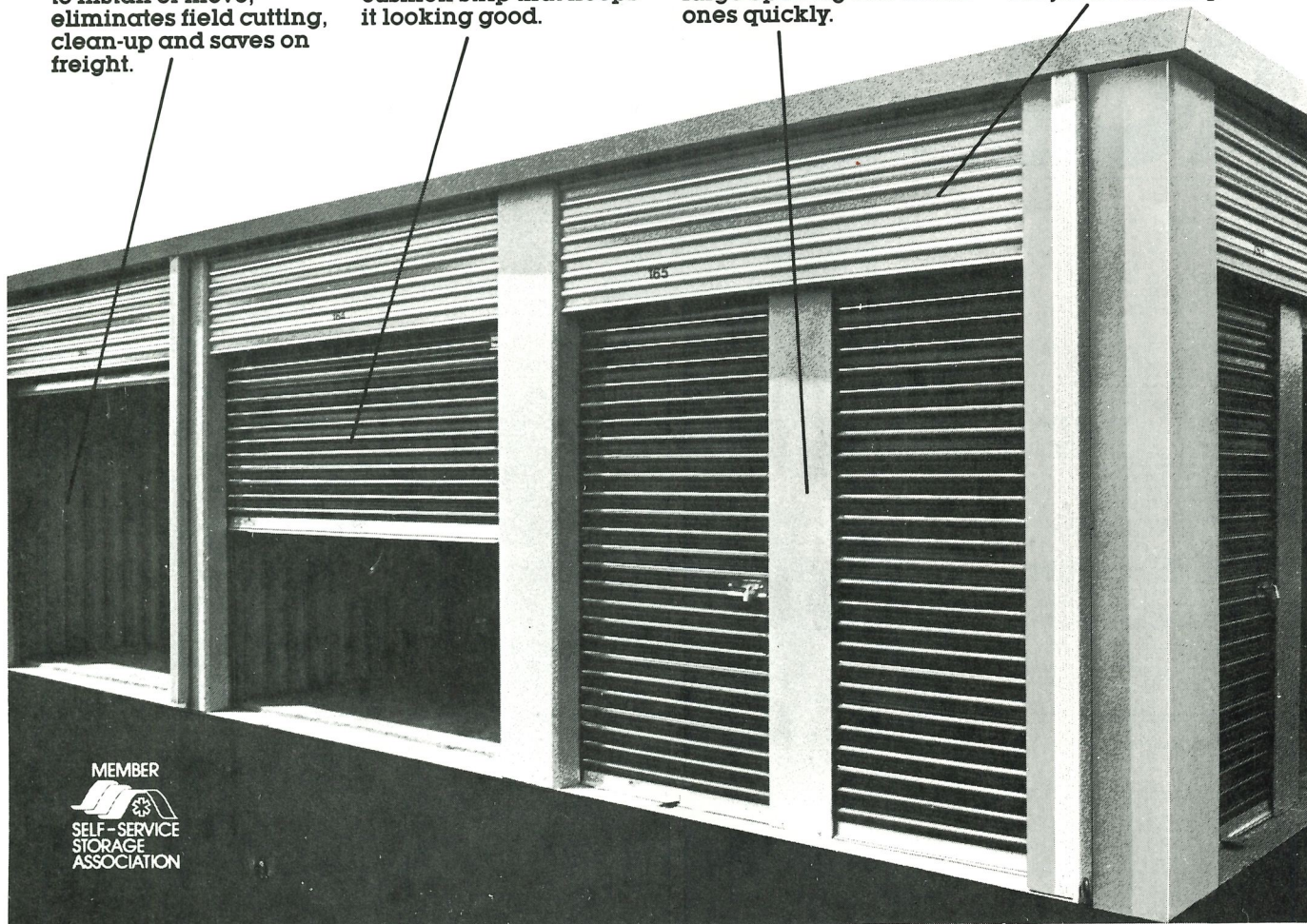
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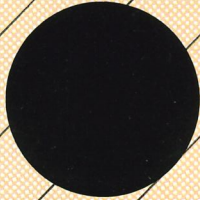
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Minutes of 2/23/83  
Attachment #4

THE MINI-STORAGE

# MESSENGER

JANUARY/FEBRUARY 1983



Here's  
to the Managers

Meet  
some of the best,  
and share  
their unusual  
experiences

Public Relations Director  
Security Guard  
Custodian  
Complaint Dept.  
Bookkeeper  
Negotiator

Advisor  
Salesperson  
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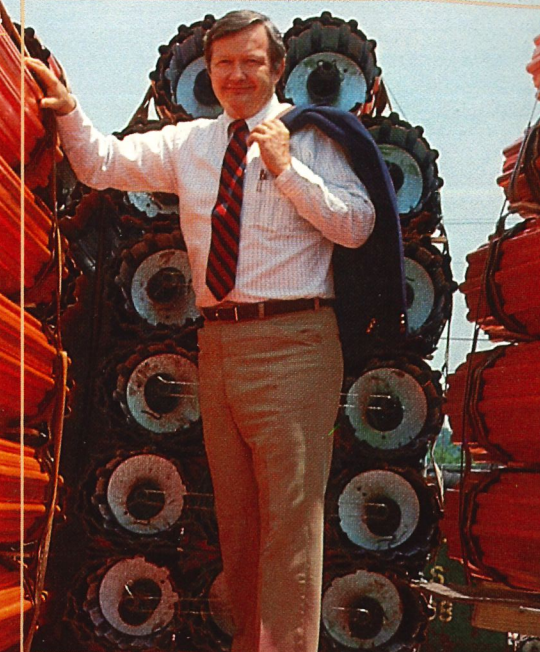
Personality  
George Field: the man at the top of Your Attic

The Computer Jungle  
A guided tour with Brooks Hilliard

How to Sell Your Mini-Storage  
—Part 3 (conclusion)

DOOR SYSTEMS, INC.

Dan Curtis, President



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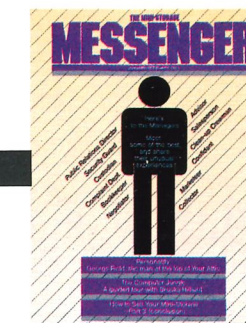
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On the cover:  
Graphic design by Ed Foster

## THE MINI-STORAGE MESSENGER

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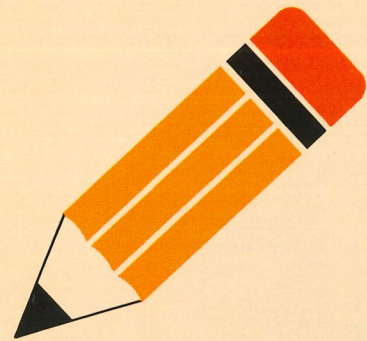


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# COMMENTS



## CONFESSIONS OF AN EDITOR

In the Fall 1981 issue of this publication, on pages four and six, we carried an article entitled "A Special Report: THE MOOD IN BIG D WAS BULLISH."

This article's author, a "seasoned observer" of the national scene, dealt with impressions he gleaned at the Seventh Annual Self-Service Storage Association National Convention in

Dallas. One passage included these words: "If anything was evident in Texas, however, it was that the road is still hard, but a shaft of light peaks at the horizon line."

It (article) went on to tell of delegates who were "...positive, optimistic, making plans." ...of exhibitors who were "buoyant, as intensely interested shoppers swarmed over their booths..."

As a matter of fact, the mood of the Dallas confab was, essentially, optimistic, but, from the perspective of hindsight, that writer's conclusion that the outlook was "bright" for the economy turned out to be—at best—premature.

Well, that column was tagged "A.B.S.," and, as it turns out, that was (and is)...me. With that confession off our editorial chest, we're now properly cleansed and ready to, again, stick our neck out.

Where the San Francisco convention (1980) was somewhat gloomy in tone and Dallas (1981) was hopeful, Nashville (most recently adjourned) was "downright upright." That is to say, unmistakable signs of an imminent recovery could be found at nearly every turn; sales were being made at the

exhibits, blueprints were being unfolded and expectations were soaring in what seemed to be emulation of a hot air balloon which was tethered in front of the hotel.

The common characteristic of Nashville delegates was that they appeared poised to stake a claim on the ground floor of the "Recovery of 1983." There were two notable characteristics of this meeting. First, people were more cautious in vocally expressing optimism (who wants to be wrong again), but, this time, actions spoke more loudly. Case in point: the launch of a self-storage franchising company.

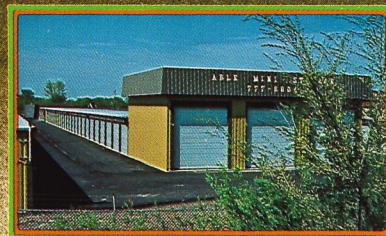
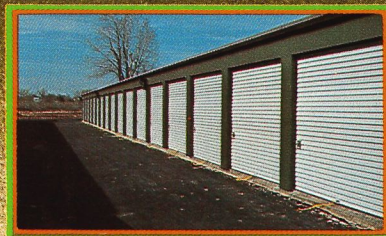
So, if San Francisco was a groan and Dallas a tease, Nashville was a rumble. The next logical phase is an eruption.

Here's hoping that all of that energy which was evident at this latest gathering of the industry's leaders is on a collision course with an economy within which it can be fully expressed. If it is, we're in for an exciting year.

*Allan Starr*

Managing Editor

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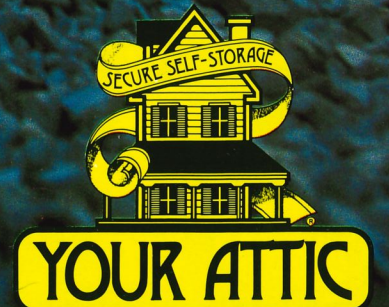
In addition to providing this,

the key industry operating element, the program incorporates a full range of support services and competitive advantages carefully designed to expand income capability, ensure long-term competitive strength and maximize property performance.

These include standardization of proven-successful procedures; marketing and development strategies; personnel motivation and training; coordination for consistency; performance review; a support organization and economies of scale in purchasing and development.

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## HERE'S TO THE MANAGERS

There would be no store if there weren't someone to mind it. Here's a look at just a few of those special people on the "front lines" of mini-storage.

### COUPLE TRADES 'PRISON LIFE' FOR MANAGEMENT CAREER IN LOS ANGELES

Charles and Elizabeth Allen have been managing the Self Storage Co. on Venice Blvd. in Los Angeles for seven years.

Charles, formerly with the FBI and Federal Bureau of Prisons, has been employed at such places as Fort Leavenworth, KS; Alcatraz and Lewisburg Penitentiary.

Elizabeth has been involved in music, teaching piano and organ lessons and directing choirs. She still holds on to her music avocation while co-managing the facility.

Said owner, Norman Rubin, "I am truly appreciative of their efforts, loyalty and terrific performance over these seven years."

The following excerpts from "Sitting Pretty," an article by Charles Allen, perhaps serve as well as anything could to relate the philosophy of this veteran management couple:

"Not to rust away in monotonous retirement, (but) to stay in the mainstream of living as a (self-storage) manager... (has) helped us keep our eyes on the horizons, rather than on ourselves.

"Tenants...are an education in people-communication that should



Charles and Elizabeth Allen

lead to a master's degree. If you think you know all about people, including yourself, you will be reeducated. If you are gregarious or not, the interplay of people will keep you young. You don't have time to grow old. In measure, as a manager of a self-storage business, old is put on hold, and retirement is for recluses.

"Some tenants, in defense of their self-esteem, are actors, the way they can ad-lib excuses for not paying. In collecting, some people you drive, some you lead and some you schmooze, seeking the pleasantries of common ground to pay, simply, an honest debt. It has taken friendliness, consideration, understanding and perseverance to bring in difficult collections from tenants with bad, and good, track records.

"So remember, the disciplines and responsibilities of management of a storage place, in retrospect, will be a pleasant boost to your ego, and before you know it, a lot of time will have passed by.

"When we someday must give someone else an opportunity to continue a good life as a self-storage manager, it will be a wrench to leave. It will have been a satisfying and rewarding experience...

"It has been fun, and we have had an exhilarating lease on life because of it. We hope some of the good that we absorbed may have 'rubbed off' on all those human beings we touched!"

### ALBUQUERQUE PAIR ENJOY 'NON-NOVELTY' STATUS

When Jo and Alec Horne began their managerial careers 11 years ago they were somewhat of a novelty in Albuquerque.

Theirs was the only self-storage facility in that city.

To say things have changed would be an understatement. AAA U-Lock-It has been joined by 40-plus competitors in the market, and the Horne's maintain a positive attitude about the competition. They feel it helps keep their job "fun and challenging."

"If we've been successful, it's because our love of the work has kept us close to our tenants. There's almost nothing we won't do for them, and we seem to get more in return. As you know, the favors you do for tenants often are



Jo and Alec Horne

returned in the form of 'goodies' (cookies and candies)," said Jo.

Happy tenants who are friends, said Alec, mean repeat customers, some as many as five times, as well as a constant source of referrals.

On their days off, the Hornes enjoy "shopping" their competition.

Said Alec, "We have a special relationship with the owner, and he has pretty well let us run the business, adjusting rates and hours to the needs of the market. One time, we didn't see him for two and a half years. He's challenged us to increase the gross revenue every year, and we've never failed. On our 10th anniversary, we were awarded a Manager of the Decade placque."

"We've had our share of 'locker lovers,' shady characters, live-ins and would-be Thomas Edisons, so our tenants keep things really interesting," said the Hornes.

### COMPLEMENTARY PERSONALITIES FLAVOR MARYLANDERS' TASKS

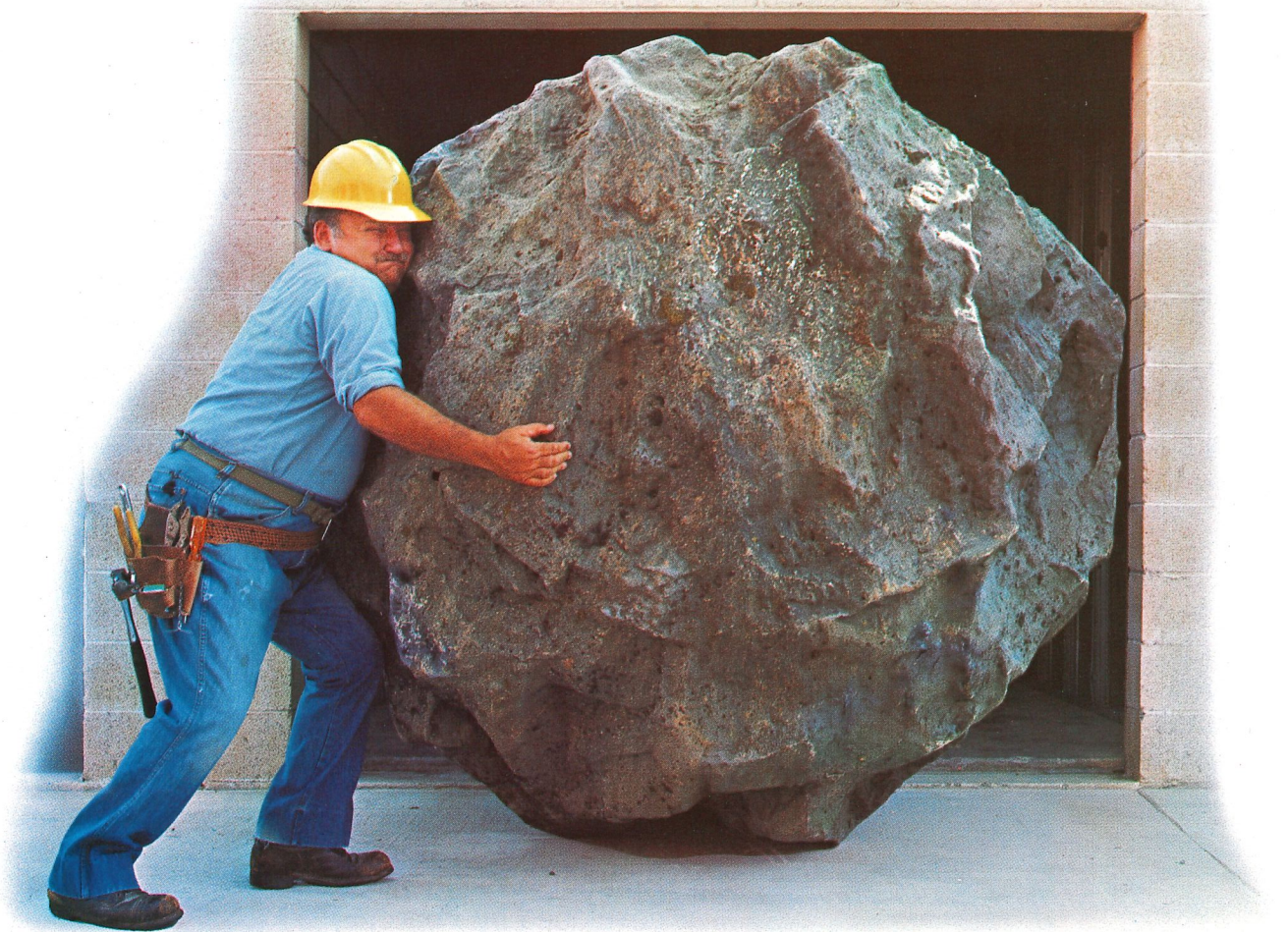
According to Max and Lois Wilkinson, it doesn't seem possible that three years have passed since they began a new career with Maryland Self-Service Storage Corporation.

