

CAM

**CERTIFIED APARTMENT
MANAGER[®]**

V2 Reference Guide



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Module One – Industry Essentials

Four Factors in Evaluating Investments

Four factors to consider when evaluating investments are:

FACTOR	DESCRIPTION
Risk	<p>Risk refers to the possibility of losing some or all of your initial investment. Any investment, no matter how small, involves risk. An investor must decide how much risk they are willing to take and how much loss they can afford.</p> <p>Risk is also associated with time. Long-term investments may be considered riskier because they are subject to the impact of more risks over time. An investor will expect higher returns on a long-term investment because they face risk for a longer period and want to compensate for giving up some safety.</p> <p>Investments with lower risk tend to have lower potential returns. Conversely, investments with higher risk typically offer the potential for higher returns. When investors choose riskier investments, they expect a higher return to compensate for the risk they are taking.</p>
Income	<p>Income refers to the expected income from an investment. Income potential and risk are typically related. Conservative investments, such as savings accounts and some bonds and stocks, generally provide a lower, predictable amount of income in the form of interest or dividends each year. Riskier investments have more uncertainty, but often have the potential to produce more income.</p> <p>Income from investments may not always be in the form of cash. For example, in some instances, an investment may reduce the amount of taxes an investor owes each year.</p>
Growth	<p>To an investor, growth means the potential that their investment will increase in value. Investors looking for growth potential will look for opportunities to invest in expanding (rather than stable or mature) companies, businesses, or markets. It is important to understand that investing for growth means that present income is given up for potential growth or future income, and that early returns may be low as profit is reinvested in the business or property.</p> <p>Declining markets and weakened economic conditions may cause growth to end or even turn negative, in which case the investor may need to reconsider the investment</p>

Liquidity

Liquidity is the ease with which an asset can be converted to cash. An investor must decide how long they are willing to have money tied up in an investment. This will influence the type of investment chosen. Stocks may be considered a liquid investment because they are easily sold. Real estate, on the other hand, is much less liquid because it is more difficult to find a buyer for an apartment community than a stock, for example

The Real Estate Cycle

- **Expansion** – apartment demand increases, rents and occupancies rise. There is a resurgence in development and growth in supply to meet the demand surge, values increase to a peak level at the top of the expansion phase.
- **Oversupply** – the development of new apartments eclipses demand and oversupply occurs. Occupancies decline and rent begin to stabilize or decline from expansion phase. Rent concessions may become more prevalent, and effective rents level off and may even decline.
- **Recession** – any increase in unemployment may force a contraction in household formation. First, renters may move to more affordable properties to meet strained household budgets. Rents may drop and greater concessions may be necessary to maintain occupancy rates. Property values drop and most construction halts.
- **Recovery** – The cycle recovers after it bottoms out. There is modest job growth, apartment vacancy rates level off and concessions ease. Soon rent growth and occupancy increases occur and developers begin to consider the next expansion phase.

Real Estate Investment Goals

- Specific rate of return
- Regular cash flow
- Tax benefits
- Investment diversification
- Quick profit from repositioning
- Increased value over time
- Pride of ownership

Apartment Ownership Advantages	Apartment Ownership Disadvantages
<ul style="list-style-type: none"> ● Regular cash payments ● Value increase ● Tax benefits 	<ul style="list-style-type: none"> ● Lack of liquidity ● Need to actively manage ● Risk

<ul style="list-style-type: none"> • Sound investment • Can be purchased with leverage 	
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Apartment Ownership

Forms of ownership

An investor’s financial goals and ownership objectives can dictate the type of ownership structure an investor selects. After the investor identifies their goals and objectives, an appropriate ownership structure can be selected. The table below describes the ways to own or invest in a property and the advantages and disadvantages of each.

Type	Description	Advantage	Disadvantage
Direct Ownership/ Sole Proprietor	One individual owns and manages the property.	Formation and dissolution of business is easy and has a low cost.	There is unlimited liability and limited ability to borrow.
Partnership	Two or more people jointly own and manage property.	Formation of business is easy and has a low cost. There is increased availability of capital and credit and retention of profits.	There is unlimited liability and potential difficulty in withdrawing investment from partnership
Limited Liability Partnership	The limited partners contribute capital but do not actively manage the business.	Liability is limited to the amount invested by each partner	There is a lack of uniformity in state laws. Some states have state insurance requirements. There is joint and several liability.
Limited Liability Corporation	Most LLCs consist of two or more members, but many states allow a single-member LLC.	An LLC, like a limited liability partnership, is recognized as a separate legal entity from its members. Ordinarily, only the LLC is responsible for the company’s debts.	Taxable in some states. There is a lack of uniformity in states governing LLCs.
S Corporations	A corporation that is taxed as if it were a partnership – the corporation’s income is taxed only as the personal income of the shareholders. This is an effective way to avoid double taxation while	Shareholders can personally claim their share of losses incurred by the corporation to offset personal income.	There are a limited number of shareholders providing less flexibility in income allocation.

Type	Description	Advantage	Disadvantage
	retaining the legal benefits of incorporation.		
Type	Description	Advantage	Disadvantage
Real Estate Investment Trusts (REITs).	Established by federal law in 1960. The purpose of a REIT is to allow small investors to pool their investments in real estate while also diversifying their risks, obtaining professional management and maintaining liquidity.	A REIT must, by law, pay virtually all its taxable income to its shareholders every year.	Investors have no control over when a company will sell its holdings or how it will manage them. REITs are fairly liquid assets
Tenants in Common (TICs)	A TIC is a form of real estate asset ownership in which there are two or more persons of an undivided fractional interest in an asset, where ownership shares are not required to be equal and where ownership interest can be inherited. At closing, each co-owner receives an individual deed to their undivided percentage interest in the entire property.	<p>This structure allows the deferment of capital gains tax that would be owed on a property that is sold.</p> <p>Also, provides a way for someone to be able to enjoy ownership in an institutional type property with a lesser investment.</p> <p>TICs have also become a vehicle for investors looking for a new “1031” exchange.</p>	<p>Disadvantages include the newness of the investment structure and thus liquidity is unproven.</p> <p>The TIC sponsor controls the hiring of the management agent and investors have no control over how the investment will be managed.</p>
Joint Venture (JV)	A joint venture (JV) is a business enterprise formed to carry out a specific project. Typically, investors in a joint venture contribute equally with capital, expertise, or equity/debt financing	Advantages include the availability of more capital and the combined expertise of the partners.	Disadvantages include that partners may have different business strategies and exit goals.

The Property Lifecycle

Growth – Improvements are made to a property, or the property is added to the market. At this stage, demand is increasing.

Stability – A property undergoes little change and is operating optimally.

Decline – A property ages and requires an increasing amount of upkeep to retain its original utility. Major building components may fail or fall from favor with the renting public. At this stage, demand is decreasing.

Revitalization – As a property declines, owners may invest in repositioning or renovating, thereby revitalizing the property and stimulating demand and growth

Apartment Building Design Types

Duplex

A duplex is a building that has two separate apartment units, usually side-by-side units, but sometimes on two different floors. Each unit has its own separate entrance.

Triplex

Triplex buildings have three apartment units, divisions, or floors. Each unit has its own entrance, but there may be one main entrance into the building.

Garden style

Garden style buildings are typically no more than three stories with multiple apartments per story. Landscaped grounds surround buildings and are usually arranged with interior courtyards open at one end, with parking in front of buildings or along the perimeter. Each apartment has its own building entrance off of an open breezeway or shares an entrance via a stairwell and interior hallway that connects other units immediately above and/or below it. Each apartment occupies only one level. Garden apartment buildings typically do not have elevators.

Townhouse

Townhouse buildings are generally multi-story structures with units attached to each other side-by-side. Units often share common walls, depending on if they are in a center or end position. They can be grouped together as small units, such as duplexes or triplexes, or can be part of a larger community.

Low Rise Low rise buildings are enclosed buildings that typically have no more than four stories. Some experts define low-rises as structures that are no more than 115 feet tall. Units are accessed from a common hallway; they may or may not have elevators.

Mid rise Mid-rise buildings are enclosed buildings that have five to ten stories with elevators service each floor. Some have attached parking structures either below ground or adjoining the building.

High rise High rise buildings are enclosed buildings that have more than ten floors with elevators service each floor. Residents enter through a common lobby and units are located on each floor off a common hallway. Most have attached parking structures either below ground or adjoining the building.

Apartment Types

Alcove An 'L' shaped studio flat

- Generally, more spacious than typical studio apartments
- Offers a bay for sleeping or dining

Basement Apartment Located below street level and typically has a structure constructed over it.

Corporate Apartment Fully furnished and equipped with all necessary resident amenities

- Typically used for a short-term stay
- Cost is typically equal to a stay in a hotel but has more space and is more convenient

Garage Apartment Built using the same walls of a garage or above a garage

- Typically has a separate entry
- May or may not connect with the main house

Garden Style Apartment or Flat	<p>An apartment on one level with living room, kitchen, multiple bedrooms, and bathrooms; sometimes with a separate dining area</p> <ul style="list-style-type: none"> • Can be up to six bedrooms, but generally have one to three • The number of bathrooms can vary
Live/Work Apartment	<p>Located in a mixed use residential/commercial building</p> <ul style="list-style-type: none"> • Often mixed with retail space or offices on the ground floor • Living areas are above ground floor
Loft	<p>High-ceiling apartment that can range from a converted commercial building to a brand-new luxury high-rise</p> <ul style="list-style-type: none"> • Typically has open floor plan with few or no interior walls and a second level sleeping area
Maison Ette	<p>A self-contained apartment usually on two floors in a house with its own entrance from the outside.</p>
Penthouse Apartment	<p>An apartment located on the top floor of a multi-story building</p> <ul style="list-style-type: none"> • Generally considered luxury housing because of added amenities and views
Railroad Apartment	<p>A series of rooms are connected to each other, not directly but through a hallway</p> <ul style="list-style-type: none"> • Called “railroad” apartments because rooms are lined up like compartments of a train • Model was initially developed in New York City to solve overcrowding
Studio Apartment	<p>A small apartment in which the kitchen, living room and bedroom are all in one room plus a full bathroom.</p>

Housing Types

**Conventional
Market-Rate
housing**

Conventional Market-Rate housing refers to multifamily housing that has no rent restrictions or rent subsidies provided by a governmental or regulatory agency.

**Affordable
housing**

Affordable housing refers to decent, safe housing made affordable for individuals who generally earn less than 60% of the Area Median Income (AMI). Affordable housing typically benefits from federal, state, or private subsidies.

**Project based
housing
vouchers**

Project Based Vouchers is a type of affordable housing that provides rental subsidies for eligible residents residing in newly constructed, rehabilitated, and existing rental and cooperative apartment projects. Some rents are subsidized by HUD under Section 8 New Construction, Substantial Rehabilitation, and/or Loan Management Set-Aside (LMSA) programs. Assistance is "project-based," i.e. a subsidy is committed by HUD for the assisted units of a particular mortgaged property for a contractually determined period.

**Low Income
Housing Tax
Credit (LIHTC)**

Low Income Housing Tax Credit is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households. It is a dollar-for-dollar tax credit for affordable housing investments. It provides incentives for private investors to develop affordable housing for low-income Americans. The LIHTC housing program currently accounts for approximately 90% of all affordable rental housing created in the United State. LIHTC is administered by individual state agencies that ensure properties comply applicable laws and regulations.

**Workforce
housing**

Workforce housing refers to affordable housing for households whose incomes are not sufficient to obtain quality housing that is reasonably close to where they work. It can refer to any form of housing, including single family homes and multifamily. The term is increasingly used by local governments, planners, developers, lenders and groups that are concerned with housing policy or advocacy.

Senior housing Senior housing is any housing operated specifically for persons over the age of 55. It could include both conventional market rate and affordable housing. In some instances, senior housing may have supportive services that allow seniors to remain in their homes longer and “age in place.”

Independent living Independent living is a type of senior housing that is designed exclusively for seniors and is meant to be “friendlier” to older adults. Independent living is also referred to as retirement communities. It is more compact and easier to navigate. It oftentimes includes some support services, but residents are expected to be able to care for themselves. Some recreational centers onsite provide programs for seniors.

Assisted living Assisted living is a type of senior housing that offers help with some “activities of daily living,” including minor help with medications, dressing, bathing, etc. and is generally staffed 24 hours a day. It may include apartment-style living with small kitchens, or individual rooms.

Full service or continuing care retirement communities A type of senior housing that includes independent living, assisted living, and nursing home care in one location. Seniors can stay in the same general area as their housing needs change over time.

Purpose-Built student housing Apartment communities targeted specifically for college students. They can be garden-style, low-, mid- or high-rise and are generally configured around a shared living room and kitchen with private bedrooms. Some bedrooms also have their own private bathrooms while other units may have shared bathrooms. Apartments in student housing projects are leased “by the bed.” Many high-end student properties also have extensive amenities including fitness centers, pools, student rooms, game rooms, etc.

Military housing The Military Housing Privatization Initiative (MHPI) was designed and developed to attract private sector financing, expertise and innovation to provide necessary housing faster and more efficiently than traditional military construction processes would allow. Military services are authorized to enter into agreements with private developers selected in a competitive process to own, maintain and manage military housing.

Condominiums This is a form of ownership of an apartment in a building in which the units are individually owned. Owners receive a deed to the unit, including the right to sell, mortgage, etc. Condominiums include joint ownership of any common grounds, hallways, lobbies, and other common areas.

