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# President

## System Manual



### Purpose Statement:

To improve the lives of real estate investors and residents through property management solutions.

**KRA's – Key Result Areas**

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- 1. Financial Health – p5
- 2. Team Health – p6
- 3. Company Marketing – p8
- 4. New Business Development – p9
- 5. Personal Leadership Development – p10
- 6. Other –p11

**Templates:**

**1. Office Docs**

- a. Behavioral Values
- b. Office Policy
- c. Letterhead
- d. Fax cover sheet

**2. Company Marketing**

- a. 6 Things Every Landlord Must Know
- b. 21 Questions to ask a property manager
- c. Satisfaction guarantee
- d. Rental Process overview
- e. What is Full Service Management
- f. Brochure 1
- g. Door hanger flyer
- h. Avoiding Dishonest Landlords
- i. Video for web site.mp4
- j. Logos / Team pictures - folder
- k. You are a RE investor
- l. Pensco RE Investor guide
- m. Free Lease Intro
- n. Free Lease Agreement
- o. Postcards to mail - folder
- p. Web site pics - folder
- q. New owner orientation - draft

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### **3. Company Structure**

- a. Articles of Incorporation
- b. Shareholder reports - folder
- c. Officers Meetings - folder
- d. Stock buy-sell agreement – folder
- e. Org chart

### **4. New Business Development**

- a. B&C PM Purchase – folder
- b. Century PM Purchase – folder
- c. Offer to buy PM accounts, letter
- d. New business ideas
- e. DIY Landlord info graphic
- f. Offer to buy property from owners
- g. Prop Mgmt sale agreement

### **5. Other**

- a. CEO Dashboard - folder
- b. Team Meetings – folder
- c. NARPM - folder
- d. Reoccurring monthly calendar
- e. 90 Day New owner checkup - EM
- f. New Owner welcome - EM
- g. Unhappy owner – EM
- h. Accountant Tax letter
- i. Required Reading list
- j. Performance Evaluation – President
- k. Organizational Health Checklist
- l. Old management agreements - folder
- m. Christmas bonuses
- n. Checkbook balances
- o. Mgmt fee increase letter
- p. Property taxes due spreadsheet
- q. How to set tab through docs
- r. Sample P&P Manual - draft
- s. 1431 Baker letter to tenant

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## **Position Overview – President (PR)**

Reporting to the CEO.

The President (PR) shall be the face of the organization both internally and externally to the industry, community, and team; and shall conduct themselves accordingly at all times.

The three most important things the PR must bring to the organization are energy and clarity and accountability.

An operational difference between the President and the Director of Operations is the PR will focus on leading and growing the company through new products and services, while the Director of Operations will be focused on implementing and managing those products and services.

“Your business is perfectly designed to achieve the results you are currently getting – if you don’t like your current results – redesign your business.”

### **System Manual Overview:**

The system shall run the business, and the team members shall run the system.

Systems are simply road maps or instructions that allow the Grace Management processes to be repeated and easily duplicated.

Property management done on a large scale is an extremely complex business with many moving parts. In order for Grace Property Management to be successful, it must be consistent.

The purpose of the system manual is to provide a consistent and specific way of doing business, and to ensure that each property, resident, owner, and as much as possible, each situation, are treated the same. Also to define HOW Grace Property Management will do property management.

The System Manual will provide each team member with specific KRA’s (Key Result Areas) for which they are responsible and a specific measures of success for each KRA, so that each team member always knows whether or not they are succeeding.

Team members should always refer to their specific system manual to determine the answer to a question before bringing that question to the Director of Operations.

Any deviation outside of the system must be recognized as an exception to the system. While exceptions are necessary from time to time, each exception is by nature inefficient, and should therefore be avoided.

Each team member shall constantly work to improve the system. One purpose of the monthly Performance / Evaluation meeting with the Director of Operations is to ensure that on-going system improvements are suggested, discussed and implemented.