They opened the new facility as resident managers in July 1979, and, they proudly state, a year and four days later it was completely occupied.

Their achievements, said the Wilkinsons, have been largely due to the fact that self-storage is a new approach to an old problem, and their facility is located on a highway that connects several of the larger, more densely populated rural and industrial areas in the Washington, D.C. area.

Lois is a congenial person with a contagious smile who makes friends feel welcome and leaves tenants

# The only Mini-Warehouse door that's less expensive and lasts longer is a rock.



### Announcing the end of the stone age: Porvene introduces the Series I Mini Door.

If you're still depending on conventional doors, or something even more primitive, it's time you looked to Porvene.

Porvene manufactures both the best selling and best made mini-warehouse doors. Now we've created our best door ever. The Series I Mini Door.

Our doors are built to save you money. From delivery to installation to years of trouble-free service.

Delivery costs are 30 percent less than other doors. And thanks to our exclusive mounting/shipping

bracket, Porvene doors are nearly damage proof.

Installation costs are less, too. Porvene doors go up much faster than the competition.

Porvene doors also look better longer, because of our special glossy baked finish, embossed steel available in custom colors.



A Porvene Roll-A-Door looks better longer.

In fact, we're so sure of the durability of our doors that we warrant them for three years.

And our double padlocking system takes the worry out of security. Yours and your customers.

So don't be caught between a rock and an unproven door company. Install a Porvene Roll-A-Door.

For a catalog that describes in detail why Porvene is number one, contact:

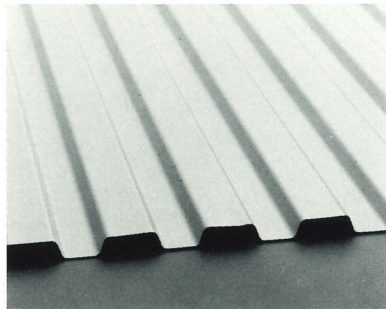


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# Six rock solid reasons to buy Porvene.

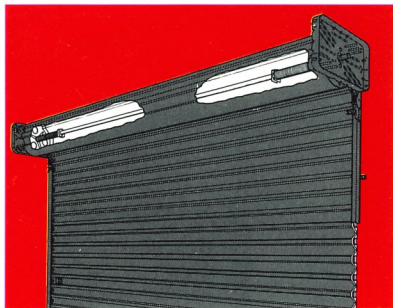
## 1. Strength and Beauty

Porvene Roll-A-Door makes use of galvanized steel to form a continuous non-slat security curtain. The exclusive embossed curtain provides extra strength with textured beauty.



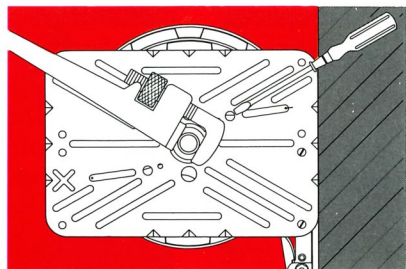
## 2. Solid Construction

Porvene Roll-A-Door features exclusive double oil-tempered springs to counterbalance the door in any position. The computer designed corrugation assures maximum strength for years of maintenance free use.



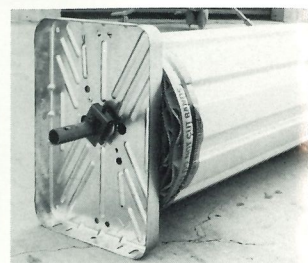
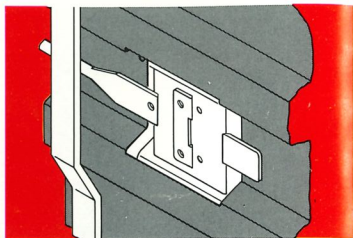
## 3. Installation Ease

Porvene Roll-A-Door is known for its easy and quick installation. Special rectangular mounting brackets allow fast installation. The exclusive one-man tensioning device allows final installation at one-half the labor.



## 4. Cost and Investment Savings

Porvene Roll-A-Door is competitively priced to yield the best return on the investment. Our unique double padlocking system takes the worry out of security. Special shipping bracket results in overall lower shipping costs. They also arrive on site virtually damage-free.



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## 6. Three Year Warranty

First in the industry to warrant its products for three years. The warranty covers materials and workmanship.

Porvene reserves the right to make changes or improvements to the product or accessories without notice and without incurring any obligation to make similar changes or improvements to products previously ordered.

inspired by the way she exudes confidence and a "charm all her own," said Max. While Max, a WWII disabled veteran who spent 23 years in the insurance business, is a hard taskmaster who believes that everything should be in its rightful place, and neatness counts, said Lois.



Max and Lois Wilkinson

Max attended college and two years of law school. Lois has a business degree, and this gives them a grasp within the business community which inspires those with whom they become associated, said Lois.

Both Wilkinsons were previously married, and between them have nine children and 16 grandchildren, all of whom love the "little things" that make grandparents happy, said Max.

"Our boss, Ken Duggin, is a great person to work for. On several occasions, 'Mr. D', as we call him, gives out his American Express card and we have a nice dinner on him," said the Wilkinsons.

"Let us not forget," said the Wilkinsons, "all is not accomplished in three, or even 10, years; but you work and plan each day and be a real part of your community. Efforts to help create a nice place to work and live is a pursuit that should be entered into by all of us in order to keep this business up to a certain standard of excellence. Let us be tenacious and be an integral part of success."

Needless to say, Max and Lois believe the self-storage business is here to stay.

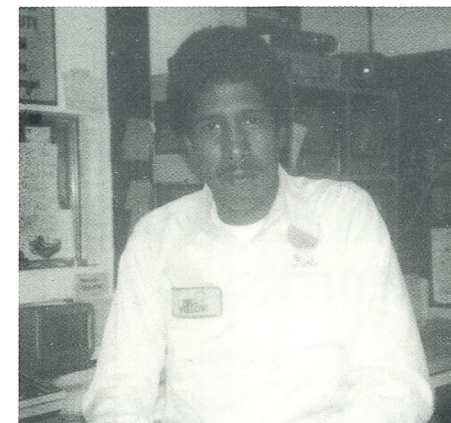
### 'BIG APPLE' TENANTS CAN PROVIDE THE UNUSUAL

An incident described by Richard Figueroa, manager of Big Yellow Mini Storage, Yonkers, NY, is only one of the many unusual and humorous situations he has experienced in his mini-storage

career since joining the company in March 1982.

"When he arrived at my office in the morning, the prospective tenant asked if there were any vacancies. I noticed he had only a small trailer full of goods and, luckily, I had an available unit. I proceeded to make the necessary arrangements, showed him to his unit, and left him to his own devices.

"Later that day, while making my usual inspection rounds, I found that unit's door unlocked. Upon entering, I was surprised to see there, on the walls, were various paintings. A small wall unit was set up against the far wall, and a television set was playing in it. An easy chair was facing the T.V., and I noticed a pair of shoes on a hassock in front of the chair. As I entered the room and announced myself, the new tenant turned in his chair, withdrew a pipe from his lips, and said, 'It's not home, but it's comfortable and the rent is great!'"



Richard Figueroa

Other incidents include: evacuating the entire third floor of the facility so a beekeeper could collect her little friends who had run amok, and pulling the electrical plug on a rock and roll band that had set up a rehearsal studio at the facility and were blowing every electrical circuit in the building with their powerful amplifiers.

New York, said Richard, like so many other large cities across the nation, is rapidly experiencing a great housing shortage. Rents in the metropolitan area are the highest they have ever been, and the average homeowner and apartment dweller is steadily, and literally, running out of room. More and more people are choosing to put their valuable, and sometimes even treasured, possessions into secured storage, rather than moving to larger

and more expensive living quarters.

"Commercial rents are also on the upswing. It has been reported by the *Wall Street Journal* that by the end of this decade, commercial rents in Manhattan will at least double at their present rate," he added.

"Too often, the small businessman had been at the mercy of the 'storefront landlords.' Considering the state of the economy, landlords have increased rents, many times forcing these people out of business. With the trend towards 'shop at home' services, they often may sell directly from home, cutting their cost of overhead to a minimum, while storing inventory in a mini-storage outlet. This provides the relief of lower rents, along with secured storage and unlimited access. At the same time, it provides the facility with an additional source of business and profits. Not a bad arrangement I would say," stated Richard.

Although only in the self-storage business a short time, Richard has found a great deal of personal satisfaction in the knowledge that he is providing a useful service to people in his community, he said.

Prospective tenants will sometimes come to him with what they feel is an insurmountable storage problem, Richard said, and he has found that by putting himself in their situation and solving the problem for them, he can not only sell them a storage space, but make a new friend, too.

"As in the case of my move-in tenant, I showed him how he could keep his belongings in a secured storage area at reasonable rates, where he would have easy access to them. Oh, by the way, I referred him to a nearby motel where he is very comfortable. The rent is not as good, but at least he has a view."

### IN ANN ARBOR 'FARMHOUSE,' IT'S STRICTLY A FAMILY AFFAIR

Mark and Karen Robinson, along with daughters Stacey, 6, and Sherry, 7, live in a farmhouse—smack in front of a self-storage facility in the university town of Ann Arbor, MI.

The cute yellow house, actually a stunning replica of the real thing, serves as an office/apartment, and is the architectural theme of the three-facility firm.

"Our girls help out in our office. When they hear a family come in with little



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Mark, Sharon, Stacey and Sherry Robinson

children, they bring down their color books and crayons and keep the kids occupied while we tend to business. The parents seem to relax, and so do we," said Karen.

Mark had been laid off from his job in Oregon for nine months when he heard about the position as a resident manager. Soon after, they decided to sell everything and move to Michigan. Now they live in that two-story "farm-house" on the storage property, the office being downstairs and the living quarters upstairs.

"When we are in our office, we don't worry about our girls being upstairs alone. We leave the coffee pot upstairs, and everytime we need a cup of coffee we check on the girls. And, in between times, they check on us. We really like having the girls upstairs rather than being with a baby sitter. On the days that we are not so busy, we work with our girls to teach them new things. They enjoy seeing and meeting new people; our office always has people coming in and out," said Karen.

When it comes time to decorate the office, it is done as a family project and as part of the house. At Halloween, for instance, they all took a ride into the country and came back with a bale of hay, pumpkins, gourds, corn stalks and Indian corn. The girls had fun helping stuff the scarecrow, said Karen, and they named him Stanley, the night watchman.

#### SCOTS COME DOWN TO EARTH FOR NEW, SUCCESSFUL CAREER

After retiring from a career in aviation, Andy and Betty MacRae moved from Scotland to the United States to be near their family.

Once in Utah, they bought a home and soon determined retirement was not for them. Then they applied for the position of resident managers of a mini-storage facility, and soon found themselves with two homes.



Andy MacRae

The MacRaes, managers of a National Self Storage property in Salt Lake City, began their new career in July 1978.

"My work in aviation was highly disciplined and there was no room for 'gray areas,' everything was either black or white. So it took some time for us to accept that the self-storage business was in its early stages of development, and there were a few loose ends to tie up," said Andy.

They did, however, quickly realize that National's organization had one goal in mind—"to have the best people and the best product available in the self-storage business," and that their resident managers are always made to feel that they are the most important people in the organization. "Top management in Tucson is appreciative of constructive ideas and suggestions from us," said Andy.

"We would like to feel that we have contributed in some small way to the obvious confidence the people of the Salt Lake City area have in National's storage facilities. We have come to realize the importance of having a good, friendly relationship with our competitors, and how we can be of help to each other in passing on business and exchanging information on problem tenants, etc.

"We have also made firm relationships with many of our tenants, who return to us time after time and recommend us to their friends. Quite often when we receive phone calls inquiring about storage space, the caller deliberately prolongs the conversation because they think our Scottish accent is 'neat,'" said Andy.

The MacRaes were chosen National's Managers of the Year in 1981 and were given an all expense paid trip to Hawaii, which, incidentally, they exchanged for a trip to Scotland.

"Prospects look bright for the self-storage business in our area, since more people are moving to condominiums and mobile homes with very limited space. Businesses, too, are finding that storage of large inventories is cheaper at mini-storage centers.

"Delinquencies seem to have increased this year, mainly due to the rising unemployment, but, mainly, our tenants are honest and cooperative in their payments and in keeping a fairly high standard of cleanliness, which is so important to the success of our business," said Andy.

#### MANAGERS SURVEYED

In a recent issue of *MINIMANAGER*, a publication of Mini Storage Insurance Corp., managers were surveyed to relate tales of the most unusual tenants they have ever had. Here are the winners:

● Harold Lutes of College Drive Mini Storage, Baton Rouge, LA, cannot forget the "Lady who rented space due

to marital problems. She returned the next day and wanted a refund; they reconciled. Following day she rented the same space. I felt like a marriage counselor!"

● Doris E. Wood of Valley Village Self Storage, Carmel Valley, CA, remembers, "Mrs. B. pays \$610 a month storage fees for her personal clothes, shoes and cosmetics. Who said money can't buy everything? A 1,300 sq. ft. wardrobe! Airing it once a week is my job. Seeing is believing."

● Deborah McKenzie of Ashland Mini Storage, Atlantic Beach, FL, wrote, "The most unforgettable tenant I've ever rented space to was the CIA. They needed space to store shipping crates. They stored the crates and slept with their equipment. Three days later they threw the crates away."

● Melody Snyder, manager of Stow-away rental spaces, Redland, CA, remembers, "The man who said he had a perfect memory then proceeded to move into the wrong unit, never remembered his gate code or when to pay his rent."

● Bert and Elmer Tynes, managers of Mini Stor Ventures, San Rafael, CA, wrote, "The most unforgettable tenant I've ever rented space to was a lady we call the 'dog lady.' She lived in a Volkswagen van with 19 Siberian Huskies. She rented space to store their dog food (unknown to us until the smell set in)."

● Wilma and Dick McGarry of A-American Self Storage - Stockton, Sacramento,

CA, cannot forget, "A high rolling gambler who later had the police S.W.A.T. team flush him out of his house because he threatened the Governor. Two weeks later he was in our office telling us HE was running for Governor. I guess he is running somewhere - he owes us last month's rent!"

● Mrs. W.I. Simpson of Rent-A-Space Storage, Rock Hill, SC, told us that, "The most unforgettable tenant I've ever rented space to was The Hells Angels. Stored were bombs, machine guns, silencers, hand grenades, etc. The box was booby trapped. The bomb squad from Columbia, SC was called to defuse it, closing us down for half a day."

● Samantha L. Goulet, manager of Stor-All Warehouses, Mobile, AL, remembers, "The man who insisted on a 4' x 8' unit. The next day he was back - upset because his 10-foot couch wouldn't fit."

● Holly Palmetter, manager of Pasco Mini Storage, Port Richey, FL, wrote that the most unforgettable tenant was, "The tenant from Nashville, TN who used to sing with Willie Nelson. I'll never forget him because he looked like Kenny Rogers' twin brother."

● Bobby Scott, manager of Self Service Storage and Mini Warehouse, Chattanooga, TN, says, "The most unforgettable tenant I've ever rented space to was McDonald's. They rented space to store a giant Santa Claus that they put on top of their restaurant at Christmas time. He occupied a 10' x 12'." **MI**



It took Mary Ottaway, co-owner of ABC Self-Service Storage, Boulder, CO, a year to get her special license plates. But it was worth the wait, she said. They are representative of her seven-day-a-week occupation. —Photo by Karen Schulenberg



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# COMPUTERS

## COMPUTER BENEFITS RANGE FROM PHILOSOPHICAL TO PRAGMATIC

By Buzz Victor

(Continued from the November/December 1982 MESSENGER.)

Another area in which the computer can be helpful and which is very, very difficult in any sort of a manual system is in the area of aged rents receivable. A proper aged rents receivable report should be able to be run as a summary report showing only the gross numbers, or in detail showing each individual tenant who has rents either prepaid or in arrears. Any rents owing for more than 90 days will show in one

column along with the number of units that are involved in that number, the percentage of rented units and the percentage of the project as a whole. Similar figures would appear for units 61-90 days late, 31-60 days late and 0-30 days late.