Co-Op Cooperative housing is an ownership structure in which an association or corporation owns a group of apartments and the common areas for use by all the residents. Residents own a share in the co-op which entitles them to occupy an apartment (or townhouse) as if they were owners. They have equal access to the common areas and vote for members of the Board of Directors to manage the co-op. there are often restrictions on transfer of shares, limits on income, maximum sales price, etc.

Mixed Use Mixed Use housing refers to single buildings or groups of buildings that combine multiple uses including residential, commercial, industrial, cultural, or institutional. Buildings are physically and functionally integrated and generally embrace “walkability” by providing pedestrian connections.

Extended stay rentals Extended stay hotels offer apartment-style accommodations that are typically not available in standard hotels. They are also called “apartment hotels” and typically have suites with kitchens and laundry facilities. They are aimed at business travelers on extended assignments, relocating families, etc. and typically offer discounts for extended stays (beginning at 5 or 7 days).

Pricing

An onsite manager must understand the factors that affect pricing because rental income is the primary source of revenue for a community. Factors that affect rental rates include:

Economic Conditions	Housing trends
Law of Supply and Demand	Rent optimization programs
Competitors’ offerings	Property features
HUD and government-assisted housing programs	

Communication opportunities and timeframes

The following table shows the opportunities for communication that you may have with a resident from the time they are a prospect until the end of their residency, and the suggested timeframes within which to make this contact.

Type of communication/contact	Timeframe
Personal phone call, text, email and written follow up	within 24 hours of initial visit
Applicant approval/denial notification	Within 24- 72 hours of application for residency
Interim communication with resident to be sure they are moving into the apartment	prior to move-in day
Lease paperwork completion and explanation	prior to move-in day
Move-in orientation and apartment inspection (contact at least 48 hours prior to move-in to confirm the appointment)	on move-in day
Follow up call, text, email or visit to the resident in their new apartment	5-10 days after move-in day
Follow up call, text, email after service request completion to determine satisfaction	48 hours
Informal resident survey to assess their living experience to date	3-4 months prior to lease expiration
Lease renewal invitation by email or in writing and notification of lease expiration	60-90 days prior to lease expiration
Follow up calls, emails, text and contact	throughout lease renewal process
Communication with resident via text or email regarding events and information notices	ongoing

Applicant Screening Criteria

*How criteria
are established*

Criteria have limits determined by company policy and you are responsible for complying with company policy. It is recommended that company criteria for credit, income and employment be printed and posted where all can see them in the leasing office. Many companies give signed copies of the criteria to every applicant to avoid any misunderstanding about the screening process. The following table contains some suggestions.

Criteria	Possible Levels
What credit history will be allowed?	less than 50% with a 3 or higher; less than 40%
What income to rent ratio will be used?	33%, 30%, 35%, 40%
How much rental history is required?	12 months; 24 months
How much work history will be required?	12 months; 24 months
Will late rent payment history be allowed?	3 in 12 months; 2 in 12 months
Will NSF check history be allowed?	1 in 12 months; 2 in 12 months
Will owner debt disqualify an applicant?	Yes; No
What happens if just one category is poor?	Extra deposit; Guarantor Required
Will guarantors be allowed and at what income level will they be required?	Yes; No.
Will a personal bankruptcy disqualify an applicant?	Yes; No

Security Deposit Disposition

Applying the security deposit to the last month's rent

Applying the security deposit to last month's rent can be risky since the condition in which the resident will leave the residence is unknown, and the amount of the security deposit to be the same as a full month's rent.

If the security deposit is used as payment for last month's rent, and the residence is left damaged, there will be no money to use on repairs or cleaning. The cost of the repairs will have to be absorbed, or the resident will have to be sued. The best policy is to not allow the security deposit to be used for last month's rent. This should be in the lease agreement.

Basic rules for returning deposits

The site manager is allowed to deduct from the security deposit whatever amount is needed to fix damages or restore unpaid rent. Many states have guidelines concerning this procedure. These guidelines vary from state to state, but usually give 30 to 45 days after the resident leaves to return the security deposit.

State security deposit statutes require the manager to send the resident's entire deposit and/or a written itemized account describing how the deposit was used for back rent, cleaning or damage repair. This is sent to the resident's last known forwarding address.

Promptly returning the security deposit with an itemized list of deductions and why they are necessary helps avoid future disputes with a resident. If there is no money to refund, an itemized list must still be sent.

Security Deposit Disposition, Continued

Deductions for cleaning and damage

Disputes about the security deposit usually center on the deductions for cleaning and repairing the residence. Charges may be assessed for any cleaning or repairs necessary to make the residence available to rent. However, you should not deduct the cost of ordinary wear and tear.

Reasonable deductions

Cleaning and repairs such as replacing stained or ripped carpets, damaged flooring, fixing damaged furniture, cleaning excessively dirty kitchens and appliances, cleaning bathrooms or eliminating flea infestations. The question comes down to what is wear and tear versus what the resident's responsibility is. The general rules to follow are:

- Do not charge for conditions present at move in.
- Do not charge for replacing an item when it can be repaired.
- Consider the length of the resident's occupancy when determining reasonable wear and tear.
- Do not charge for cleaning if the resident paid a nonrefundable cleaning fee when he or she moved in.
- Charge fair prices for repairs and replacements. Security deposits should not be considered a source of revenue.
- All charges deducted should have proper documentation, such as photos and repair receipts.

Painting

Painting, flooring and fixtures are also common areas of disagreement between residents and owners. Follow your company policy for charges if a resident lived in the residence for less than a year, and the walls were freshly painted at that time or if the resident has lived in the residence longer.

Flooring

If the flooring (carpet, vinyl or other) was new when the resident moved in then becomes stained, damaged and worn within months, it has been subjected to more than normal wear and tear and the resident may be charged for replacement or repair. If the flooring was already worn or damaged at move in, follow your policy on what condition is due to normal wear and tear.

Fixtures

Furniture, fixtures or equipment that a resident physically attaches to the apartment are considered the property of the community. To avoid these

problems, lease and rental agreements usually state that the resident is not allowed to make any changes to the residence without the management's consent. Examples of such fixtures include closet organizers, bookshelves or installed light fixtures.

*Deductions for
unpaid rent*

Unpaid rent and utility charges can be deducted from a residents' security deposit. The following are common reasons for deductions from deposit.

Unpaid rent

When the resident is behind on rent the property manager can deduct what is owed from the security deposit at the time the resident moves out.

Extended stay

The resident stays after the move out date. The rent can be prorated for the number of days the resident stayed and deducted from the security deposit. Follow state and local laws on application.

Inadequate notice

Notice of less time than that required in the lease may require the resident to pay the full amount of rent for the balance of the notice period. If the apartment is re-rented during the notice period, most states will not allow charging the old resident for the period of occupancy by the new resident.

Evictions

In many states, a money judgment will be issued after a court eviction, and the resident is ordered to pay rent through the date of the judgment. This allows the property manager to subtract from the security deposit the amount of the judgment and prorated rent from the date of the judgment to the time the resident leaves. Deductions for damages and cleaning should be taken out of the security deposit first before anything else is deducted.

*Timeframe for
return*

Security deposit refunds should be processed in a timely manner – within 5 – 10 days of move-out – so that state law requirements are met. Most states require security deposit refunds or an explanation of charges against the deposit within 14 – 45 days. Some states require even earlier notice if any portion of the security deposit is being held.

Damages to the property for failing to meet the deadline can be significant.

Module Two – Property Maintenance

Six Key Areas of Property Maintenance Responsibility

The onsite manager has six key areas of responsibility related to property maintenance:

Asset Maintenance	Emergency Response
Make-Ready Process	Supplier & Contractor Relationships
Preventive Maintenance	Workplace Safety

Benefits of Maintenance Technology

Multiple benefits are available from a variety of technology applications

Managing work orders	Scheduling preventive maintenance
Managing inventories	Triggering re-orders
Expense control	Data to assess productivity
Managing warranties and guarantees	Managing future purchases

Six Areas of Property Maintenance

Exterior	Interior
Make-Ready	Capital Expenditure
Moisture Management	Preventive Maintenance

Six Areas of OSHA Focus

Hazard Communication Standard	Lockout/Tagout Standard
Bloodborne Pathogens	Personal Protective Equipment
Electrical Safety-Related Work Practice	OSHA Recordkeeping

Green Properties

Recycling Programs	Low E-type Glass
Low emissions paint	Dedicated green spaces
Energy Star-rated appliances	LED and compact florescent lighting
Low-flow water-conserving plumbing	

Module Three – Legal Responsibilities and Risk Management

Fair Housing and Accessibility Law

ISSUE	FHA	ADA	Section 504
Covers all properties.	Yes	No*	No**
Protects families with children.	Yes	No	No
Covers federally assisted properties.	Yes	No	Yes
In-unit and common area accessibility modifications are paid for by the person with the disability.	Yes	N/A	Rarely**
In-unit accessibility modifications are paid for by the housing provider.	No***	N/A	Usually

* The ADA does not apply to residential housing that has no public areas (e.g., a single-family home). There are some apartment communities owned or financed by state or municipal governments that do have ADA coverage. The ADA’s primary application in housing communities is in areas open to the public (e.g., the rental office), not areas used only by residents and their guests.

** Section 504 prohibits discrimination on the basis of disability in federally assisted programs or activities. Section 504 does not distinguish between reasonable accommodations and reasonable modifications. Both are captured by the term “reasonable accommodations.”

*** A provider may have to pay for a modification if the modification should have been included in the original design and construction of the property built for first occupancy after 3/13/91, but erroneously was not. In such cases, the housing provider should pay for the modification. In federally assisted housing, where the property pays for modifications, if the modification poses an undue financial or administrative burden, the resident still has the right to secure other funding of their own to make the modification themselves.

Creating a Positive Fair Housing Environment

Risk of complaints

Many fair housing complaints occur because a seemingly innocent action or remark on the part of the onsite staff is perceived as discriminatory. Community managers need to create an environment where complaints are less likely to occur because an emphasis on fair housing is present throughout the property operations.

*Fair Housing
poster*

The placement of the federal Fair Housing poster in a clearly visible location within the rental office is a requirement for all properties of four units or more. The required size is 11 inches by 14 inches.

*Creating a
positive fair
housing
environment
(Equal Housing
Opportunity)*

Encourage an aware and welcoming environment by following these guidelines.

Display the symbols of fair housing, the “Fair Housing” poster, the Equal Opportunity Housing symbol and accessibility symbols on signs, placards and any other marketing or printed material. These actions remind the entire staff, as well as applicants and residents, that the community is sensitive to fair housing concerns.

Provide accessible parking places for applicants visiting the property as required by the ADA.

Document everything.

- Establish a routine of documenting all visits, calls and emails from prospects or residents.
- Use a log to document telephone calls and visits. Note the date, time and specific information about the reason for the contact as well as who took the notes.
- Be especially alert to traffic logs and guest cards, work orders, applications, leases and other lease documents and use of incentive programs.
- Document any deviations from established policy (who, when, what and why).
- Keep all documents for a minimum of three, and preferably four, years.

Document the selection criteria used to approve applicants. Make copies available to all applicants. Make sure all selection decisions are in line with the written criteria.

Treat all residents, applicants and staff equally, fairly, courteously and professionally.

Do not permit insensitive or offensive jokes, pictures or slogans to be used anywhere on rental property, by anyone, including staff, contractors or applicants.

Do not have anything with symbolic meaning that might indicate a preference or limitation in the rental office.

Have a policy that you won't tolerate any type of discriminatory behavior by residents, whether toward other residents, onsite staff or vendors.

Check with fair housing-knowledgeable counsel if the activity is occurring between residents.

Complying with the Law

Overview

No person, policy or procedure can guarantee that a property will never be sued under the fair housing laws. Understanding and implementing the following practices can help minimize risk and potential liability. The best policies and procedures don't help if they aren't being implemented by all staff members every day.

Compliance guidelines

Compliance and prevention are two aspects of fair housing that each property manager must address. Follow these guidelines to monitor your property's operations for compliance with the fair housing laws.

Determine if the property receives federal funding and, if so, what the requirements are.

Identify state and local fair housing laws that apply to the property.

Review existing community and operating policies.

Perform a familial status review of rules and policies.

Develop improved policies and procedures and have them reviewed by fair housing-knowledgeable counsel before implementation.

Provide new or revised policies to staff and/or residents.

Identify known problems, if any, concerning fair housing requirements.

Determine whether any facility, other than the rental office, is covered by the ADA.

Perform an accessibility review on the property.

- Meet with accessibility experts for advice on needed changes.
- Make needed modifications to property.

Send management staff to annual fair housing training.

Administer follow-up quiz and reinforce fair housing policies with staff.

Leasing Practices

Handling inquiries and site visit

Some of the best practices to reduce the risk of discrimination are to

Keep a record of the date and time of all phone calls and visitors with a brief description of the conversations and the name of the notetaker. This is useful in harassment situations.

Use a standard welcoming greeting for digital leads, telephone and in-person visits.

Establish a policy for timing and format of responses to all digital leasing inquiries.

Establish a policy for returning all phone messages, email or voice mail.

Use the same procedures for all phases of the selling process, from greeting to qualifying. Document any necessary deviations.

Instruct staff not to answer questions regarding the demographic make-up of the residents and how to politely decline to discuss the issue. Even if a person of the same protected class asks about people like themselves, the question should not be answered other than with a polite refusal. We suggest that you answer the question by indicating that fair housing laws prohibit the tracking or keeping of such information. Further state that all residents who meet the property’s rental criteria are welcome.