## **1- Financial Health**

### **Measure of Success: 6% annual quarter over quarter net income growth.**

1. The prior months cash flow statement should be received as completed by the VPO no later than the 5<sup>th</sup> day of the month. The PR should review in detail and analyze the following for the previous month:
  - a. Monthly income and expense statement from QuickBooks including:
    - aa. Month over month
    - bb. Quarter over quarter
    - cc. Year over year
  - b. Meet with the DO to discuss, analyze, and make system alterations to correct any reductions in any income category, or increase in any expense category of more than 5%.
  - c. Review and analyze the CEO Dashboard
2. Calculate and create the appropriate shareholder equity payments on the last day of each month (using the prior months numbers) and distribute to each shareholder.
  - a. Monthly checkbook balance should have a balance of approximately \$100K AFTER the shareholders equity has been transferred.
  - b. The company savings account should maintain a balance of no less than \$100K. The escrow reserve held in the property trust account should not be less than \$25K.
3. The PR shall be responsible for setting and measuring financial goals of the organization including:
  - a. Income and Expense budgets
  - b. Approving expenditures and any necessary debt.
    - aa. Any debt or borrowing over \$5,000 must be approved by the board of directors.
  - c. Reviewing fixed and variable expenses quarterly
  - d. Capital allocation
4. An emergency plan should be in place to weather an immediate 15% reduction in gross revenues.

## **2- Team Health**

**Measure of Success: Ensure the Mission Statement and Behavioral Values are clearly understood, embraced, and practiced by all.**

1. A healthy organization is difficult to define, but easy to recognize. The PR should keep the following ideas and concepts in mind as the PR ensures the team is behaving as a healthy team.
  - a. Mission statement (to improve the lives of real estate investors and residents) should be known and practiced by all to the point that it is second nature.
  - b. Behavior values (template 3a) should be known and practiced by all to the point that we hear compliments directed back to the team relating to these values.
2. One major role of the PR is to be the chief reminding officer. To continually remind – remind – remind the team of these behavioral values. The PR should determine how best to do this.
3. An organization is healthy when it is whole, consistent, and complete, that is, when its management, operations, strategy and culture fit together and make sense.
4. A good way to recognize health is to look for signs that indicate an organization has it. These signs include:
  - a. Minimal politics
  - b. Clarity of duties and responsibilities
  - c. High energy level
  - d. High degree of morale and productivity
  - e. Very low turnover among good team members
5. Ultimate Impact of a health team: “ It’s certainly worth acknowledging that the impact of organization health goes far beyond the walls of a company, extending to customers and vendors, even to spouses and children. It sends people to work in the morning with clarity, hope, and anticipation and brings them home at night with a greater sense of accomplishment, contribution, and self-esteem. The impact of this is an important as it is impossible to measure.  
At the end of the day, at the end of our careers, when we look back at the many initiatives that we have poured ourselves into, few other activities will seem more worthy of our

effort and more impactful on the lives of others, than making our organizations healthy.”  
Patrick Lencioni – The Advantage.

6. View the Organization Health Checklist (template 3e) regularly as a way to measure the health of the organization and team.
7. Lead the monthly team meeting on the 3<sup>rd</sup> Tuesday of each month. Reference template 6B for the agenda.
8. Constantly remind team that while Property Management is the service we sell, it is not the business we are in. **We are in the business of improving lives.**

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### **3 – Company Marketing**

**Measure of Success: 5% quarter over quarter net increase in the number of doors managed.**

1. See the New Account Specialist System Manual for details on how GM will focus on content video marketing as the primary driver of new account leads.
2. Marketing campaigns should be matched to reach the following groups:
  - a. Full service management service to prospective landlords
  - b. Lease up only service to prospective landlords
  - c. Sales services to current GM landlord clients
  - d. Sales services to current resident clients
  - e. Sales services to prospective landlords
  - f. Sales services to the general public
3. Marketing may include but not limited to:
  - a. Video content marketing through facebook
  - b. E-mail groups through constant contact
  - c. Google adwords
  - d. RentRance.com web-site
  - e. Speaking to investor groups and offering CE classes to local RE agents
4. Company web-site is the responsibility of the PR.