Amounts of rents that have been prepaid are important to certain bookkeeping aspects of a mini-storage facility. In one sense, knowledge of prepaid rents may allow the facility owner to present his facility on an accrual basis for income tax purposes. Additionally, without knowing the amounts of rent that have been prepaid, it is virtually impossible for a facility to make an adequate analysis of the amounts of rent collected in any one month.

Earlier, we spoke of the vacancy report. The other side of the vacancy report is the occupancy report. In order to be most effective, an occupancy report should show more than those units rented. It should show the net potential rental income which can be generated from those units. Net potential rental income differs from potential gross income in two ways. It takes into account any units which are not being rented at a standard rate and any units that have been given out complimentary. As to the standard rate, assume that 10 x 10's rent for \$50 a month to new tenants and that old tenants pay \$45. According to the pro forma, 10 x 10's would generate \$500 a month income, but we know that because only one 10 x 10 is rented at the \$50 rate and the balance at \$45, that our gross potential income is not \$500, but rather \$450.

We will call this number the potential rent, rather than the potential gross. Taking complimentary spaces from this, we get a net potential rent income. This figure will be used in combination with prepaid rents and in combination with one other figure in order for us to

balance the actual rental income we have achieved in any given accounting period.

This brings us to the daily activity report and the handling of income brought in during the working day. The daily activity report is essentially identical to the journal sheet that most of us are used to in the one-write accounting system. It identifies the unit number, the amount of money paid, the form in which it was paid (cash or check), the paid-through date, how much is rent, tax, lock sales, lock taxes, late fees, etc. And it provides a totalization and a bank deposit amount. The daily journal may also be prepared at this time. This is an accounting recap of the day's events.

Thus, for example, in a simple transaction in which someone pays rent, the cash account would be debited and the rental income account would be credited. A machine with a well-tuned program will also show the distribution of this rental figure. How much of it was rent paid in arrears, how much for the current period and how much paid for advance rental periods. By maintaining these numbers, and utilizing the numbers we've referred to, it becomes feasible for us to look at the amount of rent that we have actually taken in and find out why this rent differed from what we might have anticipated.

Continued on Page 42

## Today, more than ever, professional mini-storage operation is mandatory.

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Buzz Victor

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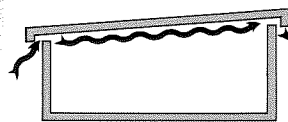
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# \$ MONEY MATTERS

## STEERING A COURSE TO THE BRASS RING

By Michael Strausser

Watch children on a merry-go-round as they try to grab the brass ring. First up, then down. They nearly always miss the mark. Sometimes they pick a horse that doesn't move at all. They could get that ring...if they picked the right horse.

For many people in business, the same holds true. They have frequent ups and downs, a lot of near misses and too few successes. Like the child on the merry-go-round who is dazzled by all the colors, lights and sounds, they pick a horse on impulse. Usually, it's the wrong horse and the consequences are the same: no brass ring.

John Paul Getty made millions in the oil business. Charles Schwab was one of the great steel tycoons. Though they were very different men, they shared one not-very-well-kept secret that helped them and many others make their dreams come true. They set specific goals and plotted a course to reach them.

### CHOOSING YOUR DESTINATION

Before you leave port on your journey, it's a good idea to know your destination. So decide. Decide what you want and where you want to be. Be specific. Write it down. If your goal is becoming a millionaire by your 40th birthday, write that down. Committing your goal to writing fixes it in your mind. It becomes the beacon in the harbor that says you have arrived.

You can be tempted to set your sights too low, focus on easy targets and assume obstacles will block you. But remember the resources you have backing you. If you own a successful mini, but don't have the capital to build a second, don't overlook the equity you've built in the first one. Don't

ignore your successful record that attracts others looking for the opportunity you can provide. Limited partnerships, joint ventures with architects, contractors, or attorneys, or ventures with the property owner, may offer you greater opportunities to reach your goal.

While your goal should be realistic, some incredible results are still possible. If you took six months to build your first 40,000 square foot mini, maybe it is unrealistic to expect 1,000,000 square feet of mini-storage in a year. But it is possible. Better to set your goals too high and achieve some of them than to set your sights too low and miss vital opportunities.

### SMOOTH SAILING TO SUCCESS

Chart your course through the unknown with a business plan. Ship's captains don't leave port until they have mapped out the best passage. Truckers plan their route before they get in the cab. Businessmen need a plan to get where they want to go with minimum wear and tear.

The business plan details your route and pinpoints your destination. It also shows bankers and potential investors what you expect to accomplish and how you intend to do it. It proves your goal is realistic and that you have considered contingencies for emergencies with an explanation of how day-to-day operations contribute to the ultimate goal. Finally, your business plan helps you develop your own management talents, which you can apply to bigger projects down the road.

### DETAILS TO HELP

What business are you in? If that sounds like an easy question, don't be too sure. Do you want to serve only storage needs or provide some additional services? Will you serve the commercial market, the residential market, or both? Do you want to serve long-term residents, transients, upper, middle, or lower incomes? Should you offer secretarial service, mail, or some combination of them?

Your business plan should lay out in detail the sales potential of each location. You define the characteristics of the market in a profile. Is it urban, suburban, rural, business district, commercial, uptown, downtown, close to the customers, to roads, to other business and shopping?

Examine the competition. How many competitors do you have? What are their occupancy rates, ownership

turnover, income? What is the rate of failure? What is the past and future growth of the area? What are the pricing standards? Who are your strongest competitors, and who the weakest? Why?

If the market facts show a good potential, your plan should then detail how you expect to get the business. What will be the price and service image your operation projects? Will you offer other services? How will your prices compare to the competition's?

What about customer service? Are you completely self-service, or full-service, with mail, secretarial service and more? Do you want your managers to keep up a dialogue with customers or leave them alone? How will you handle collections?

Then there's advertising. What will you do to attract new customers? How will you increase volume from your existing trade? What advertising media will you use, and how often? What will you do to attract trade in off-seasons? What promotions will you stage for a grand opening and other events? What ads and promotions will you do on-site for the final point-of-purchase push?

### MANAGEMENT AND FINANCE

At this point you have a description of your market, what their needs are, how you plan to attract their business and how you plan to serve them. Now you need to detail the management and financial resources you will need to make it happen.

Who will run the business? What is their experience (include a resume)? What are they responsible for and to whom do they report? What are their goals? How do you measure their performance? How much will they be paid?

What will it cost? Start with how much money you will need for construction. Consider one-time start-up costs like utility and telephone deposits. In some places these run two and a half times the monthly bill, so be sure to check it out.


Next, what will it cost you to operate and maintain the business? Detail your payroll, including the oft-forgotten payroll taxes and benefits. Figure in the continuing expenses of advertising, maintenance, telephone, utilities, bad debts (there will be some), insurance, supplies, legal and accounting services, dues and subscriptions, depreciation, debt service and taxes. After your list

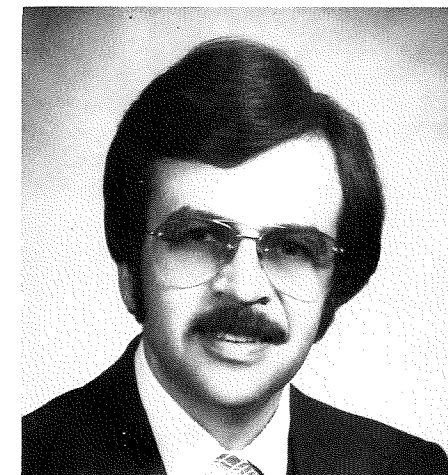
is complete, include the break-even point (the minimum amount of sales you need to cover expenses). Note other information such as collections practices.

After you have calculated the costs, prepare a cash flow projection based on your market facts. There are two parts, sales projections and expenses. Project them for at least one year, and subtract the expenses from projected income for your estimated profit (or loss). Expect some slow months and don't be surprised to find deficits during these times. The good months have to cover the bad ones. Just make sure that in your planning your working capital covers the cash flow required in slow times.

If you request financing, you will need to explain how much of the loan is to go for capital improvements and how much is to cover operating expenses. Since few businesses can immediately generate the cash to cover start-up costs, include enough of a cash reserve to cover the first months when you are building your business.

With this information you're ready to answer the \$64 question: What profit percentage will the business return on investment? What profit will you return on sales volume?

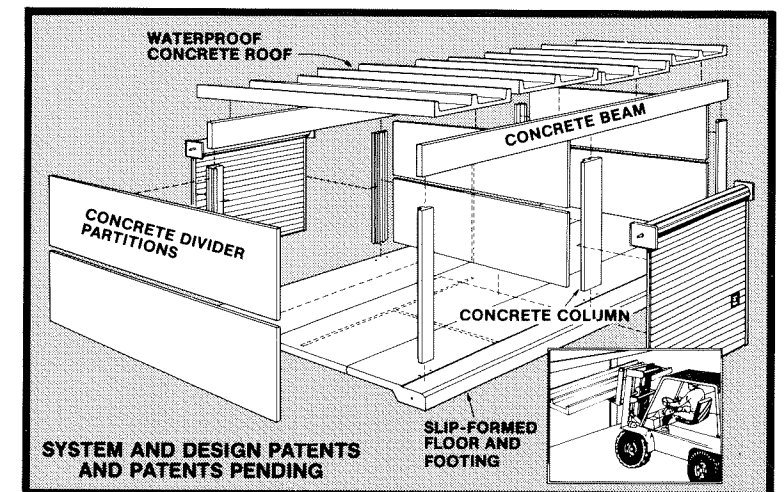
Detailing all this information sounds like a tall order. But it's a modest price to pay for setting the course to that brass ring. 



Michael J. Strausser is president of Economic Consulting Associates, Tempe, AZ. He specializes in market analysis for projected expansion. He has consulted extensively for the US Small Business Administration, US Department of Commerce and over 800 businesses. A frequent guest speaker for the SBA, he is a published author.

## INTRODUCING JOB SITE / SLIP-FORM CONCRETE TECHNIQUES FOR MINI-STORAGE CONSTRUCTION

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## COMPUTERS AND PUBLIC STORAGE ... SOLID INTEGRATION *By Paul King*

Public Storage Management, Inc., a wholly owned subsidiary of Public Storage, Inc., currently manages 191 mini-warehouse facilities totalling 103,500 spaces located throughout the United States and Canada.

As is the case with the industry as a whole, most tenants rent space on a month-to-month basis, with an average rental period of between seven and nine months. Given the scope of our business, we must record and account for approximately 300,000 tenant transactions annually.

Over the course of a year, we prepare approximately 45,000 checks to pay operating expenses to our vendors and profits to the owners. Each check is represented by an approved vendor invoice and becomes the document from which that check is generated.

From the collection of rents, recording of tenant transactions, and the payment of bills and profits, is generated a series of monthly reports that give us the ability to control to a great extent the profitability of the projects. Due to our size and volume of transactions, we could not possibly perform effective management without a computerized processing and reporting system.

In order to illustrate how and why a computer system is vital to Public Storage's management operation, it is necessary to examine the major elements of our system. The computerized system reflects the manner in which we perform the following functions:

1. Collection of rents
2. Payment of expenses and profits
3. The generation of operating reports
4. Preparation of financial reports

### COLLECTION OF RENTS

All rent collection activity is performed at each project. I'll define rental collection activity as the physical receipt of rent, the recording of that collection on a per-tenant basis and the deposit of the rent in the bank account of the owner.

We have used a write-it-once manual system at each facility to record the collection of rents and deposits as well as move-in/move-out activity. The system consists of a receipt, a ledger card and a cash transmittal sheet (two-part). An entry is written once and records all information on all three forms simultaneously. This system allows: (1) the tenant to receive a

payment receipt, (2) the project to have a permanent record of a transaction for each tenant (ledger card), (3) a record of all transactions for each business day (transmittal sheet). One copy of the transmittal sheet is maintained at the project; the other copy together with a bank-stamped duplicate deposit slip is forwarded to our home office for processing by the computer. We recently redesigned our write-it-once system to enable us to have a customized system for a mini operation. Information contained on the transmittal sheet is key punched and becomes the basis for monthly operating reports generated by the computer.

### PAYMENT OF EXPENSES AND PROFITS

All invoices for goods and services are approved by our area managers and forwarded to our home office for payment. Our accounts payable department key punches the approved invoice information directly through the use of on-line terminals which are connected directly to the service bureau computer. After all invoices have been keypunched, the checks and remittance advices are printed in our office via an on-line printer also connected directly to the service bureau computer. Check registers are also printed in our office and the information contained therein automatically becomes integrated into monthly financial statements.

### THE GENERATION OF OPERATING REPORTS

From daily cash receipts information are produced a series of monthly rental activity reports. These reports reflect the status of all spaces currently managed, with respect to paid-through dates, occupancy, vacancy, delinquency and prepaids. Our reports are operational in that they are used primarily by the area managers for auditing projects; i.e., pursuing delinquent tenants. The reports, because they are computerized, are usually ready for distribution to our field people on approximately the sixth of each month. I can't overemphasize the value of a computerized system, as we couldn't possibly produce these reports manually.

### PREPARATION OF FINANCIAL REPORTS

On approximately the 10th of each month, we print computer-prepared financial statements for every project

managed. Along with the statements, there are automatically prepared profit distribution checks made payable to the project owners. Between the 10th and 15th of each month, our accountants review and correct, when necessary, the financial statements and send them with the distribution checks to the owners. Without a computerized accounting system we would be unable to produce the financial statements and distribution checks before the 30th of the following month.

### IN-HOUSE VS SERVICE BUREAU

Throughout the first part of this article, I referenced a service bureau as the vehicle for our computer system. I would like to briefly explain why we chose a service bureau over our own in-house computer operation.

While our computer system and resultant output of reports appears very simplistic at first glance, it is, in reality, a highly sophisticated system from an operational point of view. It has taken us approximately two years of development and refinement to achieve the efficiencies we now enjoy. In 1979, when I joined Public Storage, we were using a service bureau for our processing, but on a much reduced basis; i.e., a greater percentage of our work was performed manually. At that time we managed approximately 75 projects and the system appeared adequate. When it became apparent that our company was going to grow at an extremely rapid pace, it was decided that the existing service bureau would be unable to handle our needs, and that an alternative system would be required.

After an extensive amount of research, we determined that the most cost-effective approach was to continue to employ the service bureau concept, with a different service bureau. Our research consisted of comparing three alternatives: (1) mini-computer; (2) large computer installation; (3) service bureau.

The mini-computer appears to be beneficial for small- to medium-sized companies. There are an abundance of canned programs available, and for those situations requiring modifications of existing programs or the creation of new programs, the programming is fairly easy. The system input (keypunching) can be performed by an employee, and the informational


storage system uses discs which take up very little space. The auxiliary printing equipment that is available with these computers operates at a fairly slow speed. However, the quality of the type is more than acceptable. The cost of these compact systems ranges from \$3,000 to \$8,000, and had it not been for the high volume of transactions we process, we would have purchased one of these systems.

A large in-house computer installation is very expensive. Usually, a system of this size is built around an IBM 370 System or an equivalent, and necessitates the creation of a data processing department or division. In order to operate a large computer system, programmers, systems analysts, equipment operators and key-punch operators, all specialists, are required. The main advantage of this type of operation is the speed with which processed information is received and the desirability of unlimited data storage capabilities, along with greater sophistication in data format presentation. I decided against this system strictly from a cost point of view. In my opinion, we could not justify this system until our monthly processing costs reached approximately \$50,000. At the present time, our costs are \$16,000 each month.

As I've said, the third alternative, an outside service bureau, was selected. The service bureau we selected is much larger than we could have installed in-house. The main attraction for us was their specialization in the real estate industry, and the development of those systems over a 20-year period. Another advantage is that we can utilize a large capacity computer and related equipment and draw upon the specialized expertise of programmers and systems analysts without the high cost of an in-house installation. When we changed to this bureau in 1980, we initially used the existing canned programs for the accounting part of our business. During the course of 1980 and 1981, they customized and reprogrammed these systems to meet our requirements at a cost of \$2,000. In 1982, we worked with them in the design and implementation of a customized rental information system for the mini-warehouse business. The cost of this system was approximately \$10,000, which was about one-third of what it would have been if we had an in-house computer operation.

Through the use of in-house terminals, linked to the bureau's computer, we input all accounts payable data. In the near future, we will also be able to input the rental information data in the same manner. We print all of our checks and about one-third of our reports in our home office. The balance of our reports are printed by the bureau and delivered to our office. When new remote printing equipment reaches a sufficient speed and cost ratio that is acceptable to us, we will acquire a high speed printer and print all reports in our office.

As can be surmised by this article, the computer is an integral part of our day-to-day management activity. In December 1980, we were managing approximately 110 facilities with an accounting staff of 12 people. Today, we manage 191 properties with an accounting staff of eight, with no projected increases in personnel until we are managing 200 facilities.

How have we doubled our business and at the same time realized a staff reduction of 33 percent? By developing our systems to perform all of the repetitive work possible, by attracting qualified and talented people and by utilizing all of the modern techniques that are available. By all means, the computer is fully integrated at Public Storage. 