Ensure the leasing area and tour routes are clear of any impediments and accessible to disabled applicants.

Provide all applicants with an equal quality tour. Document any necessary deviations.

Keeping records of available units

Ensure each staff member has or has access to an up-to-the-minute leasing availability record. Update the information throughout the day as units become leased or notices to vacate are given.

Document when the make-ready process is completed, and a unit becomes available for showing and leasing.

Train staff in the proper recording of comments about the units on the availability list. For example, do not use descriptions such as “quiet,” “active adults only,” “executive property” or “private community.”

Leasing Practices, Continued

Making offers

Follow these tips when making offers:

- Do not direct certain prospects to certain apartments, for example, to a unit that is near the playground for a family, a ground floor unit for a mobility-impaired prospect or a unit with security system for a single female. This is friendly but discriminatory “steering.”
 - Make the same housing offer to every applicant for the same unit.
 - Everyone should be offered the same rent for the same unit. Negotiate the rental price using only standard and approved programs.
 - When rent specials are in effect, clearly document the beginning and end of the campaign. Be sure that every prospect is offered the special, even if they are not aware of it.
 - Beware of offering “discounts” to applicants. For example, preferred employee programs, which give preference to employed applicants, should only be offered in states which do not protect “source of income.”
 - Consistently provide an application to every applicant 18 years of age or older (and minors who are emancipated by court order, active duty in the military or by marriage).
 - Follow your company policy on capturing a photocopy of the applicant’s photo-ID.
-

*Screening
applicants*

- Ensure that the application process is neutral and does not discriminate against an applicant’s membership in a protected class. It should also be consistent for every applicant. This guarantees that every application is reviewed against the same criteria and receives equal consideration.
- Do not use information that is acquired informally in the screening process. The use of any information not obtained through the normal screening process leaves the property open to fair housing complaints.
- Disqualification for residency based on criminal background could be considered to have “disparate impact” on some protected classes unless it relates to the prospective resident’s ability to meet tenancy obligations. Follow local law and company policy.
- Example: Crimes that occurred a very long time ago, or that are of certain types (illegal gambling, bigamy), may not relate to the ability to perform the obligations of tenancy.

Resident Practices

The relationship between you and your residents
(management to resident)

Do the following to minimize fair housing issues that may arise between management and residents.

Let disabled prospects and residents identify their needs. Do not presume or attempt to accommodate out of good intentions.

Never threaten or intimidate or otherwise pressure a resident because the resident's visitors or associates are from protected classes.

Always treat applicants and residents with respect. Make each one feel valued and proud of their apartment homes.

Policies for common area amenities should not discriminate against protected classes but should use fair rules for conduct, sanitation and safe operation.

Consider the manufacturer's recommendations for use of fitness or other equipment if establishing rules for use of the fitness center and/or other common area amenities.

Do not ban children from, or set unreasonable restrictions for, the use of recreational amenities. Require adult supervision only where appropriate based on legitimate and verifiable health and safety reasons.

Handle all complaints promptly, including harassment and sexual harassment.

- Provide equal service to all residents. This includes having a written procedure for handling maintenance requests in a timely manner.

The relationship between your residents
(resident to resident)

- Do the following to minimize fair housing issues that may arise from resident-to-resident relations.
- Don't automatically assume the issue is just a personality problem and ignore it.
- Don't automatically evict both parties in the dispute.
- Be cautious about taking eviction action based on behavior if a female resident could be a victim of abuse or harassment by a spouse or live-in. Such situations have been held to be sex discrimination by the

- housing provider against the female victim and should be considered on a case-by-case basis. Obtain legal advice before proceeding.
- Set a policy for responding consistently to resident complaints of other residents who are harassing him/her because of the resident's protected category. List the steps that should be taken in the procedure.
 - Get the complaint in writing or document a witness' statement or write a confirming letter to the witness if necessary.

 - Investigate the situation. If in doubt as to what to do, check with fair housing-knowledgeable counsel as to whether investigation is appropriate and how to proceed in the situation
 - Consult fair housing-knowledgeable legal counsel for proper response to findings.
 - Respond to the accused resident. Provide a warning if the findings support the claim that harassment occurred.
 - Respond to the complaining resident by asking what they want done as a result. Do not promise compliance with the request.
 - Document and follow up with all parties regarding the findings.
 - Be prepared to evict the abusive resident if the evidence shows that harassment occurred.

Testing of Leasing Practices

Overview

“Shoppers” are used broadly in the industry by companies seeking to “test” the leasing performance of the onsite staff. The shopping service’s “test” may include testing of some fair housing practices. Frequently, such shopping is used to evaluate just-completed training or as part of a performance appraisal.

“Testing” is like shopping except it is conducted to compare the information and treatment provided to testers who pose as applicants strictly for fair housing purposes. Two testers of different races or other protected classes may be used to determine whether the staff treats a person from that protected class less favorably in the leasing process.

Testers

Testers are trained individuals who pose as applicants to collect evidence of discrimination, usually after a fair housing complaint has been filed. They have no intention of renting an apartment. Fair housing and tenant advocacy organizations train and use testers to determine if the owner or community manager is engaging in discriminatory behavior.

Testers and fair housing groups have the legal right to file a fair housing discrimination complaint on their own.

When testing can happen

Testing can be conducted at any time.

There are three types of testing: 1) testing in response to a complaint; 2) testing as part of an “audit” or “survey” to determine the level of discrimination against a particular protected class in each community or city at a given time and 3) testing as part of a company training program.

Who conducts testing

Testing is usually conducted by local private fair housing advocacy agencies. In a proactive style, testing may be ordered by the management or owners if discrimination is suspected. Consult with fair housing-knowledgeable counsel before hiring testers to minimize the risk of a test backfiring on you.

Funding for testing

HUD and occasionally the DOJ provide grants to fair housing advocacy groups in cities across the country under HUD's Fair Housing Initiatives Program. The money is used to investigate cases of housing discrimination through undercover investigations, including testing.

The testing scenario

Testing occurs when two individuals simulate a housing transaction with the intent of gathering evidence of discriminatory housing practices. The two individuals will have similar profiles and housing needs, but only one will belong to a protected class. Both testing parties contact the same rental provider using the same method (i.e. visit, phone, email, digital lead). They complete a questionnaire after the contact. It is then reviewed by a third party (debriefed) to determine whether they were treated equally.

Testers are not permitted to ask discriminatory questions or become involved in a discriminatory discussion on the property. The purpose of the test is to obtain objective evidence that will hold up in court.

Characteristics of a test Below are some of the characteristics of a test.

- Contact may be made via the telephone, personal visit, digital or all three.
- Calls or visits can occur as soon as within a half hour of each other, depending on the circumstances of the community or the test being conducted.
- Testing is legally recognized as evidence of discriminatory practices.
- Testing may be the result of a complaint being filed. If the complaint was filed with a fair housing agency, evidence from the testing may lead to a complaint filed against the property with HUD or in some cases, with the Department of Justice.
- Testing can be used to evaluate fair housing compliance in telephone presentations using testers with ethnic names, accents or of different races or national origins. This is a test for linguistic profiling.
- Testing can also be used to evaluate fair housing compliance with response to electronic inquiries as well as responses to phone messages.

Note: Some private civil rights groups have been known to use audio and videotapes and photographs to determine if a landlord or property manager discriminates.

Identity Issues and Fraud

As an onsite manager, you may encounter four basic types of identity fraud:

- **First-person fraud (muling)** – The applicant is acting for another person when renting an apartment.
- **Third-party fraud (identity theft)** – The applicant assumes a stolen identity and uses the victim’s personally identifiable information (PII), including name, Social Security number (SSN), and date of birth.
- **Identity-manipulation fraud** – The applicant alters some of their own identifying information in a way that looks as if it could be a typo or spelling error.
- **Synthetic fraud** – The applicant creates a fake identity by fabricating all identifying information (SSN, name, date of birth), cobbling together an identity from multiple stolen sources, or doing a mix of both.

Four Elements of a Contract

<p>Offer – An offer is an invitation to enter a contract</p>	<p>Acceptance – Acceptance occurs only when the lease is signed by all parties</p>
<p>Consideration – Consideration means that something of value is given by one party in return for something of value from another party</p>	<p>Capacity – Capacity is an important concept</p>

Negligence

Definition Negligence is defined as an unreasonable response to a foreseeable risk.

Premises liability As part of their obligation to provide suitable housing, managers assume the duty to maintain a habitable environment. This is different from a guarantee of a safe environment.

Nuisance Another dimension of habitability is the need for managers to respond appropriately to the potential for danger to residents. The following are recommendations for preventing potential danger to residents and reducing potential liability for injury claims.

- Know the frequency and nature of crime in your neighborhood. Consult with the local police department to see if it has someone who will visit your property and show how physical security can be improved.
- Participate in the Crime Free Multi-Housing Program or any similar program offered by the local police.
- Know and observe city and state laws regarding precautions such as:
 - Installation of deadbolt and keyless locks
 - Lighting requirements
 - Procedures for entry of non-residents
 - Landscaping design and upkeep
 - Hiring of a doorkeeper, and
 - Parking lot surveillance
- Keep your residents reasonably informed of current criminal activity in your neighborhood. Company policy will provide guidance and should describe at what point such a letter should be written, what it should say and how it should be distributed.
- Encourage residents to understand their personal responsibility for their own safety and to inform the manager of dangerous situations around the community.
- Carefully screen applicants prior to moving in, and confront illegal activity quickly by calling local law enforcement.

- Conduct regular property inspections to ensure that there are no settings or circumstances (broken lighting) that might compromise resident safety.
- Cooperate with law enforcement officials and encourage residents to do the same.
- Develop a responsive strategy to the concerns and complaints pertinent to safety issues.

What happens if a resident is a victim of a criminal act

If a resident is the victim of a criminal act on your premises, a lawsuit could be brought against you. Nonetheless, it is practical and reasonable for the manager to offer support, express regret at the occurrence and help without invoking the potential for increased liability. A manager can be caring without becoming responsible for the incident. Company policies must always be carefully followed in these circumstances.

Sample Notice of Crime Incident Letter

DATE

To the residents of the ABC Apartments,

We wanted you to be aware of an increase in criminal activity at our property. Over the last several weeks we have had several reports of auto break-ins (**indicate nature of criminal activity**) and, more recently, threatened assaults of drivers exiting their vehicles. These incidents are occurring during both daylight and evening hours. The police have been notified and affected individuals have filed police reports. We want you to be aware of this criminal activity on our property and remind you to always take whatever precautions you feel are necessary to ensure the safety of yourself, your family, friends and possessions.

We urge you, your family, co-residents, occupants and visitors to be as careful as possible for your own safety and security. If a crime is suspected or occurring or even if suspicious persons are spotted on the property, you need to contact the police immediately by calling 911. Failure to do so could result in crucial delays. After first notifying the local law enforcement authorities, you should then contact our management office.

No one can ensure your safety. Please remember that your security is your responsibility and that of the local law enforcement agencies.

Sincerely,
 Ima Cam
 Property Manager
 Hand delivered (or emailed, or texted) on Thursday, DATE

Testing of Environmental Hazards

Environmental agencies

- **Environmental Protection Agency (EPA)** – The EPA is responsible for the establishment and enforcement of environmental protection standards.
- **Occupational Safety and Health Administration (OSHA)** – OSHA is a federal agency established by Congress to create and enforce standards and guidelines to improve on-the-job safety and health.
- **State and County Health and Environmental Departments** – There are also many state, city, and/or county governments that have health departments and environmental agencies that are active and whose programs, policies, and guidelines affect apartment communities.

Environmental Hazards

Asbestos	Precautions and Training required
HVAC Refrigerant	Precautions and Training required
Lead	Precautions and Training required
Radon	Precaution
Carbon monoxide	Precaution
Mold	Precaution
Meth Labs	Precaution

Right of Entry/Notice of Entry

Non-Emergency	Preventive maintenance, property service – comply with law and company policies regarding advance notice
Emergency	Predefine in policies, limited notice requirements
Inspection and Repairs	Resident requested service, annual inspections - comply with law and company policies regarding advance notice
Law and Government	City agencies, law enforcement, health and safety - comply with law and company policies regarding advance notice

Contractor/Supplier Contracts

*Liability
Protection
clauses*

General waiver and release	A general waiver and release is used to release one party, who is known as the “released party,” from liability for claims asserted by another person, who is known as the “claiming party.” It is used when the claiming party is using the property, equipment, or service of the released party
Hold harmless agreement	A hold harmless agreement provides that one party, the “promisor,” will be responsible for all damages, liability, and legal fees that the other party, the “promisee,” incurs resulting from something the promisor does or fails to do
Settlement and release agreement	The “releasing” party gives up all claims and rights, whether known or unknown, held against the other party in exchange for a monetary payment or other compensation.

*Contract
Components
that Minimize
Risk*

Lien waivers	A signed and notarized document that waives all claims against the property or the management company
Multiple payee payments	Making disbursement checks payable to both the contractor and their supplier can also reduce risk. This method ensures both parties are paid and protects against mechanical or material liens on the property
Payment and performance bonds	These are bonds issued by an insurance company or bank to guarantee satisfactory completion of a project
Certificates of insurance	Contractors are required to provide proof of insurance for liability and workers' compensation insurance for contractor employees to protect the property from liability due to injury or property damage caused by contractor negligence

Emergency Plan: Determining Type of Probability

Determine probability To determine probability, review historical data especially for weather-related emergencies. Rate each emergency on a scale of one to five, with five being very likely to occur.