*Paul King is the vice president and treasurer of Public Storage Management, Inc. A graduate of California State University, he has been in the financial areas of various real estate development and management companies for 13 years. King is also a licensed real estate broker in the state of California. While at Public Storage, he has been heavily involved in the design and implementation of customized computer systems for the mini-warehouse business.*

# SSSALUTATIONS

## NEWS OF THE SELF-SERVICE STORAGE ASSOCIATION



### DUGGIN TO HEAD SSSA IN 1982-83

Kenneth Duggin, SSSA director from Region 6, has been elected president of the Self-Service Storage Association for the fiscal year 1982-83.



Duggin, owner/operator of the Self Service Storage Corporation, Springfield, VA, served as chairman of the Bylaws and Corporate Affairs Committee during the past year.

### OTHER OFFICERS

The following were also elected to leadership posts for one-year terms beginning November 1: Robert J. Abernethy, Los Angeles, director representing Region 2, vice-president; George Field, Jr., Troy, MI, director representing Region 5, treasurer; Lloyd Schmeusser, Wilmington, DE, director representing Region 7, secretary.

### NEW PRESIDENT OUTLINES GOALS FOR THE YEAR

In discussing his goals for the upcoming year, President Duggin emphasized that his top priority will be to "address the members' needs through an expanded member services program." To this end, he plans to continue the statistical analysis of the industry, library resource center and legislative activity. Duggin stated that increasing the SSSA membership base continues to be another top priority. Regional activity will also be stepped up in an effort to provide more member services.

### PARTICIPATION ENCOURAGED

President Duggin welcomes input and suggestions from both region leaders and members. He also encourages those with an interest in particular Association activities to get in touch with him as there are many opportunities for committee service in the organization.

### SSSA BOARD MEMBERS ELECTED

Stanley B. Reed, Reed Development Co., owner of Chandler Mini Storage in Chandler, AZ, has been elected to the SSSA Board of Directors, representing Region 3.

Reed will serve a one-year term, completing the three-year term to which David Ebershoff was originally elected. Ebershoff, immediate past president of the Association, will continue to serve on the Board in 1982-83 as director-at-large.

### HOWARD ELECTED TO SECOND TERM

Region 8 has elected Kevin Howard, ULI Management, Inc., Portland, OR, to serve a second term on the SSSA Board of Directors. Howard, who served on the Board during fiscal 1981-82, will continue to represent Region 8 through October 1985.

### CALIFORNIA WOMAN TOP RECRUITER

Top recruiter for SSSA's 1982 membership drive was Lea Elkins, membership chairman for Region 2. The Californian was recognized during SSSA's 8th Annual Convention for her outstanding achievement.

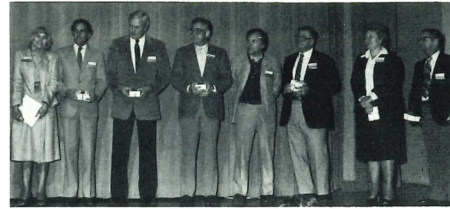
For her efforts in attracting more than 40 new members to the Association since February, Ms. Elkins received a commemorative plaque and an expense-paid trip to the convention in Nashville.

A widely-known real estate broker specializing in mini-storage properties, Ms. Elkins was also featured on the convention program, discussing mini sales and valuation.

### OTHER MEMBERSHIP AWARDS

Awards were also presented to a number of other leading membership recruiters from throughout the Association. These included: Jack Brown, Trachte Building Systems, Madison, WI; J. Gordon Corn, Corn Development Co., Denver; Hardy Good, MiniCo, Phoenix; Jack W. Kidd, Kidd Development Co., Birmingham, AL; Joe Kormos, Trojan Self Storage Ltd., Burlington,

Ontario, Canada; Beverly Paulette, Usable Space Associates, San Antonio; Paul Rawley, A AAA Key Self Storage Corp., Dallas; Sam Sisisky, Rent A Space, Inc., Old Mystic, CT; Buzz Victor, Mini Storage Alarm Co., Denver.



Top membership recruiters (left to right), Lea Elkins, J. Gordon Corn, Jack W. Kidd, Hardy Good, Joe Kormos, Sam Sisisky, Beverly Paulette, Paul Rawley

### NEW MEMBER GAIN HITS 27 PERCENT

The Association has achieved a 27 percent gain in new members in just nine months.

Membership Chairman Kevin Howard, who kicked off the membership recruitment drive last February, noted that this very successful effort had exceeded its goal by seven percentage points by the end of the 1982 convention. He added that after processing the additional applications for membership, the gain in new members would be up around 30 percent.

Howard also pointed out that, in addition to new memberships, the year witnessed a corresponding gain in paid-up members through the re-affiliation of former members. Overall, this meant the achievement of a 45 percent gain in paid-up memberships during the fiscal year.

### RECORD ATTENDANCE AT EIGHTH ANNUAL SSSA CONVENTION

Lloyd Schmeusser, 1982 convention chairman, reports that 716 persons attended the Self-Service Storage Association's 8th Annual Convention in late October in Nashville. The number breaks all records for previous convention attendance.

Schmeusser noted strong interest in both the programs and exhibits and added that the convention attendees represented several countries including the U.S., Canada, Australia and West Germany.

### CONVENTION AVAILABLE ON TAPES

1982 convention presentations on taxation, construction, management and

marketing are all available to SSSA members on audio tapes. To order tapes for your library, please contact SSSA Headquarters, P.O. Box 110, Eureka Springs, AR 72632; (501) 253-7701.

### SSSA CODE OF ETHICS SUBMITTED TO MEMBERS

SSSA's Board of Directors has submitted for consideration to the membership a proposed Association Code of Ethics.

The proposed new code was introduced to the membership on October 22 at the Association's Annual Meeting in Nashville by Paul Rawley, SSSA Director representing Region 1, chairman of the Association's Industry Standards and Ethics Committee.

The proposed code was also published in the November SSSA newsletter. Rawley has requested that members who wish to make suggestions on the proposed code put their comments in writing and send them to SSSA Headquarters, P.O. Box 110, Eureka Springs, AR 72632.

### EXHIBITOR AWARDS WON BY YOUR ATTIC, ANCOR METAL

Your Attic of Troy, MI (multiple booth) and Ancor Metal Forming, Ltd. of St. Catharines, Ontario, Canada and North Tonawanda, NY (single booth) were cited for the most effective innovation and creativity in the design and execution of their exhibit booths at SSSA's 8th Annual Convention and Trade Show.



## REGION EVENTS

**Region 1 Seminar and Meeting**  
April 19-22, 1983  
Westin Galleria hotel  
Houston, TX

**Regions 2, 3, 8 Joint Meetings**  
May 20-21, 1983  
Queen Mary Hotel  
Long Beach, CA

December 2-3, 1983  
Jack Tar Hotel  
San Francisco, CA  
Contact: Pat Braddock  
(415) 543-0645

**Region 6 Winter/Spring Seminar**  
March 10-13, 1983  
Dutch Resort Hotel

Lake Buena Vista, FL  
Contact: Eric Moser  
(404) 393-3604

**Region 7 Annual Seminar**  
May 25-27, 1983  
Tropicana Hotel  
Atlantic City, NJ  
Contact: Harvey Gleeksman  
(201) 750-1441

The presentations were made by Convention Chairman Lloyd Schmeusser at the Awards Luncheon on October 22 in Nashville. The winning entries received commemorative plaques as well as traditional blue ribbons for their booths.

### REGION FIVE ELECTS NEW PRESIDENT, DIRECTORS

The newly constituted Region 5 board, meeting in Nashville on October 23, elected Robert Soudan, Wheeling, IL, as president; W. Bruce Hubbard, Wayzata, MN, as vice-president; Joseph Neely, Ann Arbor, MI, as secretary and Gerald C. Forstner, Cleveland, OH, as treasurer.

Region 5 also elected a new Region board of directors consisting of: Gordon Burnam, E-Z Stor-All, Columbia, MO; W. Bruce Hubbard, Minnesota Mini Storage, Wayzata, MN; Joseph Neely, Stowaway Self-Storage, Ann Arbor, MI; Robert Miller, A Self Storage Center, Dayton, OH and Al Nichols, Capitol City Builders, Grimes, IA.

### FOUR ELECTED TO REGION 8 BOARD

President of Region 8, Jo Ann Harper, has announced four new members elected to the Region 8 Board of Directors. They are: Lynne Mishler, ULI Management, Portland, OR; Dave Azobe, Morris Pihl Co., Seattle; Bob Beckes, American Mini Storage, Bellevue, WA and Bernie Hatt, Alltech Management Systems, Seattle.

### SSSA TO PROVIDE MESSENGER TO MEMBERS

SSSA President Ken Duggin and Member Services Chairman George Field have announced Association members are now receiving THE MINI-STORAGE MESSENGER as a member service of the trade organization.

Beginning with this, the January/February

1983 issue of the bimonthly publication, THE MESSENGER will be mailed to each SSSA member, with the cost of the publication included in the annual dues structure.

"We feel this is a tangible benefit to each of our members," Duggin said. He pointed out that "THE MESSENGER is a universally respected voice in the industry—a continuing source of information on new trends and events which impact on self-service storage."

Duggin added that the provision of new and valuable member services is a top priority for the coming year. "Members will be seeing a definite upgrade in both the quantity and quality of SSSA's member services package. The inclusion of THE MESSENGER in that package is an important first step in our overall program," he said.

### CURRENT SUBSCRIBERS ELIGIBLE FOR REFUND

Member Services Chairman Field explained that those SSSA members currently subscribing to the magazine are eligible for refunds on the unused portion of their subscription, starting with the March/April issue.

"If you have paid for the magazine and your subscription has some time yet to run, you may contact THE MESSENGER by writing to 8152 N. 23rd Avenue, Phoenix, AZ 85021 or calling, toll-free, 1-800-528-1056, in Arizona 995-4437, to terminate your subscription and receive a refund on the unused balance.

"Of course," Field said, "you may want to retain the additional subscription to share the magazine with a friend or associate."

Members of the  receive each issue of THE MINI-STORAGE MESSENGER as a member service provided by the Association. For information on joining the Association, please contact SSSA Headquarters, P.O. Box 110, Eureka Springs, AR 72632-0110, or call (501) 253-7701.

*The provision of this publication to its members by SSSA should not be construed as agreement with the viewpoints and/or opinions expressed in the magazine's pages, nor as an endorsement of the products and services advertised therein.*

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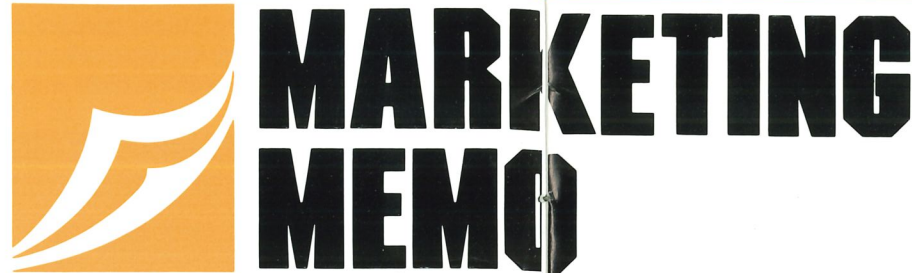
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**HOW TO SELL THE  
"SAME OLD THING"**

By Allan Starr

Many times, in talks and writing, we've proclaimed "a good product is the best marketing tool of all."

Though we have no intention of abandoning that precept, now we'll take up (as commentator Paul Harvey says) "the rest of the story." Meaning, how to sell what amounts to *the same product* as your competitors.

No better example of an industry that has traditionally been faced with this can be found than banking. Banks, essentially, sell the same thing: savings and checking accounts, loans, T.C.D.'s, safe deposit boxes, etc.

The self-storage industry, though only in well developed markets, is—for the first time—beginning to experience the existence of competition as a factor. Like banks, they are selling "the same thing" as competitors. Superior facilities, or, rather, those *perceived* to be superior can (and do) draw business away from competitors whose location may be more convenient for some consumers they ("superior" facilities) are able to attract.

Banks do it with catchy advertising slogans, premiums and giveaways, decor and anything else effective in persuading prospects they are a better place to do business.

Sometimes, the same effect can be achieved by simply pointing out to the public a product or service that competitors have, but aren't promoting effectively.

Case in point: Recently, a major airline had a special \$249 round-trip fare from Phoenix to several destinations. The offer, of course, was available directly from the carrier, or through any travel agency.

In the travel section of the local newspaper, a few agencies ran ads to the effect:

*Phoenix to Detroit, Chicago, Nashville, etc. \$249*

One agency, however, ran an advertisement headed:

*Airfare Sales Ends Friday!*


This ad then listed, in columns, the various destinations available and the rates for regular coach and excursion, which, naturally were far higher. The third column was headed "Our Fare," and listed \$249 for each destination. The last column was headed "You Save," and showed the difference between regular coach and the \$249 special. In the case of Detroit, for instance, this was a whopping \$373.

It's a safe bet that the first category of ads did not work effectively because they lacked the key element of *perceivable value*. It is also a fact that the second advertisement detailed above did work excellently (800 calls in three days).

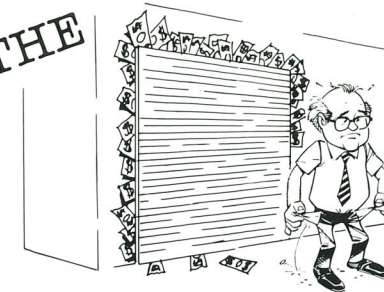
Based on the above example, the conclusion one must reach is that while a good product is mandatory (in a competitive market), relating what it is *you have* in a persuasive manner (even if others have it, too) is every bit as important.

When you don't have the "only game in town," as is becoming the rule rather than the exception in self-storage, the key to an increased share of market lies in doing a better job of marketing. This is no less true when, like the banks, the product is similar or identical. It's a fact of life with which the mini-storage industry is beginning to come to grips.

Next time we'll cover ways to bring the occupancy level up to the expectation level.

MARKETING THOUGHT: The reason they haven't bought it may be that they don't know you have it. 

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**AUCTIONEER: JACK LAHAIE  
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# FINDING YOUR WAY THROUGH THE COMPUTER JUNGLE

...with Brooks Hilliard



## HOW TO AVOID "STRIKING OUT" IN YOUR SEARCH FOR A PROGRAM —AND THE RIGHT VENDOR

There are three basic mistakes often made by first-time computer buyers; selecting equipment (hardware) before programs (software); developing software from scratch that has already been written by someone else; and being a "pioneer." The following paragraphs deal with each of these in turn.

### COMMON MISTAKE #1: SELECTING "HARDWARE" BEFORE "SOFTWARE."

Almost every major computer manufacturer makes good equipment which will function reliably for several years if used properly. Most of them also have adequate-to-outstanding service organizations. In short, it's easy to find good equipment. But good equipment without programs is like a Cadillac without roads; a great piece of hardware, but useless.

Good programs, on the other hand, are very difficult to find, and even harder to develop. So it makes sense to find a supplier who has already developed good programs, and to buy the appropriate hardware. Fortunately, there are several vendors who have developed programs for other mini-storage companies similar to yours and have installed them several times already.

This article suggests how you can find these computer suppliers and select the one who is best for your operation.

### COMMON MISTAKE #2: DEVELOPING SOFTWARE INSTEAD OF BUYING IT.

There are four dollar-saving reasons to buy software rather than develop it. Any one of them would be enough, but together they are unbeatable:

- If you can buy all of your program from one reputable company which will support it, you can usually do without a data processing staff.
- When you buy software that has already been installed in several other similar businesses, you can begin using it almost immediately.
- Software development commonly takes two to four times as long to complete, and costs two to four times as much as planned. And it can be worse if you have no experience in managing a software development program.

• For the first several months, new programs cause more headaches than smiles.....often lots more. All of these reasons (except the first one) apply to even the most experienced computer users, but they apply even more to first-time buyers like you.

### COMMON MISTAKE #3: BEING A "PIONEER."

A famous entrepreneur once advised, "Learn to shave on somebody else's beard." Similarly, you should never buy from a computer company that's checking out its "latest and greatest" at your expense. Small businesses often take chances that larger companies wouldn't even dream of. But buying a computer is the wrong place to take those risks. If no vendor has everything you need, pick the one whose proven capabilities match your highest-priority requirements, and make sure any changes which are required are in areas less critical to success.

### SIDE-STEPPING THE THREE MOST COMMON MISTAKES.

Approach is the key to successfully avoiding these traps. Focus attention on the areas where the computer can make the biggest profit contribution to your company and be more flexible about the others. Find computer vendors who understand the keys to success in your line of business, who have already put together software solutions that make sense, and who have in-

stalled them in other companies like yours.