Emergency Type	Probability Rating (1 is low, 5 is high)				
	1	2	3	4	5
Fire					
Airplane crash					
Building collapse					
Explosion					
Chemical release					
Criminal Activity					
Drought					
Medical					
Power failure					
Water failure					
Electrical storms					
Tornado					
Hurricane					
Earthquake					
Flood					
Snow blizzard					
Terrorist event					
Train/subway accident					
Automobile/vehicle accident					
Bio-Hazardous material release					
Elevator failure					
Heating/cooling failure					
Riot/civil disturbance					
Employee injury					
Gas leaks					
Sewer back-ups					
Animal-related emergencies					

Other factors to consider

Other factors to consider when determining the likelihood of various emergencies include:

- Proximity
- Adjacent properties
- Weather and geography
- Residents
- Property arrangement
- Property infrastructure

Types of Insurance

Property	<p>Fire – Fire is the most common risk in the multi-family housing industry and causes substantial loss to the company and residents.</p> <p>Mechanical equipment – Mechanical equipment insurance covers major equipment such as boilers, chillers, steam plants, and central HVAC systems.</p> <p>Burglary and robbery – Burglary (break-in) and robbery (use of force or threat of force) insurance covers the loss of money or negotiable instruments such as jewelry.</p> <p>Rent loss – Rent loss insurance covers the monetary losses a company incurs while an apartment is unrentable or “down” due to a previous condition such as fire or earthquake damage.</p> <p>Flood loss – The Federal Flood Program will provide up to \$250,000 per building for flood damage when the building is in a designated flood zone.</p> <p>Business interruption – This type of insurance is intended to protect the profits that a policyholder would have earned had there been no business interruption.</p>
Fidelity	<p>Covers losses from fraud and thefts by employees and in some cases by third parties</p> <p>Fidelity – Fidelity insurance coverage is for losses arising from employee theft.</p> <p>On the premises – Insurance coverage for loss of property while the property is on the company’s premises. Property loss is due</p>

	<p>to theft, false pretenses, misplacement, mysterious disappearances, or damage.</p> <p>In transit – Insurance coverage for loss of property while in transit (e.g., messenger, guard, armored vehicle etc.). Property loss is due to theft, mysterious disappearances, or damage</p>
<p>Third Party</p>	<p>Insurance may also protect against liability, or the risk that someone will make a claim against the property for injury or damage</p> <p>There are two basic types of third-party insurance: general liability and errors and omissions.</p> <p>General liability – Comprehensive general liability insurance policies offer broad protection from claims related to injuries or damages that occur on the property. A general liability insurance policy will include coverage such as:</p> <ul style="list-style-type: none"> Bodily injury Property damage Personal injuries Burglary or vandalism. <p>Errors and omissions (E&O) – Errors and omissions insurance promises to pay for the policyholder’s liability from the performance of professional services.</p>
<p>Workers’ Compensation</p>	<p>Workers’ compensation insurance is an exclusive remedy that provides employees with medical and lost wage benefits in the event of a work-related injury or illness.</p> <p>Basic coverage includes:</p> <ul style="list-style-type: none"> Medical treatment. Rehabilitation costs. Lost wage replacement. Regular salary replacement while the employee is out of work

Module Four – Marketing

The Marketing Mix – The Five Ps

People - The various people involved in the marketing efforts.

Product - The community’s apartment homes, property amenities, features, and services.

Price - The rents, concessions, deposits, and various fees charged.

Promotion - The techniques used to publicize information about the apartment community.

Place - The location of the apartment community, how it compares to competitors, and its marketable advantages

The Basics	People and Product must be in place before the other components
The Variables	Price and Promotion may be adjusted based upon the above being in place
The Constant	Place is where it is and is constant

Planning to Market

The Why	The Marketing Plan
The What	The Marketing Objectives
The How	The Marketing strategies

The Target Market - People

These three sub-markets define a prospective resident who is most likely to respond to marketing and choose the community.

Geographic - Prospective residents who are willing or desire to live where the community is located..

Demographic - Prospective residents who fit the ideal resident profile, including household size, pets, income, occupation, etc.

Psychographic - Prospective residents who are likely to live in the community because it aligns with their values, needs and wants, social opportunities, quality of education, status appeal, etc.

Marketing Tools & Advertising Media

Apartment publications & rental magazines

The apartment publication or rental magazine represents a highly targeted form of advertising. Often, individuals who are in the market for an apartment are aware of these publications and will seek them out.

Advantages

- Quality color and photo reproduction.
- Highly targeted audience selection.
- Long life span – “shelf life”.
- Are recognized by apartment shoppers as an easy-to-use resource.

Disadvantages

- Costs may be higher for the advertiser.
- The timing of reader exposure to your ad is less predictable.
- Usually requires a contractual agreement.
- Many other ways to “shop” for an apartment

Online or Internet marketing

The Internet is the most common resource for individuals preparing to purchase everything from books to automobiles. Because it has local and worldwide reach, can be modified immediately, and is relatively inexpensive, Internet advertising has become one of the most effective marketing tools. Online social media including Facebook, YouTube, Twitter, and LinkedIn are additional sources of contact allowing people to make connections and share information and content online. Residents talk and use of social media allows management to join the conversation and make the most of it. Best sites showcase videos and photos, list amenities, and provide an online community for residents to share information.

Advantages

- Cost effective
- Can target specific types of viewers
- Customer inquiries and changes to your ad can be timely.
- Ads can be interactive and present a particular image based upon the use of technology, colors, and design features.
- Apartment search sites provide a wealth of relocation services and information
- Prospects have no preconceived ideas of your community or location
- Most sites allow the renter to apply online and reserve apartment homes 24/7

Disadvantages

- Difficult to measure the impact of advertising unless tracking devices can be implemented.
- The cost to advertise can vary greatly and Internet access is required

Direct mail

Direct mail is one of the most targeted, measurable ways to market your property. Your marketing message is delivered directly into the hands of prospective residents. Responses are tracked and an information base of prospective residents in need of housing is generated.

Direct mail entails marketing your property through letters, postcards and other types of mail, such as special sales announcements. Direct mail is most effective at promoting the marketing message when the audience receives it at least three times.

To receive optimal response from a direct mail campaign, consider first the appeal of your message, based upon the needs of prospective residents, and the urgency of the call to action or response mechanism. The mailer should be distinctive and directed to a qualified, selected audience. Often, direct mail campaigns are specifically targeted to competitive apartment communities. While the appeal of reaching a primarily pre-qualified target market is strong, it must be carefully weighed against the likelihood of a retaliatory mailing to your community from the competitor.

Advantages

- Allows you to target your message to a specific and primarily pre-qualified audience.
- Delivers a timely message.
- Messages can be personalized to add reader appeal.
- Readers are actively involved.
- Database of leads can be maintained by tracking “return to sender” mail.

Disadvantages

- It may be viewed as junk mail.
- Response rate may be quite low (1-3%).
- Requires thorough maintenance of all mail lists.
- It can be a relatively expensive medium.
- May result in retaliatory effort from competitor.

- Typically delivers less than a 5% return on investment.

Visual traffic generators

Curb appeal can be used to attract potential residents by building a desire to live a certain lifestyle that the exterior of your property and apartment home emulates.

Simple things that can be done to improve curb appeal:

- Remove dead leaves and flowers.
- Maintain the appearance of flowerbeds using mulch or by turning the soil.
- Sweep entrances.
- Edge walks and curbs.
- Remove all trash.
- Trim trees and shrubs.
- Keep signs clean and freshly painted
- Paint the exterior trim of the apartment home.
- Install adequate exterior lighting.

Note: Other types of visual generators include landscaping, flags, banners, human directionals, and signage.

Directive brochures

Your property brochures should illustrate the features and benefits of living in your apartment community. Your brochure is important because prospective residents who are serious about living in your apartment community may want more information and will read it. Your brochure also provides credibility.

Electronic brochures are an excellent way to capture your electronic traffic. When communicating via e-mail, it is a significant advantage for you to be able to forward immediately an e-brochure and begin connecting your verbal and written images with actual pictures.

Radio and television

This advertising source is usually the most expensive in absolute dollars, cost per traffic, and cost per lease. The most important and most difficult aspect of radio or television advertising is weighing the cost benefit of reach (number of listeners/viewers against frequency (how often the viewer/listener will hear the message).

Advantages

- Advertising is delivered to multiple household members simultaneously.
- Messages can be sent at any time during a 24-hour period.
- Full selections of program types are provided to reach viewers.
- Advertising can be purchased locally, regionally and nationally.

Disadvantages

- The audience size of given programs can change based on changes in programming.
- Generally, requires high out-of-pocket cost to purchase multiple stations to reach the widest audience.

Radio

Radio is a dynamic advertising tool that reaches huge audiences of potential customers. Local stations generally develop commercials for their clients, including copy and recording. Radio continues to play an important role in advertising and consumers' lives and habits.

Advantages

- Radio messages are mobile.
- Allows for target selection based on geography and time of day.
- Your message can run as frequently as you choose.
- Radio ad production is simple for advertisers.

Disadvantages

- Radio has no visual.
- There is no hard copy for easy reference by the consumer.
- Air clutter is a problem.
- It is a "hit or miss" with your audience.
- Radio advertising on a major market station is often cost prohibitive.
- It is very difficult to track its effectiveness as a traffic generator

Television

Television has the highest residual value of any advertising media, because it reaches the consumer with a visual and audio message. Net television advertising is extremely expensive although it provides the highest reach.

Cable television may provide a viable alternative for television advertising. A typical “flight” of commercials will run with greater frequency on multiple channels.

However, cable television has segmented the market to such an extent that each channel has fewer viewers.

Shop and compare the rates of various network and cable options according to cost, time slot and programming and compare their demographics with your customer profile.

Radio and television, (continued)

Advantages

- Provides full-color advertising.
- Delivers advertising that can simultaneously be seen and heard.
- Allows delivery to multiple households.
- Provides relatively immediate delivery.

Disadvantages

- Doesn’t always allow viewer to take immediate physical action because of the advertising message.
- It is often considered a background medium to which audiences are not always and continuously paying full attention.
- Can be quite costly depending on when it is broadcast and what the market size is where it is being broadcast.

E-marketing Emails and Texts

E-marketing is marketing by using tools on the Internet such as bulletin boards, third party platforms and e-mail. E-marketing may be the most effective way of advertising, communicating with existing residents and communicating with future customers. Mobile applications and text-only partners make this marketing even more effective and personal.

E-mail is another way to stay in touch with residents and with prospects. It is also a way to put your best foot forward and make a positive, professional impression:

- Be brief. Short e-mails and texts are preferred to long narratives.

- Answer the e-mail the same day, within hours if possible. This electronic form of communication is urgent.
- All collateral must be in electronic formats as well for easy sending.
- Be sure to include community updates, events and specials in your e-mails – consider this part of your “signature” area. Keep it current!
- Proof and spell check e-mails before sending.
- Stop e-mailing if a resident or prospect asks you to.

**Business to
Business
Marketing**

Marketing through local merchants and vendors, often called “outreach marketing,” can provide broad based or targeted marketing and can often be accomplished at little to no cost except collateral material. Frequently this form of advertising is handled as a “swap” – you accept flyers and coupons for the merchant’s service or product (i.e. dry cleaning, ethnic food, pizza to give to your residents and prospects, while the merchant distributes your flyer to customers.

**Transit
advertising**

Transit advertising includes ads seen on buses at bus stops, subway cars and stations, on trains and in or on taxis. In high density metropolitan areas, this can be an effective method to develop awareness of your community. This advertising media is generally most effective when the physical location of the community is near the transit systems and its vehicles.

Advantages

- Long exposure to one ad
- Large diverse audiences can see ads.
- Ads can be geographically targeted.

Disadvantages

- Design is usually limited to the size of frames or holders.
- Transit ads are hard to target and track
- You may not have mass transit in your advertising area.

**Outdoor
billboard
advertising**

Billboard advertising is typically used for one of two purposes: directive or awareness. Directive billboards can be very useful for a community with proximity to the billboard. Billboards can be a great method to provide simple directions such as “Turn at next left” or “3 miles south on the right.” Awareness billboards usually present a concept, a lifestyle, or a photo and are very difficult to track results. Rarely will a prospective resident call or come in and say “I just saw your billboard.”

However, close monitoring of traffic sources should allow some measurement of return on cost.

Advantages

They attract attention.

The ad has an impact.

The ad reaches lots of people.

- Advertising is seen every day.
- Ads can be tailored to reach specific audiences.
- Tends to be more effective as a directional or for brand awareness than as a traffic generating source.

Disadvantages

- Difficult to measure its effectiveness.
- Can be costly based on location of the billboard.

ABC Company Marketing Plan Sample

OBJECTIVE

Maintain residential occupancy at XX%.

GOALS

- o Rent XXX apartments.
- o Renew XX% of expiring leases.
- o Increase closing ratio to XX% average.
- o Have XX leasing professionals on staff and hire an additional person to help with renewals and as a back-up for leasing.
- o Implement average market increase of XX% during YEAR, and renewal increases of XX%
- o Increase number of residents in XXX Income program by 1%.
- o Increase XX% of Preferred Employers residents

TARGET (In addition to an overall affirmative marketing campaign):

- o Professional men and women, 25 - 45, where location is the number one priority - walk to work, commute by train, or commute via tolls and expressways.
- o Suburbanites who work downtown might consider moving for convenience.
- o International and out of state people being transferred.
- o Students from law schools and colleges in the area.
- o Residents from local hospitals.
- o Moderate Income Program.
- o Preferred Employer workers

RESIDENT PROFILE

- o Average age (unless age is a protected class in your state)
- o Average income
- o Median income
- o Average rent
- o Employment location (unless source of income is a protected class in your state)
- o Former address

TRAFFIC SOURCE

- o Resident Referrals
- o Community activities
- o Internet Listing Services
- o Outreach marketing
- o Third party digital partners
- o Word of mouth
- o Relocation firms

COMPETITIONMARKETING STRATEGIESADVERTISING OVERVIEW

INTERNET

Since many our new residents come from out of state (which includes other countries), the Internet has become a vital tool and is surpassing leads received from traditional sources. The following needs to be considered:

- o Prospects from another country or out of state should be able to receive all information and documents through the Internet.
- o New marketing sites are continuing to become available on the Internet. ABC needs to add to these Internet sites throughout the year and consistently update information.

OUTREACH PROGRAM (in addition to overall affirmative marketing campaign)

- o Brochures are included with visits to hospitals and schools in the area, who are using these as part of their mailing to incoming students and employees.
- o The rental staff participate in open houses and job fairs onsite at ABC and at hospitals and schools in the area.
- o New business partners for products and services that our residents use must be generated
- o Seek new high visibility outreach programs and sponsorship opportunities

Because of the high volume of move ins and move outs during the peak leasing months, ensure freight elevator is available and capable. Also, ensure maintenance has the apartments prepped as quickly as leasing needs the apartments. The following measures have been put into place to accommodate move-ins and increase occupancy:

- o Residents moving in mid-month will have leases ending on the 15th of the month instead of the end of the month. This will give Leasing more
- o Availability mid-month to rent apartments. This also allows the workload to be more evenly distributed for the maintenance, move in coordinator, etc.
- o Eighteen-month leases will be offered for renewals during certain months throughout the year to move the lease end dates to months where there is the most demand for apartments.
- o Six-month leases will be offered in the winter months when rental activity is the slowest. The renewals for these leases will come up in the spring, when the demand for apartments is increasing. An additional fee will be charged for the six-month lease.
- o The short-term extensions will be eliminated. A one-time only final extension will be offered to accommodate homebuyers, etc. A fee will also be charged.
- o Apartment transfers will have some restrictions. If the transfer is done mid-term, a fee will be charged. If the transfer is at the end of the lease term, no fee is charged. All transfers must sign a one-year lease.
- o Discounts will be assigned to apartments where construction noise can be heard by residents.

RESIDENT RETENTION

Move-in coordinator schedules an orientation with the new resident and presents the following:

- o Benefits list
- o Move-in questionnaire
- o Welcome card
- o 30-day guarantee
- o Suggestion card
- o Resident survey
- o Property handbook of rules and safety procedures
- o Move-in gift

The move-in coordinator works on Saturdays mid-month and month-end when necessary in order to accommodate large numbers of move-ins.

Calls are made to each resident twice a year to check if there are problems that can be resolved before the next renewal.

The 30-day guarantee should be revised requiring the resident to live in the apartment for 30 days before having the option to cancel the lease. The notice of cancellation should be sent to the manager of the property.

The goal in YEAR is to achieve the highest renewal retention rate possible. The following options will be available to achieve this goal:

- o Each resident will be given a renewal gift.
- o Free health club privileges for 5+ year residents.
- o Residents will be offered flooring cleaning or replacement and/or apartment painted, kitchen floor replacement or installation of shower door mirrored closet doors or hardwood floors in entry.
- o The renewal coordinator works one evening a week to reach residents when they return from work.

RESIDENT FUNCTIONS

- o Each month there is at least one function at ABC.
- o Resident Appreciation Days each quarter: staff greets residents when they return from
- o Work with refreshments, scheduled in each tower.
- o Resident Parties:
 - o Summer party
 - o Holiday party in December
- o Various outings and seminars include gambling casino, restaurant outings, sporting functions, etc.
- o Children's parties for various holidays (winter holidays, Halloween, summer party)

- o ABC offers residents one-stop shopping for cable, telephone, high speed Internet.
- o Twenty-four-hour maintenance response to normal work orders.
- o Office hours on Saturday were extended to accommodate residents' needs and a representative from management is available all day.
- o Resident Service Representatives work at the third floor Service Desk Entry Station to help during the busiest times at the Service Desk.
- o A property questionnaire is sent after each work order is completed. Other property surveys are sent 30 days after moving in, and 30 days before moving out by General Manager.

CHARITABLE ENDEAVORS

Donation and support for events such as:

- o Food and clothing drives annually.
- o Y-me Breast Cancer Awareness.
- o Annual toy drive for shelters of homeless mothers and children.

REFERRAL PROGRAM

Resident referral program continues to be a high source of traffic to the building. We will:

- o Distribute an e- brochure highlighting the program to all residents.
- o Include it in each move-in package and it is also highlighted in the resident newsletter.
- o Keep copies in the reception area of the leasing office.

APARTMENT REFERRAL SERVICES AND BROKERS

- o Apartment availability is faxed to the various offices weekly.
- o Updates of rental changes are regularly sent to brokers.

COMMUNICATIONS

- o A bi-monthly newsletter announces events in the building and the area.
- o Brass 8 ½ x 11 window frames are displayed in each of the four tower lobbies by the elevators where announcements can be posted for the residents' benefit.
- o A plaque in each tower lobby lists the management and maintenance personnel responsible for that tower.

BUILDING PHYSICAL IMPROVEMENTS YEAR

- o Replace health club roof
- o Replace health club wood planters
- o Replace 3rd floor ceiling tiles
- o Service/Security desk remodeling
- o Health club remodel/re-tile women's locker room

XYZ Company Marketing Plan Sample

STUDY OF LOCATION

- Site Location
- Ingress & egress
- Visibility
- Direct neighbors
- Aesthetics of surroundings
- Negatives to overcome
- Positives to play on
- Other

SITE NEIGHBORHOOD

- Shopping
- Amenities (parks, golf clubs, lakes, etc.)
- Entertainment (sporting events, theatres, museums, etc.)
- Negatives to overcome
- Positives to play on
- Other

CITY/REGION

- Employment
- Transportation
- Realtors, relocation companies
- Schools, universities
- Other

ANALYSIS OF LOCATION/CONCLUSIONS/IMPACT ON PRODUCT

PRODUCT EVALUATION

Rental Information Center

- Location
- Identification/signage
- Appeal
- Traffic handling and overflow traffic design
- Closing area
- Privacy area
- Recommendations/changes/workarounds

Clubhouse

Models

- New product or rehab - basic of each basic size (1, 2, 3) if possible
- "Hard to rent" types
- Needs/changes

Ready apartments

- Impeccable
- Types available
- Inspected prior to showing
- Unrented
- "Ready" system
- Problem resolution

Amenities

- Detailed product information
- Established rules and guidelines

- Route established to demonstrate
- Amenity readiness/clean-up
- Problem resolution

Services and Service Partners

- Valet Trash service
- Maid and house cleaning services
- Detailed product information
- Established rules and guidelines

New Product additional requirements

- Professional site rendering
- Professional floor plan drawings
- Amenity plan renderings
- Other items needed

STAFFING

- Determine Appropriate Staffing Levels
- Staff leasing training
- Leasing personnel study of the market
- Training on compared features in the market, overcoming negatives and positively comparing features
- Staff shops and review of shops (at least quarterly)

EVALUATION OF COMPETITION

- Comprehensive market study of all existing and planned comps
- Rent comparison and evaluation
- Amenity fee comparison and evaluation
- Comparison of discounts, specials, fees
- Value-added components
- Floors

- Views
- Features
- Other
- Establishment of opening rents, discounts, fees
- Rent review schedule

TARGETED DEMOGRAPHICS

- General Information
- Income requirements
- Floor plan sizes/household sizes
- Employers
- Other

DEMOGRAPHICS OF AREA

- Chamber/city information
- MSA information
- Apartment study information
- Other

MARKETING SOURCES TO CONSIDER AND RESEARCH

Determine Advertising/Marketing Theme

Advertising resources to evaluate and consider: Carefully select only those appropriate to the asset and marketing strategy

- Newspapers
- Billboards
- Apartment magazines
- Apartment locators
- Internet Listing Services
- Radio

- Flyers
- Direct mail
- Banners
- Flags
- Signage
- Directionals
- Bandit signs
- Brochures
- Business announcements
- Chamber publications
- Public areas
- Businesses to cross-market
- Hotels and Restaurants
- Groceries
- Specialty stores
- Coffee shops
- Book stores
- Dry cleaners
- Other
- University Graduate Centers
- Library resource centers
- Area maps
- Cross marketing with area apartments with limited availability
- Chamber maps
- Other

CORPORATE MARKETING

- Targeting employers
- Develop appropriate materials within property's theme
- Establish person/department
- Personal contacts/visits

- Follow up mailings
- Reward system for referrals
- Regular mailing/newsletter

REALTOR/LOCATOR PROGRAM

- Target realtors and locators
- Develop appropriate materials within property's theme
- Establish fee system
- Make visits/presentations
- Follow up mailings
- Open house for realtors
- Regular mailing/newsletter

ANALYZING TRAFFIC

- Detailed daily phone, digital and visit reports
- Weekly leasing summary
- Weekly evaluation of traffic amounts
- Weekly evaluation of traffic sources
- Weekly leasing results
- Weekly action plan
- Comparable traffic and leasing results comparison (weekly or monthly depending onsite needs)

RESIDENT RETENTION- A CRITICAL FOCUS

Current Resident Satisfaction

- Surveys with prompt responses and follow up
- Focus group to assess current resident needs
- Review communications
- Newsletters
- Letters

- Onsite instructional signage
- Amenity policies
- Special event notices
- Other
- Make corrections as necessary
- Work order follow up - Call EVERY resident for satisfaction
- Birthday/special resident day flags in computer
- On-going communications
- Newsletters
- Resident activities/seminars
- Changing services/amenities
- Annual service/satisfaction surveys
- Birthday/special event notices
- Other

LEASE RENEWALS

- Review expiration dates/expired leases
- Compare market rents/lease rents
- Review month to month leases
- Determine renewal plan/rates/terms
- Determine renewal incentives
- Lease renewal bonus plan
- Thank you follow up to renewing residents

ACTION PLAN, DATES, PERSONNEL ASSIGNMENTS

- Actions/assignments based on recommendations above
- Follow up system/Follow up coordinator

Module Five – Managing Teams

DOL Exempt Status Tests

Three tests (paid by salary, salary level, and assigned duties) are used to determine whether an employee is eligible for overtime pay according to the Department of Labor’s updated regulations.

TEST	DESCRIPTION
Salary (Compensation Level)	<p>The federal government sets a minimum salary level to qualify as exempt from overtime. Employees who are paid less than that minimum may be considered non-exempt and eligible for overtime.</p>
Paid a high enough salary level	<p>Conversely, if employees earn more than the per-week threshold, they can be exempt from the FLSA’s overtime requirement, but only if the employee also meets the salary basis and duties tests.</p>
Salary Basis Test	<p>Even if an employee earns the threshold or more, the employee must also be paid on a salary basis (rather than an hourly rate) In other words, exempt employees generally must receive their full, pre-determined salary for any week in which they work, regardless of the number of days worked or how well they performed.</p>
Paid the same amount every pay period	
Duties Tests	<p>There are essentially three duties-related exemptions from overtime requirements: one for executive employees, one for administrative employees, and one for professional employees.</p>
Perform duties like an administrative or professional employee	

Legal Concepts regarding Work and Pay

CONCEPT	DESCRIPTION
Employment at Will	At-will employment means that an employer can terminate an employee at any time for any reason (as long as the reason is not illegal, such as terminating an employee because of their race, religion, disability, or other protected class) and without warning without being held legally liable. Likewise, an employee is free to leave a job at any time for any or no reason, without suffering legal consequences
Right to Work	In the U.S., the right to work means that employees are entitled to work in unionized workplaces without joining the union or paying regular union dues. These laws allow workers to accept job offers without being required to join a union or collective bargaining unit, and prohibit employers and unions from compelling employees to pay dues or assessments if the employees choose not to do so. In mid-2023, 26 of 50 states are right-to-work state
Pay Equity	Pay equity, which refers to equal pay for substantially similar work, regardless of who performs the work
Pay Transparency	Pay transparency, which refers to companies sharing information about pay and compensation with job candidates and employees.

Job Descriptions

A well-crafted job description outlines the responsibilities, tasks, expectations, and qualifications associated with a particular position. A signed position description is an essential safety net in the event of employment litigation or regulatory charges.

Job Description—Manager

Reports To: Property Supervisor

The purpose of this job description is to communicate the responsibilities and duties associated with the position of MANAGER. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

Our company emphasizes a TEAM APPROACH and expects every person to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that, by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The MANAGER is fully accountable for all property operations. The purpose of the MANAGER is to effectively manage and coordinate persons, activities and available resources in order to accomplish property objectives as set forth by the property supervisor and property owner. These objectives will include maximizing occupancy levels and property values. In addition, the MANAGER will train the assistant manager to assume all duties of /the MANAGER in the event of the MANAGER'S absence.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

Conduct all business in accordance with company policies and procedures, Fair Housing, Americans with Disabilities Act, Fair Credit Reporting Act, and all other laws pertaining to apartments.

Financial

- In conjunction with the property supervisor, the manager will assist in formulation of budgets for each upcoming calendar year. The manager is responsible for staying within the established budget guidelines throughout the year.
- Ensure that all rents are collected when due and posted in a timely manner. Makes sure that all bank deposits are made immediately, and deposits are reported to the corporate office on a daily basis.
- Performs evictions, utility cut-offs and landlord liens as required on delinquent rents.
- Provides constant vendor/contractor communications concerning work scheduling, billings, vendor relations and certificates of insurance. The manager is responsible for approving and submitting all invoices to the corporate office for payment.