### FINDING COMPUTER VENDORS WHO UNDERSTAND THE MINI-STORAGE BUSINESS

Most good vendors are software companies, rather than the hardware manufacturers, and their sales literature and presentations center on mini-storage reporting and operations, not on the "great general ledger and payroll packages" they have. Their management usually includes people who have had a history in the mini-storage business before they ever got involved with computers. Their president is usually an entrepreneur with a good business head, but not the brightest computer analyst in the organization. In most cases these organizations were started with the help and financing of one or two mini-warehouse operators who were willing to go through a very trying start-up phase. Unfortunately, not every company that started this way succeeded. You want to find one who did (and not one where the outcome is still in doubt).

Most of the companies that fit this description sell systems built around small computers which they buy at a volume discount and sell at list price in a "turnkey" package with the software they have developed. The term turnkey is meant to imply that a user can install the system, turn on the key, and start running immediately. Don't be fooled, almost every small business systems supplier now claims to be turnkey, but only a few really are. Some of these types of vendors claim they "specialize" in several industries. While this may be true, unless the industries are very closely related, there's good reason to be skeptical.

### WHERE TO FIND VENDORS WHO CAN MEET YOUR NEEDS.


Unfortunately, the kind of suppliers who most often can provide the best and most appropriate solutions for your business needs are often the hardest to find. Few of them advertise heavily, and most have small sales staffs. They rely on referrals from existing customers to get new ones.

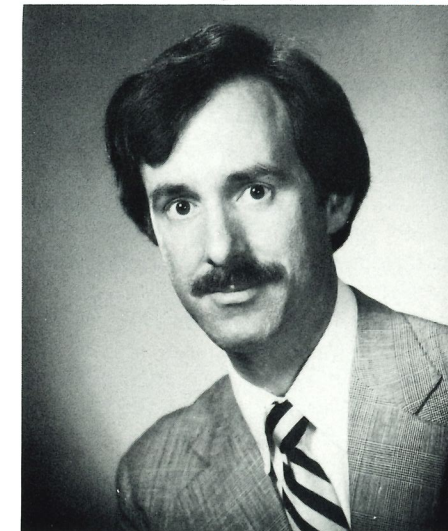
There are basically three places to find out about these vendors: through your trade sources, through computer trade sources and in vendor directories. A computer consultant can often save you time and money with this search because he knows many of the sources,

he can screen out the unacceptable vendors quickly and he has the directories. If you do the search yourself, be careful. Friends in the industry will often tell you their system is the best even if it isn't (because they don't want to admit otherwise), and the computer sources will try to sell you their own products instead of the ones you should have.

### DON'T WASTE TIME ON THE "DUDS."

As you are searching for vendors, several will come up that seem promising (or claim to be), but aren't. Throw out any vendors who don't understand your business. Don't consider any that are financially unstable. There's nothing worse than having a great system (with a few bugs) written by someone who later went broke and is now a rodeo cowboy in Montana.

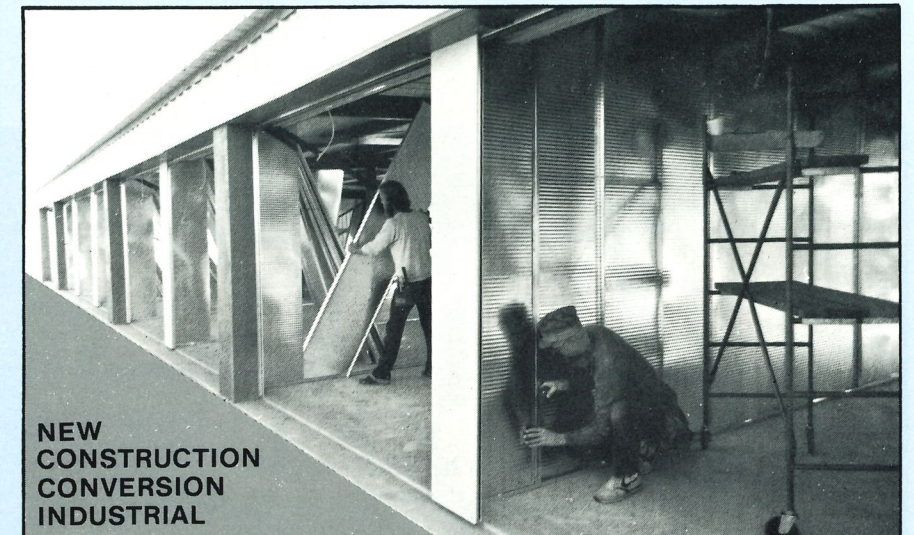
Don't waste time on vendors who want to develop a system using your company as the pilot installation (unless you have a lot of money to spare), or who want you to be the second or third customer for a system that was custom built for someone else. Their second, third, etc. customer, whoever that is, will go through a lot of agony attempting to adapt the software from a custom installation to programs that are useful for a large number of companies. Often everything will be re-written from scratch (with much pain) somewhere during that process. 



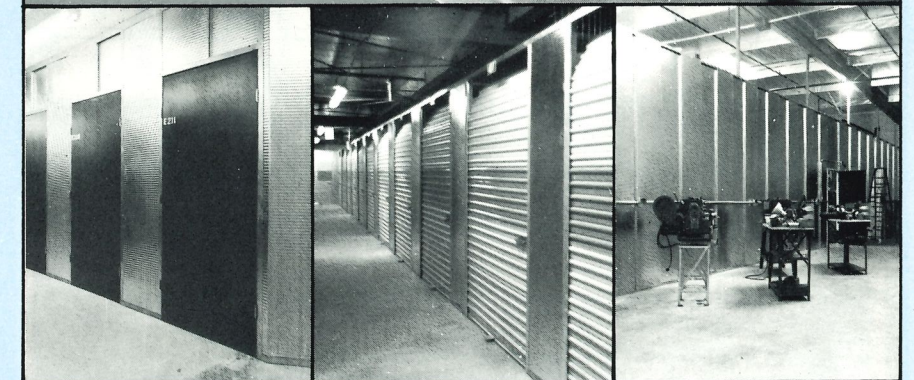
Brooks Hilliard is founder and president of Business Automation Associates, a Phoenix-based firm devoted to helping businesses select and use the right computer. In the computer industry since 1965, he has an MBA from Harvard Business School, with emphasis on small business management and marketing.

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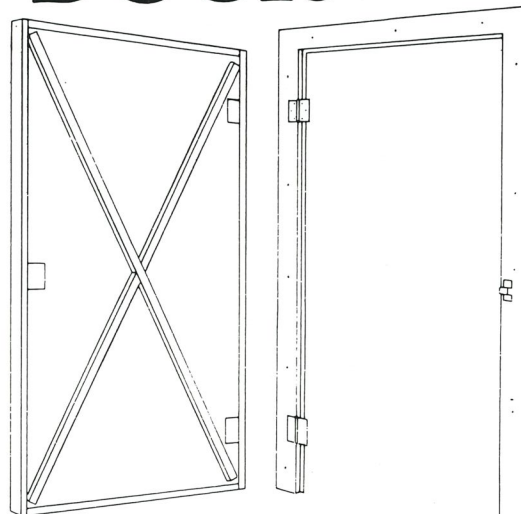
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**LEGAL BRIEFS**

By Carlos Kaslow

The state Supreme Court of Montana recently took a look at the self-storage industry from the unusual perspective of criminal procedure. The decision of the Montana Court sets a high water mark in judicial protection of an individual's right to privacy and the exclusion of evidence in a criminal proceeding when obtained from a violation of such rights.

The case involved a self-storage tenant of a Billings storage facility, named Van Heale. Van Heale apparently used his storage unit only for storing two suitcases. This unusual use of his storage space came to the attention of the resident managers one evening around closing time. The distaff half of the husband-and-wife management team was making evening rounds to make sure everyone had left before locking up. When she came to Van Heale's space, it looked like he might still be there. She called out to him and knocked on the door of his unit. She got no answer. His space was not locked, so she opened the door. Standing in the space was a man with a .38 Cal. pistol, pointed at her.

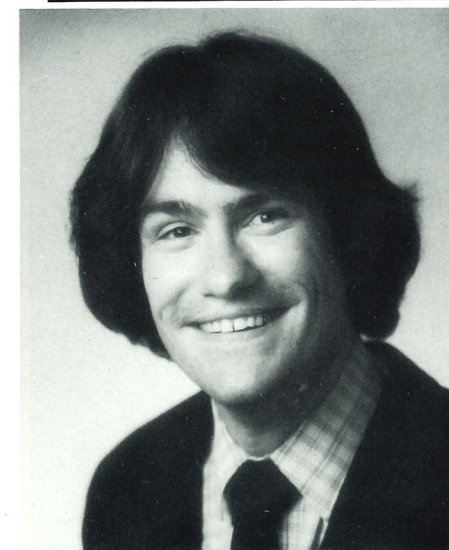
Fortunately, another tenant was at the facility and came to the manager's aid. He escorted her away from Van Heale's storage space and to the office. Van Heale left the facility immediately after locking up his storage unit. The police were called and began an investigation of this unusual assault.

Three days later, the husband of our assault victim opened Van Heale's storage unit. Inside were two suitcases his wife had seen earlier. He opened the suitcases and discovered they contained a wide assortment of prescription drugs. The police were again called and told what the manager had found. A search warrant was obtained and the police confiscated the contraband.

A few days later, Van Heale was apprehended and charged with aggravated assault and criminal possession of dangerous drugs with intent to sell. Van Heale was convicted of both crimes at trial. He was given long prison sentences for the crimes.

The drug conviction was appealed. Van Heale's attorney contended that his conviction should be reversed because the search of his storage space by the manager was a clear invasion of his client's right to privacy. The police "were able to gather the evidence upon which the drug conviction was based only as a result of the clearly illegal act of a private citizen, the storage facility manager," he contended. He also argued that the manager was in no position to determine whether the suitcases contained illegal drugs, or legal substances.

In a break with every other Court in the nation, the Montana Supreme Court held that the search was illegal and the evidence should be suppressed. The



D. Carlos Kaslow is employed by Deans & Homer, managing insurance underwriters. He is a member of the California State Bar and practiced insurance law in California before joining Deans & Homer in 1978.

conviction was reversed.

An interesting footnote to this odd criminal case should give every self-storage operator pause to think. During the argument of this case before the Montana Supreme Court, one justice asked the prosecuting attorney what protection a citizen had from illegal invasions of privacy by another citizen if the exclusionary rule was not applied. The prosecuting attorney contended that such acts of private citizens were a civil wrong and that the victim of a wrongful invasion of privacy could sue the wrongdoer.

The Montana Supreme Court apparently did not think much of this remedy. However, Van Heale's attorney thought enough of the idea to bring suit against the self-storage facility and its managers. The complaint requests that the plaintiff be reimbursed for his legal expense in defending the criminal action, his loss of wages for the 15-year sentence he received, and the emotional trauma resulting from his imprisonment. The Atlas Assurance Company of America is now defending this most unusual lawsuit on behalf of the self-storage operators.

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# INSURANCE



# ISSUES

By Don Michelman

I was happy to learn, during the Self-Service Storage Association convention in Nashville, that there are many who are thinking about planning or building new mini-storage facilities, as well as some who are adding on to their present facilities.

This lead to discussions about possible losses that could occur during the construction period. Did you know that even during the course of construction you could suffer a loss of potential income?

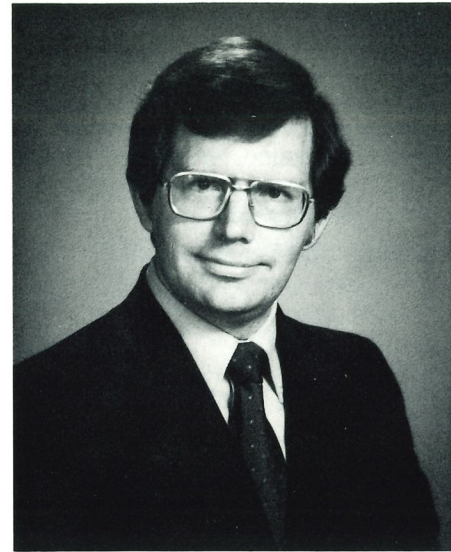
You may be familiar with Builders' Risk insurance (also known as Course of Construction) that provides coverage for a facility under construction should a fire or other covered loss occur. You may also be familiar with Business Interruption insurance, which is to replace the operating income of a business during the period when damage prevents income from being earned. If an operating mini-storage facility had to close for several months due to a fire, for example, the income that would have been generated from the rental fees would, of course, be cut off.

Business Interruption insurance can also apply in a situation where a fire or other covered loss delays the completion and opening of a new facility or an addition to an existing one. There would be a loss of (potential) income since you would not be able to open and lease spaces on the original projected date. Business Interruption insurance should be a part of your insurance policy.

If you are concerned enough to protect yourself from damage to your new facility, then you should also be concerned enough to protect yourself against "damage" to your potential income.

One of the nice things about this

coverage is the cost. It should only be a small part of your total policy premium. **mi**



Don Michelman is general manager of Mini Storage Insurance Corporation of Phoenix. He received his bachelor's degree in Engineering from Iowa State University and his master's degree in Business Administration from the University of South Dakota. Michelman has been involved in the insurance field for the past 10 years as assistant commercial lines manager for the Travelers Insurance Companies and an independent agent.



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# TULL'S TAX TIPS

## ALL ABOUT TEFRA

For the fourth time in less than seven years we are faced with a new piece of tax legislation.

"The Tax Equity and Fiscal Responsibility Act of 1982," or "TEFRA," was adopted with the objective of (1) raising revenues, (2) ensuring that both business and individual taxpayers pay a fair share of taxes and (3) charging groups benefiting from specific government programs with the cost of those programs.

Most of the provisions of TEFRA will result in increased taxes. The Economic Recovery Tax Act of 1981 (ERTA) generally reduced taxes and made major changes in direction in U.S. tax policy toward capital formation, savings and investment issues. Taken together, TEFRA will limit and reduce some of the tax reductions and incentives introduced by ERTA, but will not completely eliminate them.

Several changes previously proposed by the administration have been incorporated in their final form in the new law. In the July/August MESSENGER we reported on those proposals affecting the construction industry. The finalized provisions are as follows:

## COMPLETED CONTRACT REPORTING

Under current tax regulations, taxpayers with "long-term contracts," i.e., builders, contractors and certain manufacturers, are entitled to report income for tax purposes using the completed contract method of accounting. Under this method, income from a contract is deferred until the contract is completed and accepted by the customer.

The new law limits the potential for benefits under this method of accounting by directing the Treasury to modify current regulations on:

- When a contract is considered completed.
- When separate agreements should be treated as a contract.
- When one agreement should be treated as several separate contracts.
- The types of costs required to be deferred as contract costs, instead of being deducted currently.

The provisions related to increased inclusion of contract costs, although quite important for some taxpayers, will not apply to certain small (construction) contractors (less than \$25 million of annual gross receipts for each of the prior three taxable years) or to contracts not exceeding three years for real property and two years for others. This should relieve a significant number of manufacturing and real estate contractors from the burden of revising their methods of contract cost allocation. The new regulations have not yet been published, but will apply to all taxpayers in taxable years beginning after December 31, 1982.

## CAPITALIZATION OF CONSTRUCTION PERIOD INTEREST AND TAXES

In the interest of more consistent treatment of individuals, corporations and partnerships, Congress agreed to extend certain expense-capitalization requirements to corporations. Previously, individuals, personal holding companies and Subchapter S corporations were required to capitalize interest and real property taxes attributable to the construction of real property. Those expenditures were then amortized over 10 years. Now, that treatment is extended to corporations, and applies to construction begun in taxable years beginning after December 31, 1982.

The additional coverage for corporations under this provision is limited to nonresidential construction, and some transition rules apply.

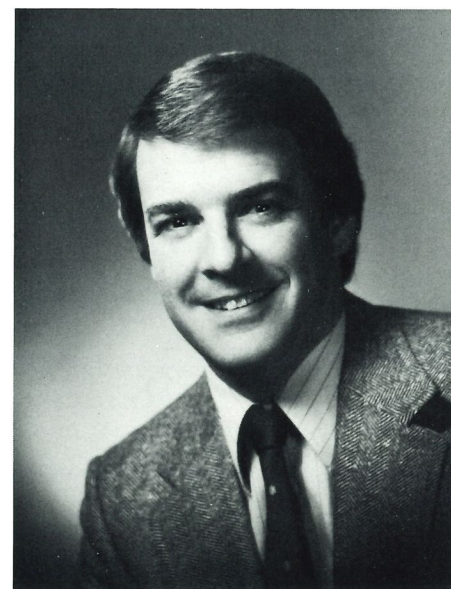
There are many additional changes made by TEFRA. The following is a brief summary of some of the major changes:

## CHANGES PRIMARILY AFFECTING INDIVIDUAL TAXPAYERS:

1. Expansion of alternative minimum tax, coupled with repeal of the present "add-on" minimum tax.
2. Reduction and simplification of medical expense deductions. Effective for years beginning after December 31, 1982, the "floor" for unreimbursed medical expenses will be raised from three percent to five percent of Adjusted Gross Income. Also, the provision allowing a separate deduction for one-half of health insurance premiums up to \$150 has been deleted.