Personnel

- Hires, trains, motivates, supervises, and terminates all on-site staff to achieve operational goals of assigned property. This includes new employee indoctrination, annual performance reviews, review and approval of timesheets, instructing and advising on-site staff of employee procedures and guidelines.
- Conducts on-going training with office staff, e.g., leasing paperwork, workplace safety, and any other type of training that may be needed daily.

Administrative/Office

- Ensures that lease files are complete, and that completion of leases is being executed properly.
- Responsible for office opening on schedule, condition of office and model apartments.
- Attends scheduled corporate management meetings, usually held on a quarterly basis at the corporate office.
- Maintains records on all aspects of management activity on a daily, weekly and monthly basis. Submits required reports to corporate office on a weekly and monthly basis.

Resident Relations

- Maintains positive customer service attitude.
- Makes periodic inspections with residents of move-in/move-outs.
- Reviews all notices to vacate to determine the cause of the move-out.
- Initiates and implements policies/procedures to maintain resident communications, e.g., complaints, service requests, etc.

Maintenance

- Physically walks and inspects property on a regular basis; Verifies condition of vacant apartments.
- Updates board indicating vacancy status daily. Coordinates with maintenance and make-ready staff to ensure timely recondition of apartments after moving-out.
- Monitors and schedules all maintenance activities.

Marketing/Leasing

- Conducts market surveys monthly and provides trend report information. Shops competition and is aware of neighborhood market conditions.
- Welcomes and shows property to prospective new residents. Also, handles incoming phone calls from prospective new residents and completes appropriate paperwork.
- Maintains awareness of market/industry conditions and trends via trade publications, professional organizations, etc.

Safety

- Reports all liability and property incidents to the corporate office immediately. Ensures that all workers' compensation claims are reported, and proper paperwork is completed.
- The manager completes any pertinent safety checklists with maintenance staff.

General

- Performs any additional duties or tasks as assigned by the property supervisor.

QUALIFICATIONS

Position requires at least 3 years of experience in on-site property management; 1 year of experience as manager. Must have background in supervision and successful track record of accomplishments.

Computer Skills:

Word Processing On-Site Rental System

Office Equipment: **Calculator, Typewriter, Copy Machine, Fax Machine, Telephone, Key Machine.**

Work Hours: **Minimum of 40 hours per week. Must be available evenings, nights and weekends for staffing needs and emergencies.**

EDUCATION/TRAINING

- High School diploma or equivalent required
- Certified Apartment Property Supervisor (CAPS/ preferred)

PHYSICAL REQUIREMENTS

- Stand and walk or sit alternatively depending on specific needs of the day. Estimate 60% of time is spent on feet and 40% sitting at desk.
- Have occasional need (33% to 66% of the time/ to perform the following physical activities:

Bend/Stoop/Squat	Pick up litter, filing
Climb Stairs	Inspect and show property
Push or Pull	Inspect and show property, open and close doors
Reach Above Shoulder	Inspect property, store/retrieve supplies

- Have frequent need (33% to 66% of the time/ to perform standing and walking activities related to inspecting and presenting property.
- Constant need (66% to 100% of time/ to perform the following physical activities:

Writing/Typing	Corporate, resident communications
Grasping/Turning Finger Dexterity	Telephone, doorknob use Operation of office equipment

Lifting/Carrying (paperwork, deliveries, files, miscellaneous/:

Over 25 lbs.	Rare need (less than 1% of the time/
20 lbs. – 25 lbs.	Occasional need (1% to 33% of the time/
Less than 20 lbs.	Frequent need (33% to 66% of the time/
Under 10 lbs.	Constant need (66% to 100% of the time/

VISION REQUIREMENTS

- Constant need (66% to 100% of the time/ to complete forms, read and review reports and a wide variety of correspondence, view computer screen. Frequently need to see small detail.
- Frequent need (33% to 66% of the time/ to see things clearly beyond arm's reach (inspecting property, neighborhood surveys/.
- Must be able to determine colors properly because of decorating, design, paint colors, etc.

HEARING REQUIREMENTS

- Constant need (66% to 100% of the time/ to communicate over telephone and in person with property owners, corporate and resident management, vendors and residents.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time/ to communicate over telephone and in person.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as complete assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.

- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING REQUIREMENTS

- Frequent need (20% to 25% of the time/ to utilize personal transportation to inspect apartment property and surrounding neighborhood, make trips to the bank and visit the corporate office.
- Must have a valid driver's license and automobile insurance.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time/; frequently outdoors, all conditions (33% to 66% of the time).
- Occasional exposure to caustics, solvents, oils, fumes, flammables, pesticides, etc. (less than 10%).

REASONING DEVELOPMENT

- HIGH. Must be able to apply principles of logical thinking to define problems, collect pertinent data, establish facts, draw valid conclusions and initiate appropriate course of action. Must effectively convey ideas, images and goals to a diverse group of personalities.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Always use appropriate safety equipment.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

SKILL TESTING

Manager must complete the following tests:

- Spelling (no more than 5 wrong/
- Math (no more than 3 wrong/

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing/ to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the manager’s job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Assistant Manager

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of ASSISTANT MANAGER. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The ASSISTANT MANAGER is to assist the manager in effectively managing the assigned property. In the manager's absence, the ASSISTANT MANAGER will assume all responsibilities associated with accomplishing property objectives as set forth by the property supervisor and the property owner. In addition, the ASSISTANT MANAGER is directly responsible for maintaining daily, weekly, and monthly reports including accurate reporting of rents and deposits received.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

Conducts all business in accordance with company policies and procedures, Fair Housing, Americans with Disabilities Act, Fair Credit Reporting Act, and all other laws pertaining to apartments.

Income Collection

- Maintains accurate resident records. Updates daily all rents, deposits and application fees received from residents. Issue appropriate notices when necessary (e.g., late payments, eviction notices, returned check memos/).
- Deposits all receipts prior to bank closing each day as needed.

Resident Relations

- Maintains positive customer relations attitude.
- Physically inspects property when on grounds, picks up litter and reports any service needs to maintenance staff. Will also inspect move-outs and vacancies when requested.
- Must be knowledgeable of all phases of leasing and resident retention.
- Works with lease renewals each month.
- Greets prospective clients, shows community and performs leasing duties as needed.
- Answers and handles incoming phone calls from prospective new residents, current residents, vendor/suppliers, etc.
- Maintains awareness of local market conditions and trends. Contributes ideas to manager for marketing community and improving resident satisfaction.

Administrative

- Updates required reports concerning move-out notices, activity, etc., daily and provides information to the manager.
- Organizes and files all applicable reports, leases and paperwork.
- Proofreads all lease paperwork and processes move-ins and move-outs.
- Processes all security deposit move-out reports.
- Accepts service requests from residents and routes to maintenance for prompt processing. Conducts service follow-up with resident when work is completed.

General

- Performs any additional duties assigned by manager or property supervisor.

QUALIFICATIONS

Position requires at least 1 year of experience in property management. Must have basic

computer knowledge and type 30 wpm.

Computer Skills: Word Processing/On-Site Rental System

Office Equipment: Calculator, Typewriter, Copy Machine, Fax Machine, Telephone

Work Hours: Minimum 40 hours per week with flexible work week.

EDUCATION/TRAINING

- High School diploma or equivalent preferred

PHYSICAL REQUIREMENTS

- Stand and walk or sit alternatively depending on specific needs of the day. Estimate 50% of time is spent on feet and 50% sitting at desk.
- Have occasional need (1% to 33% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Pick up litter, filing
Climb Stairs	Inspect and show property
Push or Pull	Inspect and show property, open and close doors
Reach Above Shoulder	Inspect property, store/retrieve supplies

- Have frequent need (33% to 66% of the time) to perform standing and walking activities related to inspecting and presenting property.
- Constant need (66% to 100% of time) to perform the following physical activities:

Writing/Typing	Corporate, inter-office, resident communications
Grasping/Turning	Telephone, doorknob use
Finger Dexterity	Operation of office equipment

- Lifting/Carrying (paperwork, deliveries, files, miscellaneous):

Over 25 lbs.	Rare need (less than 1% of the time)
20 lbs. – 25 lbs.	Occasional need (1% to 33% of the time)
Less than 20 lbs.	Frequent need (33% to 66% of the time)
Under 10 lbs.	Constant need (66% to 100% of the time)

VISION REQUIREMENTS

- Constant need (66% to 100% of the time/ to complete forms, read and review reports, wide variety of correspondence, view computer screen. Frequent need to see small detail and view computer screens.
- Frequent need (33% to 66% of the time/ to see things clearly beyond arm's reach (inspecting property, neighborhood surveys/.

HEARING REQUIREMENTS

- Constant need (66% to 100% of the time/ to communicate over telephone and in person with vendors, corporate office staff, and residents.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time/ to communicate over telephone and in person.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS

- Frequent need (33% to 66% of the time/ to utilize personal transportation to inspect apartment property and surrounding neighborhood, make trips to the bank and also visit the corporate office.
- Must have a valid driver's license and automobile insurance.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time/; frequently outdoors, all conditions (33% to 66% of the time/.
- Occasional exposure to caustics, solvents, oils, fumes, flammables, pesticides, etc. (less than 10%/.

REASONING DEVELOPMENT

- HIGH. Must be able to apply principles of logical thinking to define problems, collect pertinent data, establish facts, draw valid conclusions and initiate appropriate course of action. Must effectively convey ideas, images and goals to a diverse group of personalities.

SAFETY RESPONSIBILITIES

- Must learn and comply with all company safety rules.
- Must always use appropriate safety equipment.
- Must immediately report all unsafe conditions to supervisors.
- Must be familiar with all safety features of equipment, machinery, or materials encompassed by job duties; and must check with supervisor if there is a question as to the safe procedure to be used for any job function.

SKILL TESTING

Assistant Manager must complete the following tests:

- Spelling (no more than 5 wrong/

- Math (no more than 4 wrong/

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing/ to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the assistant manager’s job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Leasing Consultant

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of LEASING CONSULTANT. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties might not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review closely these duties, skills and physical requirements and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities necessary to perform the job as described.

JOB SUMMARY:

The LEASING CONSULTANT is the property's sales representative whose primary duties are to greet prospects, to present professionally the features and benefits of their assigned community and properly secure lease agreements from qualified persons. A LEASING CONSULTANT is very service oriented and strives to make current residents feel welcome and comfortable in their community. The LEASING CONSULTANT will contact a person of authority should any situation warrant an action or decision not included in his or her duties and responsibilities.

WAGE/HOUR STATUS

Exempt (ineligible for overtime/

DUTIES AND RESPONSIBILITIES

Conducts all business in accordance with company policies and procedures, Fair Housing, Americans with Disabilities Act, Fair Credit Reporting Act, and all other laws pertaining to apartments.

Marketing/Leasing

- Maintains a professional, yet friendly, atmosphere in the leasing office and other areas where prospective residents and residents meet.
- Inspects models and "market ready" vacancies daily to ensure cleanliness.
- Answers incoming phone calls and handles each call accordingly, whether it is a prospect call, irate resident, service request, etc. Transfers calls to assistant manager or manager when appropriate.
- Greets prospective residents, qualifies, determines needs and preferences, professionally presents community and specific apartments while communicating features and benefits.
- Maintains awareness of local market conditions and trends. Contributes ideas to the manager for marketing property and for improving resident satisfaction.

Administrative

- Correctly completes all lease applications, assists with application verification and notifies prospective residents of results. Types miscellaneous resident communication as needed.
- Completes all lease paperwork including related addenda and accepts rents and deposits.
- Completes Guest Card information form on all prospects, sends thank-you notes and performs follow-up.
- Physically inspects property when on grounds, picks up litter and reports any service needs to maintenance staff. Inspects move-outs and vacancies.
- Inventories office supplies on a periodic basis. Reports needs to manager.
- Organizes and files appropriate reports, leases and paperwork.
- Attends company meetings when requested.
- Assists manager and assistant manager in preparation of daily and weekly reports,

resident communications, move-out inventory, market surveys, etc.

General

- Performs any additional duties assigned by assistant manager, manager or supervisor.

QUALIFICATIONS

Position requires good leasing and closing skills, and the person must be able to type 30 WPM and be organized.

Computer Skills: Word Processing

Office Equipment: Copy Machine, Typewriter, Telephone, Fax Machine

Work Hours: 20-40 hours per week depending on whether a full or part-time employee. Employees will be required to work a flexible work week.

EDUCATION/TRAINING

- Certified Apartment Leasing Professional (CALP) desired

PHYSICAL REQUIREMENTS

- Stand and walk or sit alternatively depending on specific needs of the day. Estimate 70% of time is spent on feet and 30% sitting at desk.
- Have occasional need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Pick up litter, filing
Climb Stairs	Inspect and show community
Push or Pull	Inspect and show community, open and close doors
Reach Above Shoulder	Inspect community, store/retrieve supplies

- Have constant need (66% to 100% of the time) to perform standing and walking

activities related to inspecting and presenting property.