Premiums will be treated as other medical expenses subject to the new five percent floor.

Effective for years beginning after December 31, 1983, the separate floor of one percent of AGI for medicine



*John Tull, C.P.A. is the managing partner of the firm Mackey, Shaphren & Tull. He graduated from Arizona State University in 1973 with a bachelor's degree in Accounting and has been with the firm since that time. He has extensive tax-accounting expertise, and knowledge of the self-storage industry, and is a regular contributor to THE MESSENGER.*

and drugs will be eliminated and "medicine and drugs" will include only prescription drugs and insulin.

3. Reduction of casualty loss deductions.

The new law retains the current \$100 deduction per each occurrence. In addition, a substantial additional floor on total losses has been added. Only total losses in excess of 10 percent of AGI will be deductible in years beginning after December 31, 1982.

4. Changes in taxation of deferred annuity and universal life insurance contracts.

If the holder of an annuity contract withdraws sums before the annuity starting date, such amounts now will be deemed to be income earned on the investment in the contract, measured by the cash value over the holder's investment in the contract at the time of withdrawal. The changes in taxation of universal life insurance contracts were intended to ensure that they operate more as life insurance than as investment vehicles.

## CHANGES PRIMARILY AFFECTING BUSINESS TAXPAYERS:

The act has many varied and complex provisions affecting businesses in general and even more affecting those which take the corporate form.

Generally, the provision of the new law which will have the most effect is that regarding investment tax credit (ITC).

Under the current law, a business which purchases an asset is entitled to tax credit equal to 10 percent of the cost of the assets (assuming five year or longer life). Even while taking the ITC, the business may then depreciate the entire cost of the asset.

Under the new law, the basis (i.e., cost) of the asset must be reduced by one-half of the ITC (and some other credits). This basis is then used to calculate depreciation and gain on sale. The reduction is considered to be depreciation when computing gain. To make matters worse, other rules apply if the business were to recapture all or part of the ITC previously taken or if the ITC may not be used because of losses, etc.

Comment: The record-keeping requirements associated with this provision could be a nightmare. It is possible that in addition to keeping the above records, a business may have to keep

a separate set for state tax and one for financial records.

The act does provide one option which may solve the problem for some. That is if you elect to take an eight percent credit (on five-year property or four percent on three-year), the adjustments outlined above need not be made.

Under the new law, the amount of ITC (in excess of \$25,000) which may be taken has been reduced from 90 percent of the tax liability to 85 percent of that liability.

The leasing provisions enacted under ERTA (1981) have been greatly modified. They also create a new tax lease called a Finance Lease. These rules are complex, but must be considered when leasing property.


The act addresses (hopefully once and for all) the tax status of real estate salesmen and other direct sellers—they are independent contractors. Rules regarding such classification are complex, but not burdensome. Care should be taken to comply with them.

## CHANGES TO PENSION AND PROFIT-SHARING PROVISIONS:

Major changes have been made in the tax-qualified employee-benefit plan area. The changes generally create a parity between the corporate plans and the HR-10 (Keogh) plans. Restrictions have been placed on borrowing from the plans. Plans designed to favor key employees (designated as "top-heavy" plans) will have to meet new and significant restrictions and minimum benefit requirements to remain qualified.

Deductible contributions for years beginning after 1983 will be the lesser of 15 percent of earned income or \$30,000 (\$45,475 under current law) for defined contribution plans. For defined benefit plans, the contribution limitation will be \$90,000 (\$136,425 under the current law).

TEFRA also made changes to increase unemployment taxes, establish clear tests for clarification of individuals as independent contractors and to increase cigarette, telephone and aviation excise taxes.

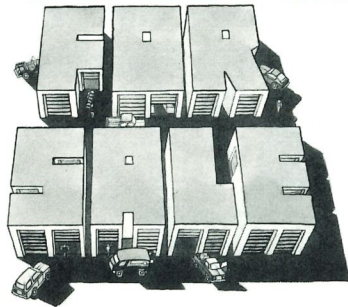
Because of the significance of the changes, numerous effective dates and transitional rules, taxpayers affected by the changes should carefully examine the new rules in relation to their specific situations. 



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# HOW TO SELL YOUR MINI-STORAGE

—PART 3



By John Butler

Your policies during the marketing period are a very important part of the overall marketing plan and may be somewhat different than your prior procedures. Since our investor is buying an income stream, the whole concept here is to increase cash flow.

As Confucius, or Benjamin Franklin, or someone, once said: "A full rental property is better than an empty one." Obviously, occupancy must be maximized during the marketing period. In order to attract the highest number of potential buyers, I use a check list for my sellers which encompasses a wide variety of items which are designed to increase occupancy and make the property more marketable.

One key point should be stressed: A seller should **never** claim a number or duration of tenancy that cannot be proven with records. If it doesn't bother him morally or ethically, it may bother him legally.

I have declined to market otherwise very saleable mini-storages for this reason. In one case, the seller spent a tremendous amount of time, energy and money filling out false rental agreements, putting locks on the appropriate units, inserting the renter cards into the tenant file, doctoring the financial records and so forth. Because he didn't have the occupancy he was trying to display, he had to save enough units for the bona-fide prospective tenants who came along, and the whole thing became a nightmare.

Wouldn't it have been much simpler (and a lot less risky) to implement a legitimate occupancy-increase program?

I've had excellent success with a check list that has three main areas for potential improvement: 1) the physical property, 2) the operation, 3) the income production. Basically, it's seeing the complex through the eyes of the buyer—a fresh, objective and thorough evaluation of the strengths and weaknesses of the project.

This type of approach is very difficult without the aid of another person, preferably one who is knowledgeable in the business and is conscious of protecting your best interests as the seller.

As I outline this program, please keep in mind that the worst thing that can happen is that your cash flow will improve, even if the property doesn't sell within your time frame. A further consideration is the costs, but these will either be recouped instantly upon the sale or through the income produced. Although I always check with the seller's CPA, many of these improvements are considered a cost of the sale, and therefore decrease the seller's adjusted basis for capital gain purposes.

1) **Physical Property.** A good rule to remember here is to "put your money where it shows." This does not mean ignore the roofs that leak, but added landscaping, new signage, painting, chip-sealing and things of this nature all affect the appearance. Check out the empty units. Sanding the concrete floors can make a big difference. Maybe the rental office can use some refurbishing. Be totally thorough and objective. Keep in mind that you are competing for the potential buyer's dollars with all the other income properties in your area.

2) **Operation.** This part of my checklist

is geared to marketing to tenants. If the tenant profile has never been looked at, now might be a good time. In other words, "What do my customers like? What don't they like? How can we improve our service to them?" I've done quite a bit of tenant sampling for sellers to find out first-hand why they chose our project over a competitor's.

A word of warning: Don't believe the overwhelming requests for longer access hours—every tenant would like to be able to come and go as the whim strikes them, so temper this request with practicality.

Some of the items that you might look at here are things like security. Can it be improved at a moderate cost? Could the unit mix be changed reasonably to better conform to the marketplace demand? Can check-in procedures be made more efficient? Would it save time to create "model" units near the rental office?

I feel that ongoing maintenance belongs in this operational section rather than the physical property area because the words, "deferred maintenance" reflect so adversely on any income property. Any item that needs fixing or replacement should be taken care of immediately during the entire marketing period. My rationale is that if there are obvious repair/replacement needs, what about the items that aren't so obvious? Have they been neglected, too? A further consideration is that the buyer will invariably overestimate these items, and the result will be a lower price to the seller.

After you've objectively reviewed the operational areas for improvement, the next step is to tell people about it. Hopefully, you've included your advertising agency on your advisor team, and they, of course, are the ones to tell you how to target on your prospective tenants. For example, you may realize through your tenant sampling that you'd like to attract more business users. This will influence your advertising approach and methods.

3) **Income Production.** It is at this point that the seller must critically examine his rental structure. If the rates are below market, this may be acceptable, as long as this fact is stressed to the buyer. It is always good if the buyer can count on some "instant upside." In your analysis of rates, don't just look at overall rates per square foot. The entire mix spectrum must be

# FORWARD



The next issue—coming your way in March, will be packed with some interesting articles and features on subjects you have asked about. Here are a few:

**MARKETING** Some methods used by successful operators to bring occupancy and income figures up to snuff.

**HOW TO BUY A MINI-STORAGE** John Butler, our resident REALTOR, points to the important things to note when considering such a move.

**INDUSTRIAL REVENUE BONDS** The whys and wherefores of these instruments are discussed by an expert.

**SOMEONE YOU SHOULD KNOW** We'll introduce to you one of the industry's leaders in our *Personality* feature for MARCH/APRIL.

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compared in a competitive survey, size by size, to accurately determine if rents are in line.

Below-market rents are not acceptable, however, if your occupancy is not correspondingly higher. This situation dictates a need in the marketing area. About two years ago, I was endeavoring to sell a complex with this situation. After our competitive analysis, we found that our larger units, although priced under the competition on a square foot basis, were not renting because the roll-up doors caused tenants to lose stacking space. We then did a cubic foot analysis and found our rates significantly higher. We put the rents in line, let potential customers know about it, and achieved excellent occupancy. The property sold in a few months.

Another area to be given a hard look at this time is the expense picture. The most effective way to do this is by following the checklist item by item, comparing internally, competitively and nationally to see that your dollars out, and percentages, are proper. The income area that is most often overlooked by sellers is non-rental

revenue. Is it comparable with other minis? It can be easily increased if you work at it.

Management consideration is such a critical factor in the implementation of your marketing plan that it cannot be overemphasized. Your management team interfaces on a daily basis with existing and potential tenants, so, naturally, they are in the best position to help with suggestions regarding occupancy.

It is extremely important for the owner to conduct an in-depth management review prior to even commencing his marketing program. If you haven't been doing this on a fairly regular basis, you might want to take this opportunity to critically examine your management team, and if personnel changes are necessary, now is the time to make them.

In most cases this action is not necessary, but it is necessary that proper operating procedures be introduced in writing, with a Management Policy Manual, so that the on-site people know exactly what is expected of them. This not only makes your ongoing business much more

streamlined, it makes any management changeover in the future much, much smoother. Another big plus of the written Management Policy Manual is that the potential new owner is able to see how it will make his transition much easier.

There are two schools of thought on informing the current managers of the intention to sell the complex. The old-fashioned view is that if the managers know that the property might be sold, they will feel that their position is in jeopardy and may adopt an attitude detrimental to the marketing process. For example, they may overlook normal maintenance procedures, become less than helpful with customers, seek other employment and things of this nature. For this reason, the owner may go to great pains to keep the managers from finding out that the property is for sale.

You, as an owner, will find this view difficult to enforce. More importantly, there is a much greater downside risk: If the managers find out that the property is being marketed without their knowledge (and it seems that they invariably will), they will feel that you don't trust them, and this becomes a very tough situation.

Remember, today's managers are much more than caretakers. They must be salesmen, bookkeepers, handymen, contractors, watchmen, janitors, collection agents and a variety of other occupations. I feel that they are an extremely important part of the marketing team and should be treated accordingly. This is why I advocate an early management review; making sure that the management team is aware of the entire sales process from beginning to end.

One of my most successful (in terms of speed and price) marketing programs was one in which the seller and I created a management incentive compensation package, so that during the sale period the managers had a very vested interest in keeping the facility sparkling and full, and at the close of escrow they received a substantial bonus.

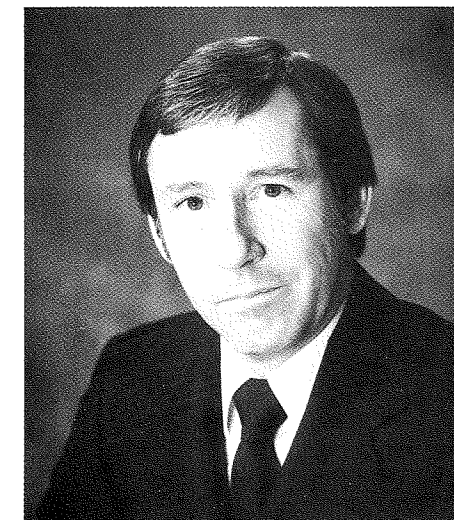
If you look at the potential sale from their point of view, you can understand their fears. Any new owner is an unknown. Will he cut their pay? Require longer hours? Replace them? This is why I think that you must make them feel as if they are an indispensable part of the complex, and any new owner would be crazy to lose their services.

This thought will not be difficult for you to convey if you have done a thorough job of training. This attitude from you, the owner, plus an incentive compensation plan, will encourage them as a key part of the marketing team.

The points to remember in selling your mini-storage:

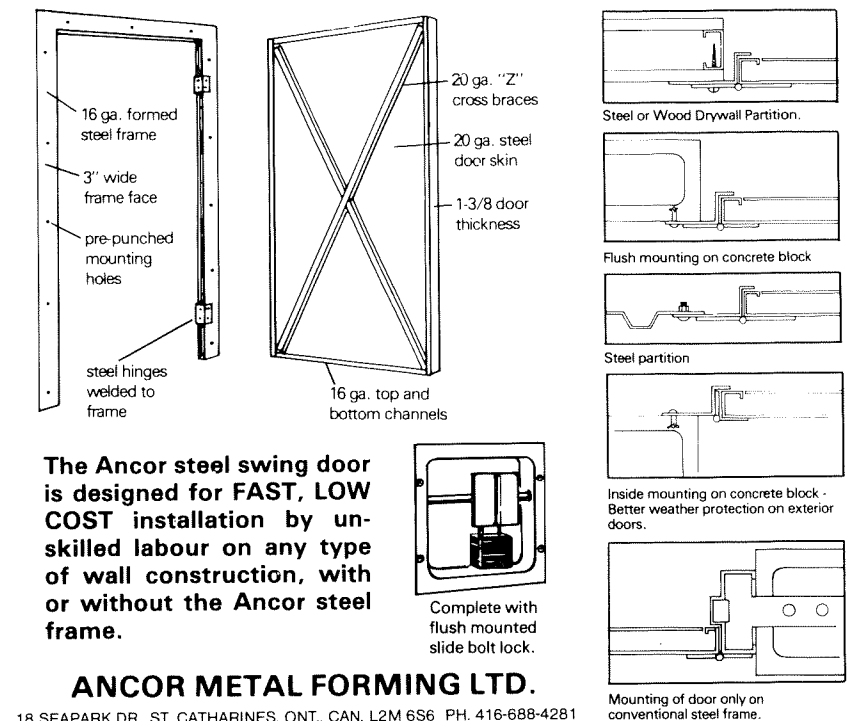
- I. There is **always** a marketplace  
Give yourself adequate time  
Seek and implement the advice of experts  
Create a good marketing plan  
Follow through
- II. Establish realistic market value  
Combine the appraisals:  
Comparable sales  
Income  
Replacement cost  
Consider the buyer's position  
Create some income upside  
Set fair market terms  
Stay open-minded  
Be satisfied
- III. Implement tested marketing policies  
Expand occupancy  
Look at physical property needs  
Streamline operational procedures  
Increase net income  
Upgrade management  
Review quality  
Coordinate sales effort  
Give full cooperation

The time and dollars you spend to do a complete job of marketing will always be recouped in the sales price. **mlb**



John Butler is an independent Realtor in Phoenix. He has a bachelor's degree from U.S.C. in Real Estate, was a Marine Pilot in Viet Nam and has been a broker in Arizona since 1972. Butler specializes in income properties, with emphasis on mini-storage.

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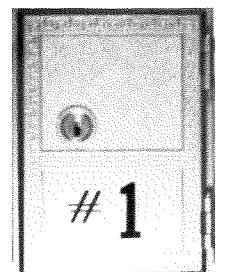
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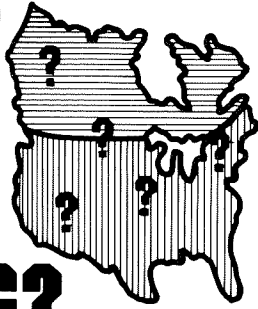


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# WHAT ARE THEY DOING?



## DEVELOPER NOT SHEEPISH ABOUT DENVER FACILITY

A 60-year-old concrete structure, once used to hold sheep on the way to their final fate, has been converted to a mini-storage facility.

O. Wesley Box, Denver developer and oilman, bought the structure which had been vacant for over 10 years. Renamed "Le Mouton" (sheep, in French) by Box, the building is part of his major redevelopment project now nearing completion in Denver's stockyards area. Box's redevelopment project is one of the largest in the

nation, encompassing 23 acres and 14 buildings with over a million leaseable square feet.