- Constant need (66% to 100% of time) to perform the following physical activities:

Writing/Typing	Corporate, inter-office, resident communications
Grasping/Turning	Telephone, doorknob use
Finger Dexterity	Typing, operation of office equipment

- Lifting/Carrying (paperwork, deliveries, files, miscellaneous):

Over 25 lbs.	Rare need (less than 1% of the time)
20 lbs. – 25 lbs.	Occasional need (1% to 33% of the time)
Less than 20 lbs.	Frequent need (33% to 66% of the time)
Under 10 lbs.	Constant need (66% to 100% of the time)

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to complete forms, read and review reports, answer a wide variety of correspondence, view computer screen. Frequently need to see small detail.
- Constant need (66% to 100% of the time) to see things clearly beyond arm's reach, e.g. inspecting and showing community.

HEARING REQUIREMENTS

- Constant need (66% to 100% of the time) to communicate over telephone and in person with prospects, residents, vendors and corporate and resident staff.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time) to communicate over telephone and in person with prospects, residents, vendors and corporate and resident staff.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS

- Occasional need (1% to 33% of the time) to utilize personal transportation to inspect apartment property and surrounding neighborhood, make trips to the bank and also visit the corporate office.
- Must have valid driver's license and automobile insurance.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time); frequently outdoors, all conditions (33% to 66% of the time).
- Occasional exposure (1% to 33% of time) to paint fumes, solvents, adhesives, etc.

REASONING DEVELOPMENT

- Moderate. Must be able to apply principles of logical thinking to a variety of practical situations and accurately follow standardized procedures that may occasionally call for minor deviations. Needs to think rationally beyond a specific set of instructions.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Always uses appropriate safety equipment.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

SKILL TESTING

Leasing Consultant must complete the following tests:

- Spelling (no more than seven wrong)

- Math (no more than four wrong)

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing) to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the leasing consultant job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Senior Maintenance Technician

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of SENIOR MAINTENANCE TECHNICIAN. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The SENIOR MAINTENANCE TECHNICIAN is responsible for always maintaining the physical integrity of the community. This involves ensuring a safe and secure living environment for residents, visitors and staff. It is the SENIOR MAINTENANCE TECHNICIAN'S duty to anticipate, identify and correct all problems involving the property and to implement procedures that will prevent such problems. An effective program of maintenance is essential to:

- Maintain a safe environment
- Cultivate resident satisfaction
- Protect the investment of the apartment property owner

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

Conducts all business in accordance with company policies and procedures, state and federal laws, e.g., OSHA, ADA, Fair Housing, etc.

Resident Service

- Performs maintenance tasks personally or delegates to assistants. Oversees and occasionally inspects work performed by assistants.
- Institutes and manages system for handling resident service requests. Corrects situations within 24 hours when possible.
- Schedules maintenance personnel in conjunction with manager so that maintenance is available for emergency purposes, 24 hours a day, seven days a week.

Preventive Maintenance/Safety

- Conducts regularly scheduled safety meetings with entire staff; maintains and communicates HAZCOM standards. Keeps SDS sheets current and readily accessible. Maintains thorough knowledge of pertinent laws and EPA and OSHA regulations governing property storage and management of hazardous materials, including solvents, flammables, caustics and refrigerants.
- Must be aware of the condition of physical property throughout the community and immediately correct unsafe conditions, e.g., broken gates leading to the pool, broken steps, open holes, broken/burned out exterior lights.
- Maintains accurate records regarding preventive maintenance, service requests (received and completed/, expenditures, apartment make-ready status, work-in-progress, etc.
- Schedules and performs minor and routine maintenance on all appropriate equipment on a regular basis. Inspects and maintains all tools in excellent condition.
- Indoctrinates and assists in the development of all subordinate maintenance staff. Instills a "safety first" attitude not only with maintenance technicians but with all staff.
- Instructs staff on proper use and guidelines for wearing safety items.

General

- Diagnoses and performs minor or routine maintenance or repair involving the following daily.
 - Electrical and plumbing (including water lines)
 - A/C and heating systems
 - Appliances (when applicable)
 - Water irrigation systems
 - Stairs, gates, fences, patios, railings
 - Tile, carpet, flooring
 - Roofing, gutters, fasteners
 - Interior/exterior lights
 - Fireplaces, ceiling fans
 - Gas features and appliances (where applicable)
 - Shutters, doors, cabinets, windows, sliding glass doors
 - Boiler, gas and electric
 - Door locks, PO boxes and locks
 - Security and access systems (where applicable)
 - Ceiling leaks
 - Walls
 - Pool areas, tile, hot tub/spa, pool furniture
- Ensures that all make-ready repairs and services are completed correctly and on schedule.
- Reports all major repairs and requisitions to manager prior to any expenditure of funds.
- Changes locks and makes keys.
- Removes and transfers heavy appliances and equipment from storage area to apartment (or vice versa/ as circumstances warrant. Assists in moving abandoned furniture, appliances, etc., to dumpster when necessary.
- Maintains adequate inventory of spare parts and maintenance materials to handle most common repairs and situations.
- Identifies all utility meter cut-offs, apartment and fixture cut-offs, sewer cleanouts

and prepares maps indicating same.

- Performs work area clean-up and safety related duties.
- Ensures that storage areas remain locked when not in use.
- Assists in keeping grounds neat and free of litter. Rakes, sweeps, shovels as circumstances warrant.
- Performs any additional duties assigned by manager or property supervisor.

QUALIFICATIONS

Position requires at least 3 years of experience in property maintenance or equivalent field.

Equipment Requirement:

Required to wear back support belt, wear goggles when working with specific equipment, wear masks and gloves and other safety equipment as tasks dictate.

Work Hours:

Minimum of 40 hours per week. Weekends as circumstances warrant; on-call on a rotating basis and for emergencies.

Equipment/Machinery/Tools:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of the following tools:

Hand Tools	Various wrenches, hammer, grips, saws, sledgehammer, snips, posthole diggers, etc.
Power Tools	Wrenches, grinders, sanders, drills, saws, etc.
User-Moved Aids	Wheelbarrows, dollies, hand trucks, buckets, hoists, jacks, step ladders, full ladders, double ladders.
Mechanical Equip.	Motors, pumps, compressors, blowers, electric and hand power augers, etc.
Measuring Devices	Calipers, voltmeters, ohmmeters, testing meters, PH tests, gauges, etc.

EDUCATION/TRAINING

- Certified Apartment Maintenance Technician (CAMT) desired

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time) to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Perform routine maintenance/repairs, pick up tools and needed equipment
Climb Stairs	Service requests, make-ready needs for 2 nd and 3 rd floor apartments
Push or Pull	Move equipment, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine maintenance/repairs, stock and remove equipment, parts, etc.
Climb Ladders	Perform routine maintenance/repairs
Grasp/Grip/Turning	Handle tools and equipment, perform routine maintenance/repairs
Finger Dexterity	Handle tools and equipment, perform routine maintenance/repairs
Writing	Inventory maintenance, requisition requests, required maintenance reports.

Lifting/Carrying (supplies, replacement parts, ladders, etc.):

Over 150 lbs.	Rare need (less than 1% of the time)
75 lbs. – 150 lbs.	Occasional need (1% to 33% of the time)
25 lbs. – 75 lbs.	Frequent need (33% to 66% of the time)
1 – 25 lbs.	Constant need (66% to 100% of the time)

NOTE: Lifting and carrying of weights exceeding 50 lbs. is to be accomplished with assistance from one or more people. Examples of the heaviest items lifted include washer/dryers, refrigerators, A/C units, abandoned sofas, etc.

VISION REQUIREMENTS

- Constant need (66% to 100% of the time/ to document maintenance and complete forms, review manuals and operating instructions, read cautionary labels, respond to written instruction from staff and residents. Constant need to see small detail when performing routine maintenance duties.
- Frequent need (33% to 60% of the time/ to see things clearly beyond arm's reach (oversee assistants, observe problems throughout the property/.

HEARING REQUIREMENTS

- Constant need (66% to 100% of the time) to communicate with assistants, resident staff, vendors and residents. Must use listening skills to diagnose needed repairs, etc.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time) to verbally communicate with assistants, resident staff, vendors and residents.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.

- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS

- Frequent need (33% to 66% of the time) to utilize personal transportation to pick up replacement parts and supplies from vendors. Rotation "on call" status may occasionally require expedient travel to assigned property at moment's notice. Pick up and deliveries to the corporate office.
- Must have valid driver's license and automobile insurance coverage.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time). Frequently outdoors (33% to 66% of the time), all conditions, often for extended periods.
- Occasional exposure (1% to 33% of time) to paint fumes, solvents, adhesives, etc. Example: Apartments during/after make-ready.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- HIGH. Must be able to apply principles of logical thinking to define problems, collect pertinent data, establish facts, draw valid conclusions and initiate appropriate course of action. Must effectively convey ideas, images and goals to a diverse group of personalities.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Must always use appropriate safety equipment.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing/ to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the senior maintenance technician job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Assistant Maintenance Technician

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of ASSISTANT MAINTENANCE TECHNICIAN. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The ASSISTANT MAINTENANCE TECHNICIAN is to assist the senior maintenance technician in maintaining the physical integrity of the community. This involves ensuring a safe, secure, and comfortable living environment for residents, visitors and staff. The ASSISTANT MAINTENANCE TECHNICIAN will carry out assigned duties in a safe manner and other duties as requested by the senior maintenance technician. In the absence of the senior maintenance technician, the ASSISTANT MAINTENANCE TECHNICIAN will assume all maintenance responsibilities.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

Conducts all business in accordance with company policies and procedures, state and federal laws, e.g., OSHA, ADA, Fair Housing, etc.

Preventive Maintenance/Safety

- Must be knowledgeable of pertinent laws and EPA and OSHA regulations governing proper storage and management of hazardous materials, including solvents, flammables, caustics and freon.
- Must be aware of the condition of apartment property throughout the community and immediately initiate action to correct unsafe conditions, e.g., broken gates leading to the pool, broken steps, open holes, broken/burned out exterior lights.
- Schedules and performs routine preventive maintenance on all appropriate equipment as directed by senior maintenance technician and manager. Inspects and maintains all tools in excellent condition.
- Must be aware of all utility meter cut-offs, apartment and fixture cut-offs, sewer cleanouts.
- Performs work area clean-up and safety related duties.
- Ensures that storage areas remain locked when not in use.

General

- Diagnoses and performs minor or routine maintenance or repair, as directed, involving the following daily:
 - Electrical and plumbing (including water lines/.
 - A/C and heating systems.
 - Appliances (when applicable/.
 - Water irrigation systems.
 - Stairs, gates, fences, patios, railings.
 - Tile, carpet, flooring.
 - Roofing, gutters, fasteners.
 - Interior/exterior lights.
 - Fireplaces, ceiling fans.
 - Gas fixtures and appliances (where applicable/.
 - Shutters, doors, cabinets, windows, sliding glass doors.
 - Boiler, gas and electric.

- Door locks, P.O. boxes and locks.
 - Security systems (where applicable/.
 - Ceiling leaks.
 - Walls.
 - Pool areas, tile, hot tub/spa, pool furniture.
-
- Inspects and helps coordinate all needed make-ready repairs and services. Assists make-ready staff as required to meet deadlines.
 - Reports all major repairs and need requisitions to senior maintenance technician and manager prior to any expenditure of funds.
 - Change locks and make keys, manage amenity and unit access codes
 - Removes and transfers heavy appliances and equipment from storage area to apartment (or vice versa/ as circumstances warrant. Assists in moving abandoned furniture, appliances, etc., to dumpster when necessary.
 - Must be knowledgeable of inventory levels of spare parts and supplies and inform senior maintenance technician of shortages.
 - Assists in keeping grounds neat and free of litter. Rakes, sweeps, shovels as circumstances warrant.
 - Performs any additional duties assigned by senior maintenance technician and manager.

QUALIFICATIONS

Position requires at least one year of experience in apartment maintenance.

Equipment Requirement:

Required to wear back support belt, wear goggles when working with specific equipment, wear masks and gloves and other safety equipment as tasks dictate.

Work Hours:

Minimum of 40 hours per week. Weekends as circumstances warrant; on-call on a rotating basis and for emergencies.

Equipment/Machinery/Tools:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of the following tools:

Hand Tools	Various wrenches, hammer, grips, saws, sledgehammer, snips, posthole diggers, etc.
Power Tools	Wrenches, grinders, sanders, drills, saws, etc.
User-Moved Aids	Wheelbarrows, dollies, hand trucks, buckets, hoists, jacks, step ladders, full ladders, double ladders.
Mechanical Equip.	Motors, pumps, compressors, blowers, electric and hand power augers, etc.
Measuring Devices	Calipers, voltmeters, ohmmeters, testing meters, PH tests, gauges, etc.

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time) to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Perform routine maintenance/repairs, pick up tools and needed equipment
Climb Stairs	Service requests, make-ready needs for 2 nd and 3 rd floor apartments
Push or Pull	Move equipment, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine maintenance/repairs, stock and remove equipment, parts, etc.
Climb Ladders	Perform routine maintenance/repairs Handle tools and equipment, perform

Grasp/Grip/Turning	routine maintenance/repairs
Finger Dexterity	Handle tools and equipment, perform routine maintenance/repairs
Writing	Inventory maintenance, requisition requests, required maintenance reports.

Lifting/Carrying (supplies, replacement parts, ladders, etc.):

Over 150 lbs.	Rare need (less than 1% of the time)
75 lbs. – 150 lbs.	Occasional need (1% to 33% of the time)
25 lbs. – 75 lbs.	Frequent need (33% to 66% of the time)
1 – 25 lbs.	Constant need (66% to 100% of the time)

NOTE: Lifting and carrying of weights exceeding 50 lbs. is to be accomplished with assistance from one or more people. Examples of the heaviest items lifted include washer/dryers, refrigerators, A/C units, abandoned sofas, etc.