"My architect was the first to notice how the existing structural design of the sheep barn lent itself to developing into a mini-storage facility," Box explained. The two-story, all concrete building has 18-inch-wide pillars spaced every 16 feet. "To be in business, all we had to do was frame, install wiring and lights, drywall and install roll-up doors. Although we retarred the roof, we never had the expense of putting in foundations, floors, roofs or drainage systems, since they were all in place just waiting to be taken financial advantage of," Box continued.

Currently, Le Mouton has 43,800 square feet of mini-storage space divided among units that range from 80 to 1,500 square feet. An additional 70,000 square feet is available for development into mini-storage or warehouse space.

An unusual feature of the Le Mouton facility is its second floor auto storage. Half a century ago, sheep were herded up the ramps which are now used to move vehicles to and from the 35,000 square foot parking garage. Vehicles belonging to persons who own summer or winter homes in Colorado's mountain resorts find Le

Mouton's location at Interstate 70 and 25 to be ideal for picking up or dropping off their cars as they go between their seasonal home and Stapleton International Airport.

Box believes that thousands of structures exist in the nation that could cost-effectively be reworked into mini-storage facilities. "High construction costs have not been offset by the present reduction in interest rates. The longer payout term that accompanies the new construction of mini-storage facilities makes them rank below alternative projects which better utilize our time and money. However, converting an existing structure, at the right price, can change the payout and profit picture dramatically. Even a building whose only attributes are four solid walls and possibly a sound roof can cut construction costs tremendously," contended Box.

By taking advantage of the existing structure, Box was able to enjoy the 20 percent investment tax credit available on the cost of improvements to buildings 40 years old or older. The entire 23-acre business park of which Le Mouton is a part is in an area where low-interest construction loans have been made available by Denver's City Government. **MB**

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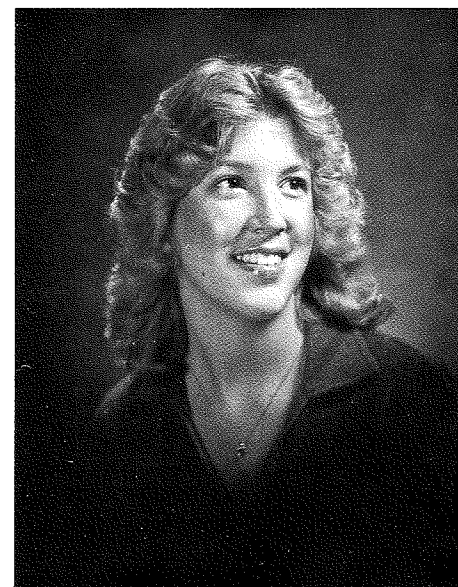
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## RUSK NAMED ASSISTANT M. E.

Lynette Rusk has been named to the post of assistant managing editor of THE MESSENGER. A graduate of Northern Arizona University, Rusk has served as assistant editor since joining the publication in 1980.



## GOVERNOR GETS THE GATE

Governor John D. Rockefeller, IV activates gate at grand opening of Rent-A-Space in Charleston, WV as owner/developer Robert C. Gallagher looks on. In opening remarks, Rockefeller praised the industry for providing a necessary service for new entrepreneurs through the provision of inexpensive storage space.



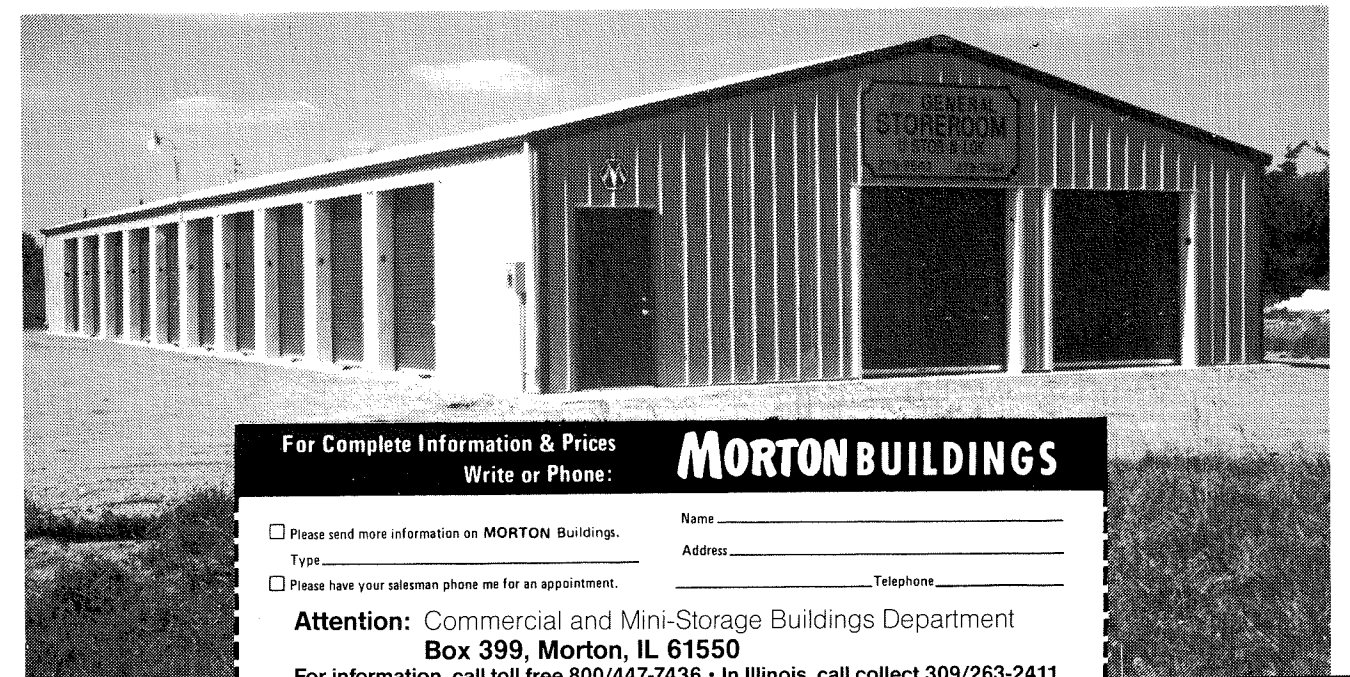
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George Field, Jr.

*George Field, Jr., 37, president of Your Attic, Inc., Troy, MI, is something of an innovator in the self-storage industry. In 1977, he was first to install a security gate system (in his Ann Arbor, MI facility), and he was also the first independent operator to rent trucks and to merchandise storage-related items as an integral part of his self-storage business activity.*

*In mid-1982 he introduced yet another pioneering concept for the industry—a franchise program. His three existing properties in Troy, Southfield and Ann Arbor, MI have served as prototypes for the program.*

*A native of Michigan, he graduated from the University of Michigan with a major in English and Economics. He began his real estate development career as a student, when he converted a 100-year-old Ann Arbor train station into a stylish restaurant.*

*His interest in self-storage resulted from his search for a real estate investment which lent itself to standardization. So, in 1974, he drove around the country in a motor home studying storage projects. He determined that self-storage was showing signs of becoming a "legitimate" form of real estate, and because of its apparent simplicity, he deemed it would someday become a very competitive business activity. Field felt that such projects should have an identity and other operating elements to distinguish them from others and maximize the business opportunity. The distinctive farmhouse at the front of the properties was planned to serve as a major identity element, be income-producing, and act as the control point for the facility. Placed outside the "yard" area for additional security, he foresaw that the farmhouse would improve the performance of the real estate by containing a store that marketed a variety of products and services ranging from carton cutters and packing boxes to rental trucks, he said.*

*For a number of years he has been an active member of the Self-Service Storage Association and was elected treasurer of its Board of Directors for 1983.*

*Married and the father of two children, he enjoys sailing, tennis, windsurfing and waterskiing.*

*We spoke with Field about the Your Attic program and his involvement with the SSSA.*

**MESSENGER:** When you built the first Your Attic facility in 1976, was it your intention to someday franchise the program?

**FIELD:** Yes. I had had franchise exposure with other types of businesses and real estate, such as motels and restaurants. It was clear to me that self-storage lent itself to franchising, and that a franchise structure enabled many competitive operating advantages that developing individual facilities would not permit. All of our properties have been under licenses from the time of initial development. They have functioned as prototypes for the program, as several of our concepts were very unconventional at the time they were instituted. As a result, we wanted to thoroughly test both the operating practices and design criteria to make sure we were correct with our premises.

**MESSENGER:** Is Your Attic the first self-storage franchise?

**FIELD:** To the best of my knowledge, yes, and I'm amazed by that fact. I have heard that Colonial had franchised a few projects in Texas in the early 70's, then stopped. Others may have considered franchising, but not on a comprehensive basis backed by significant capitalization. Frank Blumeyer of A Storage Inn formed an association of independent operators who have exchanged ideas and shared a name, but without fee structure and imposed standards that provided his company the resources



to make significant program investments on behalf of the participants. An association is very different than a franchise program.

**MESSENGER:** What are some of the major characteristics of Your Attic?

**FIELD:** The program has many components. The identity package, which is federally registered and trademarked, is the most obvious one. It consists of the name, logo and farmhouse design. The identity is a very important element of the program for a variety of reasons, including 'dealmaking' and operations. It's different in a positive way, and people like it for its warmth.

Other major characteristics include standards for operations, services and property design. The program is structured to develop a strong network of local or regional developers supported in every way by a strong and professional central organization which makes major program investments on behalf of the network. It functions as a delivery system to encourage rapid expansion and strong competitive performance while passing on economies of scale, ideas and materials to the system. It's like a large, regionalized partnership where our job is to provide 'the goods,' such as representing the system, powerful, high-quality marketing tools, new sources, operating review, new products and services, etc., while franchises develop, acquire and operate their facilities utilizing local knowledge and other resources. Our central staff also provides a national overview and information to avoid continual reinvention of the wheel. This structure greatly improves efficiency and the competitive advantage, as has been proven many times over in hundreds of other industries.

**MESSENGER:** Is what you just described your franchise package?

**FIELD:** The package itself provides for developer/investor participation on a single-project or exclusive-market basis. The latter is our present area of emphasis. The developer pays an initial fee and a continuing royalty of two percent to Your Attic. He is given several 'hard' items, up-front, on-going assistance in many areas of the business activity and is provided access to many items and resources the company has developed. The time-saving aspect alone is worth the price of entry, to say nothing of the other 'down-the-road' network advantages. The package encompasses everything from 'dog-and-pony' shows to literature, financing contacts, pooled marketing programs, files on pre-analyzed sites and facilities, market analysis procedures, plans and specifications, photography, etc. It's interesting that non-storage developers view self-storage as more sophisticated now than it appears to present owners and operators.

**MESSENGER:** Your Attic has a hot air balloon. Is this available to franchisees?

**FIELD:** Yes, in two different forms. The balloon is an example of the type of backup a franchisor can provide. When we capitalized this company, we brought in a substantial amount of funding that is able to be applied toward marketing tools and other advantages that an individual participant may make use of. The balloon is such an object. It is big, it's a nice, friendly thing

and it doesn't pollute the environment. It's a substantial and pleasant sort of promotional item, which required a great deal of homework to acquire and to know how to operate, insure and handle. It does a definite job in promoting the real estate. The balloon is something a licensee can use in his market to promote his own business. It is available to licensees for rental, or they may acquire their own. We've worked out the specifications, sourcing, artwork, pricing and operating procedures.

**MESSENGER:** In a Your Attic brochure we saw, it described the Your Attic franchise as an idea whose time had come. Could you explain this?

**FIELD:** There is more concern about the 'business' rather than the 'deal,' as was the case in the past. We feel the growth of the industry and the increasing sophistication of self-storage on the part of most of those involved is such that what appeared to be a radical



**"They appear to be taking the property much more seriously, rather than viewing it as just a real estate deal."**

idea four or five years ago, in terms of an identity, or gate systems, or selling various items, now has been embraced by most operators. If you look at a Public Storage property, what they build today is much more sophisticated and refined than what they were building in the early- and mid-70's. They appear to be taking the property much more seriously, rather than viewing it as just a real estate deal. So, from the standpoint of industry growth and sophistication, many of the ideas that we incorporated into the program back in 1976 are now considered 'the way to do it.' Before, though, they were all considered kind of unusual and too concerned with details.

The second element is that there are a lot of larger real estate developers who viewed self-storage as a crude real estate form, and who thought that every 'mom and pop' was getting into the business. They felt that they couldn't trust the market because of the number of unsophisticated people involved, who would just leap into it without knowing when you should and when you shouldn't, making the proposition less legitimate and more risky. Now that the financing market has slowed things down, and at the same time the industry has made the property type more sophisticated, the larger

developers have looked at mini-storage and found that it is actually a real, productive real estate form.

There are enough self-storage projects now to prove there's a market and to have exposed the entire country to the property type. There is definitely an interest on the part of many large developers we've had contact with to participate in the franchise and add it as a product line.

The third element of the 'time has come' is the way the program works in a total way to accomplish a strong competitive position. The identity is not just a matter of the house, or name, or logo, but the way those three things work together in terms of explaining what the service is. The house lends warmth and sets it apart from other properties, as well as attracting female consumers, which is very important, because, generally, we have found that women usually make the first phone call. When you apply the name and the house to the logotype, it then jumps out of the phone book, or from the side of a hot air balloon. The logo, and the whole identity package, has been proven to be extremely effective in a given market area.

We went through the whole gamut, detailing each component and procedure as we went along, including simple things like products to sell in the property with a logo on them. We've researched these products, sold them for years, located sources, and can save a lot of time and error related to their incorporation into the facility. As the network grows, the participants can benefit from economies of scale in purchasing and selling more products with the property identification, which adds to exposure and awareness. It's just one more small piece of the total program.



**"There are many people who are now interested in the industry who were not before, especially existing developers with experienced marketing and management staffs, construction competence and financial sources."**

The same is true with manager training, which has become increasingly important in successful operations. We have been very successful in developing what we feel are excellent criteria for the hiring and compensation of managers, which we strongly believe has to be based on property performance. As a result, we have a number of managers in our properties who just don't fit the mold of the retired couple. We find that we have the best luck with couples who have had some other experience,

even as a tenant, in another self-storage project. We have training tapes and motivational programs for licensees' use, to assure the best performance and reduce 'burnout.' Our managers appreciate the identity, the amount of room and the features we build into the apartments, as well as the way we operate. So, there are all kinds of things that point to the fact that the time has come for the program. The program has been tested and proven, so now we're comfortable putting Your Attic into place on a larger scale.



**"One of the things that has become apparent is that the company will play a very definite 'match-making' role."**

**MESSENGER:** In the article you wrote for the Summer 1981 MESSENGER, you stressed that your marketing efforts are geared more toward business tenants. Is this still true?

**FIELD:** We believe that business is, and will be, a far bigger market than individuals, and that it is largely unaddressed by existing facilities. There are all kinds of businesses, large and small, with all kinds of storage problems, and they are the ones that enjoy the most easily-proveable economic benefit. A tenant in a \$30 per-square-foot office building doesn't take much convincing that a lot of space and money is wasted on storage, when he could rent a \$6-7 per-square-foot self-storage unit. A big advantage with business tenants is that they tend to be more stable and their needs far more continuous than individual tenants. Once a business begins using the property, they tend to expand that usage and may end up with five or six units two years later, even if they originally only meant to go in for 60 days. Businesses are also much more willing to accept rent increases. Collection problems are greatly reduced, as well.

**MESSENGER:** How do you market to business tenants?

**FIELD:** First, the design criteria that we apply to our properties makes them look more secure and businesslike than most properties in our market. The first way to market to businesses, then, is to make the property look like it's for real, a real business. An outside-the-yard office is an example, as is a security gate system and solid frontage walls. Then, we offer many different features and services that make it more convenient to use the

facility, such as truck rentals, cartons, packing materials, legal files, pallets and various types of covers, so if they have business equipment, they can cover it up for further protection.

There are individual marketing devices that can be used to draw the business tenant in. For example, in our Southfield property, our manager is particularly good at going around and canvassing the market for truck customers. He has built up quite a substantial leasing base of trucks in the vicinity of the property. At the same time he is doing that, he is also giving them information about our storage facility. So, we believe that these ancillary services provide an excellent way to market to businesses. We have also conducted certain



**“Many of the ideas that we incorporated into the program back in 1976 are now considered ‘the way to do it.’ ”**

marketing activities that can work well to get business tenants. We have a program that we have developed for our licensees which, in effect, is a very large message decal program that can be applied to the side of a large van or semitrailer. It basically turns a vehicle into a billboard which can be moved around and parked near traffic areas.

**MESSENGER:** How do you intend to market the Your Attic franchise?

**FIELD:** We project that less than half of the properties built under our program within the next five years will be built by existing self-storage owners. We have assumed that most of our participants will be coming from other segments of the real estate and investment sector, which has been verified by the initial parties we are working with. We wanted to expose the program at the SSSA convention in Nashville because I am involved on the board of directors and have had several responsibilities within the industry and the Association the past several years, and we also wanted to expose our people to the industry, its vendors and its attitudes. We are planning to exhibit and advertise to other real estate and franchise investment groups such as NACORE, NAHB, ICSC, NAIOP and the IFA.

We have already developed a lot of interest on the part of people who have just become aware of the franchise. THE MESSENGER is where we have done

most of our advertising so far. There are many people who are now interested in the industry who were not before, especially existing developers with experienced marketing and management staffs, construction competence and financial sources. These are the people who are going to be our primary participants in the program, we believe. Our licensees will enter the industry and improve the market for existing properties because the franchise does provide for qualified existing facilities to be converted to Your Attic facilities. Another reason we were at the SSSA National Convention was to ‘shake-out’ sites and facilities that may be available for sale, and which we would then make known to our licensees. One of the things that has become apparent is that the company will play a very definite ‘match-making’ role. We knew this was going to happen, but it is an even more extensive function than we thought. We’ve had people approach us who are very substantial investors, who want to own and operate the property, but who don’t want to do the construction and development; they just want to buy them and own them. We also have a number of investors who want us to find something for them in the way of a conversion. An objective at the convention was to make ourselves known and to suggest to people that we are not coming in as a big competitor, but are looking for sites that are available for sale, which people have expressed an interest in acquiring.

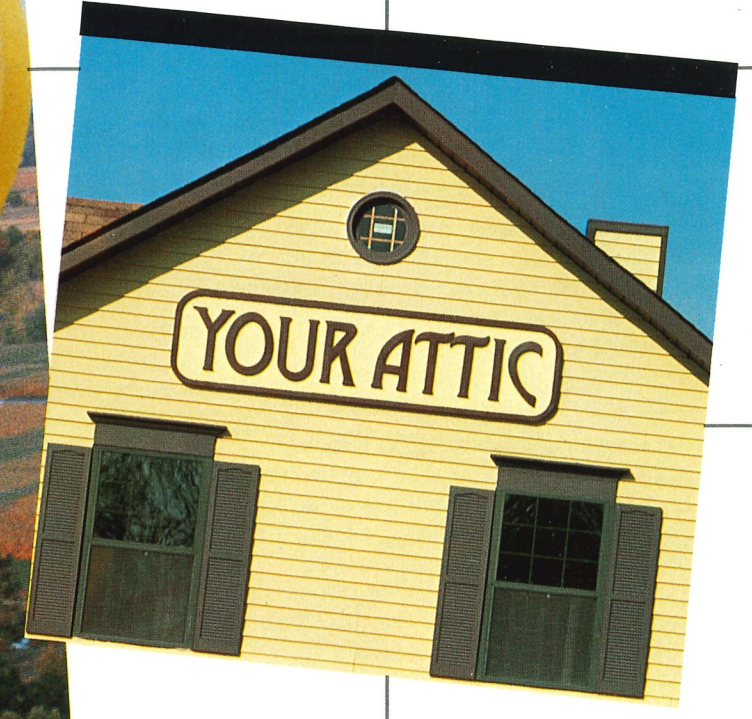
**MESSENGER:** What kind of response did you receive at the SSSA convention?

**FIELD:** A very positive one, particularly from attendees who are interested in business opportunities for self-storage growth and expansion, the ‘second generation’ viewpoint. More and more owners have come to realize that they are in competitive markets and do have to differentiate themselves from competitors just like other businesses.

**MESSENGER:** Let’s shift gears. As the SSSA treasurer and member services chairman, what direction do you see the Association taking in the next year?

**FIELD:** I believe the SSSA will grow significantly this year. Interest in self-storage and the Association is broadening greatly. There are a large number of non-member properties that were identified this past year during the membership drive. We tried to locate every facility in the United States and contact their owners to broaden the membership base. The membership, at the present time, represents less than one-third of all facilities. The board feels there will be a lot of internal growth in the membership from people who will enter, improve and expand the industry. The convention this year was much more successful than we had assumed, and, as a result, the Association is financially very sound and able to do a much better job for the members. The 1983 operating budget contains investment areas and planned expenditures to expand member services and expedite the administrative process. A particularly obvious and immediate benefit is the provision of THE MESSENGER to members.

A new mini-computer has been installed in the executive offices; the industry resource library is being expanded and organized for member use; the industry survey, begun



in September, is being concluded; and a major effort is being launched to greatly enhance the strength of regional, grassroots development. The executive director and the board have developed an excellent working relationship for the delivery of member benefits.

**MESSENGER:** To conclude, what is your forecast for the future of Your Attic?

**FIELD:** I think we are fortunate in having decided to launch the program at this particular time. I am of the belief that interest in self-storage is increasing with the maturity of the property type. We are very surprised at the level of enthusiasm shown for the program by non-self-storage developers, investors and funding sources. The strong franchiser approach is seemingly viewed as ‘normal’ by outsiders, and insiders have welcomed our marketing and business-tenant approach as a positive

contribution to the industry. Many developers prefer the idea of a strong network with many shared advantages and economies of scale to going it alone. Those having the view of self-storage as being due for a second-generation thrust are enthusiastic about our approach and method. We have carefully structured the Your Attic program to offer an immediate, up-front cost benefit, as well as significant future advantages and benefits as the network expands.

We think that the prospects for Your Attic, as well as the self-storage industry as a whole, are exciting. Many developer/owners have found that their self-storage investments have out-performed their other properties the past few years, and have many unique property characteristics which balance out a portfolio. Investor interest remains very high. I believe we’ve got the right product at the right time. **MI**

The machine is capable of dealing with all of the variables regarding rents that we are not capable of manually. For example, the machine can deal with units that have been rented twice. It will show how much rent beyond a single month was generated by that unit. Without the aid of a computer, and looking solely at an occupancy report, we may see that ten 5 x 10's were occupied at the end of the month. This report shows nothing of what happened through the course of the month, and the fact that we had received rental on 11 units, but that one was vacant by month's end. The machine can also account for the empty days of the unit that was rented at the beginning and rented again at the end of the month, but lost several rental days between tenants. The computer is capable of balancing your rental income and, therefore, giving you the sense of comfort that your facility is being run efficiently and honestly.

Earlier, we alluded to the fact that an on-site computer should prepare receipts. Each transaction which takes place at the facility ought to generate a receipt for the tenant and one for the tenant's file. It may also generate a third copy to be returned to the home office.

Finally, a trial balance report should exist. This report is a recap usually run on a monthly, quarterly and annual basis of all income, rental, lock, late fee and so on, as well as the balances in escrow accounts, cleaning deposits, security deposit and the like. This report will be used by your accountant in his preparation of the income side of your tax picture.

There are a number of other non-bookkeeping functions that an on-site computer, properly equipped and properly programmed, can provide. These relate to a multitude of security and access control features. Increasingly, gate access systems, opening barrier or sliding gates at the input of a plastic card, or a series of numbers, are appearing on mini-storage sites. The gate system represents a first degree in security and demonstrates to the tenant one way a facility is qualitatively better than another. A proper on-site computer system will replace the system which controls the gate.

From an economic point of view, if one's motivation is bookkeeping and one knows that he wishes to have gate

access, the acquisition of the proper bookkeeping machine is a money saving investment. It is two for the price of one. Similarly, the proper computer will also be capable beyond bookkeeping of alarming individual units, surely just an extension of the gate system. In both of these cases, gates or alarms would almost be a wasted investment if a permanent record of entrances, exits, opens, closes and alarms is not maintained.

Moving now to the concept of a home office computer, and dealing first with the bookkeeping functions, you will find that the amount of detail which we've outlined in regard to the on-site machine will have to be repeated for the home office product. Except for the preparation of a lease agreement, which will have been handled by the manager, the name, address, telephone numbers, paid-through date, rate, unit number and so on must be available on the home office machine. In essence, a simplified journal sheet showing who moved out, who moved in and who paid will be sent to the home office. Transmission to the home office can be by mail, by delivery or even, now, by such devices as Exxon's QWIP machine, whereby this data can be transmitted over regular telephone lines.

Upon receipt in the home office, the detail is entered into the machine. First, move-out, then, move-in, then, those who paid. From here, the machine will deal with all other property management functions. They parallel greatly those that are performed by the on-site machine and include preparation of all delinquency notices and preparation of a delinquent list to be returned to the manager for his calls. Preparation of invoices on an as-needed basis, preparation of both vacancy reports for the manager and occupancy reports for the owner and, optionally, preparation of any refund checks will be done by the machine. Journal sheets are also prepared by the computer in a format not dissimilar to those your manager does today. It is in the area of general ledger and accounts payable that the home office machine shows its worth beyond the on-site product.

In the accounts payable area, one function should allow the operator to enter vendors which the company uses, to assign vendor numbers and to provide all maintenance pertaining to

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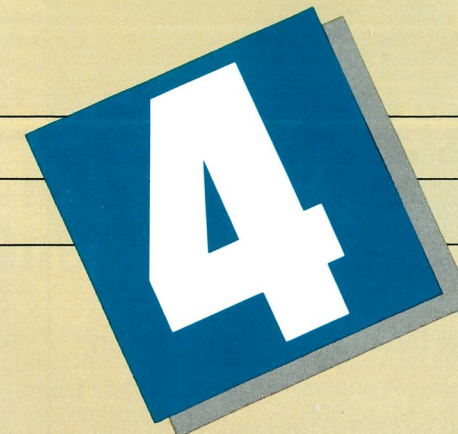
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the vendor status. For example, the vendor name, his address, his phone number, the standard general ledger number for the vendor, any typical discount percentages, those days during which the discounts apply. The vendor contact and status all should be put into the computer. An accounts payable maintenance program should be included which allows the operator to add invoices, delete invoices, make additions and changes to them and select for payment any specific invoices. Listings of these selections and of others should also be provided by the machine. One list should show all open invoices which have been entered through the maintenance program. Another can produce a report showing the age status of all open invoices according to current period, 31-60, 61-90 and 91- or more-day periods. Thus, we might see that we have seven invoices from Mountain Bell, show their dates, their general ledger number, the amounts of each and that the total is \$1,188.44. Similar information will be generated for each and every vendor, and from these lists one will have the opportunity to determine which invoices are to be paid. After the decision as to which invoices are to be paid has been made, a list should be made by the machine to allow verification that the selection has been properly handled. With the check writing procedure, a check register should also be produced, and at that time all transactions are transferred to the general ledger and posted.

The general ledger is the area of the program which integrates both the accounts payable and the property management functions which we have mentioned. The general ledger includes, first, a chart of accounts. Individual project numbers might be assigned, and a list of account numbers will appear as well. These accounts will consider assets, both in terms of current and other, will consider property and equipment and may break out construction phases and during construction phases, such individual items as masonry, doors, concrete, electrical, plumbing and so on. It will also separate land from building and will show a liability section including both current and long-term liabilities.

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the property management side as well as the vendor payable side. Finally, an income and expense statement, as well as a balance sheet, can be produced for any period; either monthly, month-to-date, or year-to-date, by the machine. Additionally, it should be possible to compare this year's totals with last year's totals for the same period. It can be seen that the home office computer, or more precisely the home office computer software, will provide dramatically more capability than the on-site machine. Early in the article, the pluses and minuses of the operations of both of these machines were assessed and discussed.

If there is a word of caution required, it is this. Look carefully at all products that represent themselves to be appropriate to mini-storage use. Be absolutely certain that the software or the hardware accomplishes exactly what you want it to accomplish. If you are buying an off the shelf product, you will find that, in some way, you are going to have to tailor your operation to the capabilities of that product. Just how much are you willing to change? This is a primary question to be asked.


If you should plan to prepare your own software so that you don't have to change at all, the best advice that can be given is to think the problem through completely prior to writing even one line of software code. It can be terribly expensive to write a program, only to find out after it is completed that it does not do exactly what you want it to do. You must give the programmer every conceivable transaction and every conceivable item that you will someday want to use in calculations or in the facility's operation.

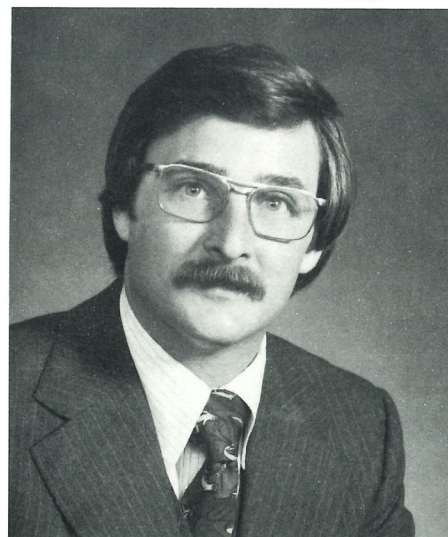
From a cost point of view, the acquisition of a computer and of computer software packages can range from a low side of roughly \$3,000 to a high side of better than \$50,000. Just as there is no proper amount to pay for our mini-storage land, neither is there a proper amount to pay for a computer or software package. The price you pay for a mini-storage computer or for a general business computer must relate to the expectations you have of that machine making or saving you money.

Perhaps the greatest justification, from this standpoint, for a computer is in its ability to allow you to operate on what has come to be known as the anniversary date system. Typically, mini-storage

facilities have had each tenant's rent due on the first of the month. This requires the proration of rents up to the first on move-in, and motivates all business activity to the last week and the first week of each month. The anniversary system allows for a tenant's rent to be due on the same date during the month as that on which he moved in. The difficulty in going to this system centers primarily on the delinquency process. Notices are sent out after a tenant's rent is due. In a manual structure, it is easier to send those notices out on the 6th, the 16th, the 26th and so on.

On the anniversary date basis, there is an obvious requirement to know whose rent is six days late, 16 and so on. Maintaining this is nearly impossible on a manual basis. The computer automates this entire process. It does the work of keeping up with whose rent is due when, and on which days delinquency notices should go out. The anniversary date system is superior on many counts to the first of the month system. This superiority is worth money.

So, here is one way to justify the cost of that computer, whether it be home office or on site. The computer and/or computer program which you buy should be able to allow you to operate your projects on an anniversary date basis. This alone, not to speak of the convenience, the accuracy, the greater degree of your obtainable information and your management capabilities that a computer generates should motivate you to acquire a mini-storage computer and use it in your operations. 



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**TAX BENEFITS...** Container Storage, Inc. mini modules vs conventional buildings. Our modules are taxed as **equipment** instead of real property thus allowing the tax advantage of a portable asset depreciated

over 5 years vs 15 years for conventional building depreciation. Plus you have an investment tax credit.

**RUGGED CONSTRUCTION...** All modules have a sturdy steel frame with heavy gauge steel undersupports on 14" centers. Modules with fiberglass coated marine plywood or aluminum walls and ceilings are available. A completely self-contained portable unit of structural integrity... weight 6300 pounds... 320 sq. ft.

**FLEXIBILITY OF LAND USE...** Take immediate advantage of

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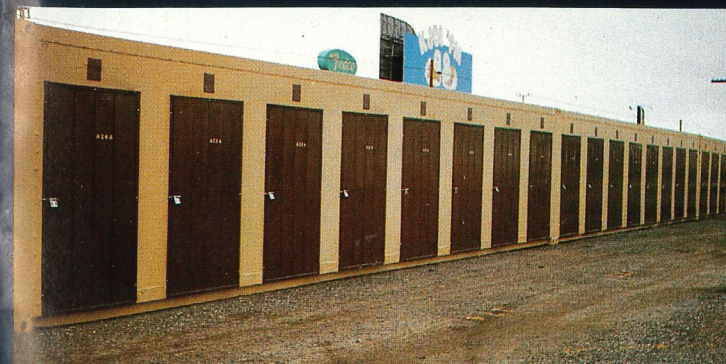
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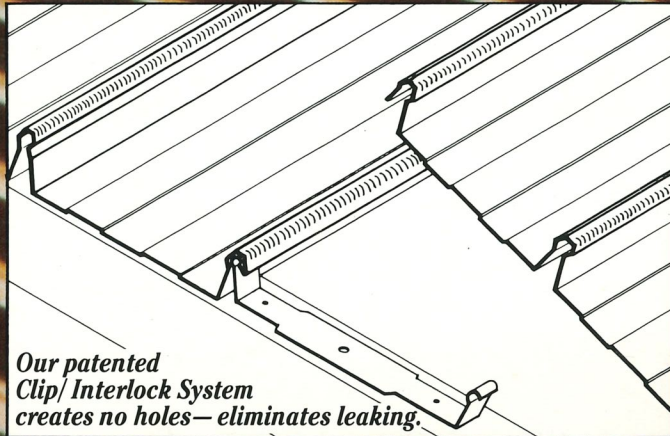
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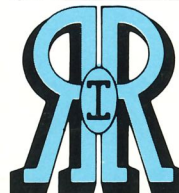
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