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to document maintenance and complete forms, review manuals and operating instructions, read cautionary labels, respond to written instruction from staff and residents. Constant need to see small detail when performing routine maintenance duties.
- Frequent need (33% to 60% of the time) to see things clearly beyond arm's reach (oversee assistants, observe problems throughout the property).

HEARING REQUIREMENTS

- Constant need (66% to 100% of the time) to communicate with assistants, resident staff, vendors and residents. Must use listening skills to diagnose needed repairs, etc.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time) to verbally communicate with assistants, resident staff, vendors and residents.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS

- Frequent need (33% to 66% of the time) to utilize personal transportation to pick up replacement parts and supplies from vendors. Rotation "on call" status may occasionally require expedient travel to assigned property at moment's notice. Pick up and deliveries to the corporate office.
- Must have valid driver's license and automobile insurance coverage.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time). Frequently outdoors (33% to 66% of the time), all conditions, often for extended periods.
- Occasional exposure (1% to 33% of time) to paint fumes, solvents, adhesives, etc. Example: Apartments during/after make-ready.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- Moderate. Must be able to apply principles of logical thinking to a variety of practical situations and accurately follow standardized procedures that may occasionally involve minor deviations. Needs ability to think rationally beyond a specific set of

instructions.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Always uses appropriate safety equipment.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing) to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the assistant maintenance technician job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Groundkeeper

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of GROUNDSKEEPER. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The primary responsibilities of the GROUNDSKEEPER involve the upkeep of the property to enhance and maintain its curb appeal. The GROUNDSKEEPER will also assist the rest of the staff, as directed, in their efforts to manage the property in an efficient manner.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

Preventive Maintenance/Safety

- Checks and replaces exterior lighting on a regular basis.
- If certified for pool maintenance, cleans and maintains pool as directed.
- Always maintains awareness of proper safety precautions.
- Constantly observes condition of apartment property throughout the community and immediately reports and/or initiates action to correct unsafe conditions.

- Must be aware of all utility meter cut-offs, apartment and fixture cut-offs, sewer cleanouts.
- Ensures that storage areas remain locked when not in use.

General

- Physically walks the property on a frequent basis and removes litter, debris and pet droppings from the grounds. It is especially critical that the following areas always remain neat and free of litter.
 - Pool area.
 - Laundry room.
 - Mail rooms (if applicable/).
 - Dumpster areas.
 - Recreation areas.
 - Grounds adjacent to the road, in front of the office.
 - Walkways to and from, and in-between buildings.
 - Parking lots and drives.
- Performs "trash-out" duties at vacated apartments daily. Removes all abandoned furniture, trash, boxes. Transfers to dumpster or storage area, whichever is applicable.
- Transfers trash and other items left outside of dumpster into dumpster. Pick-ups and sweeps area. Keeps dumpster doors closed on windy days.
- Details property on a regular basis. Cleans and rakes shrub areas; shovels mud when necessary. Uses blower to keep sidewalks and walking areas clean of loose grass and brush.
- Repairs and replaces windows, screens, sliding glass doors, etc. Performs routine maintenance on property as requested by manager and senior maintenance technician.
- Assists with various physical tasks as directed, e.g., tearing down fences, digging post holes, carrying abandoned sofas, etc.
- Assists with "make-ready" duties when requested by the manager or senior maintenance technician.
- Helps clean and maintain storage areas.
- Performs interior and exterior painting duties when requested. Carries buckets of

paint from storage area to work site.

- Completes minor and routine service requests when requested by manager and/or senior maintenance technician. Follow procedures when service requests are performed.
- Changes locks, makes keys when directed.
- Distributes resident communications to residents, e.g., upcoming events, pest control notices, newsletters.
- Performs work area clean-up and safety related duties.
- Assists in keeping grounds neat and free of litter, e.g., rakes, sweeps, shovels as circumstances warrant.
- Performs any additional duties assigned by senior maintenance technician and manager.

QUALIFICATIONS

Must meet all physical requirements and be able to take directions.

Equipment Requirement:

Required to wear back support belt, gloves, and other personal protective equipment as tasks dictate.

Work Hours:

Minimum of 40 hours per week, 8:30 a.m. to 5:30 p.m., Monday through Friday. The weekly schedule may change as required. May be necessary to work weekends.

Equipment/Machinery/Tools:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of the following tools:

Hand Tools	Various wrenches, hammer, grips, saws, sledgehammer, snips, posthole diggers, etc.
User-Moved Aids	Wheelbarrows, dollies, hand trucks, buckets, jacks, step ladders, full ladders

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time) to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Perform routine maintenance/repairs, pick up debris
Climb Stairs	Routine duties require access to 2 nd and 3 rd floor apartments
Push or Pull	Move equipment, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine maintenance/repairs, stock and remove equipment
Climb Ladders	Perform routine maintenance/repairs
Grasp/Grip/Turning	Handle tools and equipment, perform routine maintenance/repairs
Finger Dexterity	Handle tools and equipment, perform routine maintenance/repairs

Lifting/carrying (supplies, blower, ladders, etc.):

Over 150 lbs.	Rare need (less than 1% of the time)
75 lbs. – 150 lbs.	Occasional need (1% to 33% of the time)
25 lbs. – 75 lbs.	Frequent need (33% to 66% of the time)
1 – 25 lbs.	Constant need (66% to 100% of the time)

NOTE: Lifting and carrying of weights exceeding 50 lbs. is to be accomplished with assistance from one or more people. Examples of the heaviest items lifted include washer/dryers, refrigerators, A/C units, abandoned sofas, etc.

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to observe areas needing attention/correction. Read cautionary labels; respond to written instructions from staff.
- Frequent need (33% to 60% of the time) to see things clearly beyond arm's reach. Observe and assist in general maintenance; observe problems throughout property.

HEARING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to receive instructions from residential management. Written instructions should be acceptable.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time) to verbally communicate with staff and residents.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.

- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

WORKING ENVIRONMENT

- Outdoors (66% to 100% of the time), all conditions, often for extended periods of time.
- Occasional exposure (1% to 33% of time) to paint fumes, solvents, adhesives, etc.
Example: Apartments during/after make-ready.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- Moderate. Must be able to apply principles of logical thinking to a variety of practical situations and accurately follow standardized procedures that may occasionally involve minor deviations. Needs ability to think rationally beyond a specific set of instructions.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing/ to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the groundskeeper job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Make-Ready Technician

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of MAKE-READY. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

In coordination with the manager and senior maintenance technician, The MAKE-READY employee's primary responsibility is to ensure that all vacated apartments are thoroughly restored to "market ready" status in a timely manner and according to the manager's timetable.

WAGE/HOUR STATUS

Non-Exempt (eligible for overtime)

DUTIES AND RESPONSIBILITIES

- Inspects vacated apartments and completes checklists regarding make-ready. Informs senior maintenance technician and manager of needed services and repairs.
- Routinely performs the following duties to restore apartment to "market ready" status:
 - Checks all lights and replacements as necessary.
 - Replaces or repairs windows, latches, screens, hinges, sliding glass doors, shelves, baseboards, mirrors, closets.
 - Checks applicable appliances and informs senior maintenance technician of problems.
 - Assists in changing or removing appliances from apartment.
 - Makes keys when necessary.

- Checks faucets, sink plugs and repairs/replaces as necessary. Replaces washers when needed. Performs exterior repairs to sinks, bathtubs, etc., when warranted.
 - Assists with painting duties when requested. Transfers paint from storage areas to apartments when painting is scheduled.
 - Repairs or replaces mini-blinds, shades, ceiling fans, etc.
 - Repairs plaster holes in walls, paints as necessary.
 - Inspects bathroom tiles, performs minor repairs/replacements.
 - Changes A/C filters
 - Operates carpet cleaning equipment to clean carpets.
-
- Lends assistance during trash-out of apartment, e.g., moving heavy/bulky items to dumpster.
 - Replaces vacancy lock (if applicable) on day lock is changed for new resident for move-in. Also changes out P.O. Box lock when requested (if applicable).
 - Make new keys when requested.
 - Assists in keeping grounds always clean.
 - Assists maintenance when requested.
 - Delivers notices to all apartments.
 - Reports supply needs to manager and/or senior maintenance technician.
 - Performs other tasks as assigned by manager or senior maintenance technician.

QUALIFICATIONS

Must meet all physical requirements and be able to take directions.

Equipment Requirement:

Required to wear back support belt and gloves as tasks dictate. Wear appropriate shoes (no flat bottom sneakers).

Work Hours:

40 hours per week, 8:30 a.m. to 5:30 p.m., Monday through Friday. The weekly schedule may change as required. May be necessary to work weekends.

Equipment/Machinery/Tools:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of cleaning fluids and tools, including mop, broom, vacuum cleaner, carpet cleaning equipment, buffer, step ladder, full ladder, hand tools, key-cutting machine, hand truck, wheelbarrow.

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time) to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Perform routine cleaning; pick up debris
Climb Stairs	Routine cleaning duties require access to 2 nd and 3 rd floor apartments
Push or Pull	Move light furniture, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine cleaning duties
Climb Ladders	Perform routine cleaning duties
Grasp/Grip/Turning	Handle cleaning tools and equipment
Finger Dexterity	Handle cleaning tools and equipment
Writing	Inventory maintenance, requisition requests, required maintenance reports.

Lifting/carrying (supplies, paint, carpet cleaning equipment, etc.):

Over 100 lbs.	Rare need (less than 1% of the time)
50 lbs. – 75 lbs.	Occasional need (1% to

25 lbs. – 50 lbs.	33% of the time) Frequent need (33% to 66% of the time)
1 – 25 lbs.	Constant need (66% to 100% of the time)

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to notice difference between clean and unclean. Observe areas needing attention.
- Frequent need (33% to 60% of the time) to see things clearly beyond arm's reach. Observe and assist maintenance; observe problems throughout property.

HEARING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to receive instructions from residential management. Written instructions should be acceptable.

SPEAKING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to ask questions, request supplies. Written instructions should be acceptable.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as complete assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS

- None.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time/. Occasionally outdoors (1% to 33% of the time).
- Occasional exposure (1% to 33% of time) to cleaning solvents, adhesives, paint fumes, etc.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- Moderate. Must be able to apply common sense understanding to carry out simple one to two-step instructions. Deals with standardized situations with occasional or no deviations from standard procedures.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing/ to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.

- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the make-ready job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Housekeeper

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of HOUSEKEEPER. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

The primary responsibilities of the HOUSEKEEPER involve the upkeep of each apartment to enhance and maintain its appeal. The HOUSEKEEPER will also assist the rest of the staff, as directed, in their efforts to manage the property in an efficient manner.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

- Cleans the office, clubroom, and restrooms daily (prior to 9 a.m.).
- Cleans and maintains models daily.
- Cleans all vacant apartments as directed by the manager or assistant manager.
- Keeps all vacancies fresh and odorless.
- Cleans and maintains laundry facilities daily by 10:00 a.m.
- Performs additional duties requested by the manager or assistant manager.

- Informs management of supply needs on a bimonthly basis.

QUALIFICATIONS

Must meet all physical requirements and be able to take directions.

Equipment Requirement:

Mops, brooms, vacuum cleaner, window squeegee, scrubber, step stool, small ladder, screwdriver, and other miscellaneous hand tools. Is required to wear gloves as tasks dictate.

Work Hours:

Minimum of 40 hours per week, 8:30 a.m. to 5:30 p.m., Monday through Friday. The weekly schedule may change as required. May be necessary to work weekends.

Equipment:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of cleaning fluids and tools.

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time) to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat	Perform routine cleaning; pick up debris
Climb Stairs	Routine cleaning duties require access to 2 nd and 3 rd floor apartments

Push or Pull	Move light furniture, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine cleaning duties
Climb Ladders	Perform routine cleaning duties
Grasp/Grip/Turning	Handle cleaning tools and equipment
Finger Dexterity	Handle cleaning tools and equipment

Lifting/carrying (cleaning supplies, vacuum, step stool, etc.):

50 lbs. – 75 lbs.	Rare need (less than 1% of the time)
25 lbs. – 50 lbs.	Occasional need (1% to 33% of the time)
1 lb. – 25 lbs.	Constant need (66% to 100% of the time)

- Required to handle cleaning chemicals. Certain cleaning chemicals may require pre-mixing.

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to observe areas needing attention/correction. Read cautionary labels; respond to written instructions from staff.
- Frequent need (33% to 60% of the time) to see things clearly beyond arm's reach. Observe and assist maintenance; observe problems throughout property.

HEARING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to receive instructions from residential management. Written instructions should be acceptable.

SPEAKING REQUIREMENTS

- Constant need (66% to 100% of the time) to verbally communicate with staff and residents.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time). Occasionally outdoors (1% to 33% of the time).
- Occasional exposure (1% to 33% of time) to cleaning chemicals, paint fumes, solvents, adhesives, etc. Example: Apartments during/after make-ready.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- Moderate. Must be able to apply principles of logical thinking to a variety of practical situations and accurately follow standardized procedures that may occasionally involve minor deviations. Needs ability to think rationally beyond a specific set of instructions.

SAFETY RESPONSIBILITIES

- Learn and comply with all company safety rules.
- Always use appropriate safety equipment.
- Immediately report all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.

- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing) to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.
- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the housekeeper job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties. If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Job Description—Painter

Reports To: Manager

The purpose of this job description is to communicate the responsibilities and duties associated with the position of PAINTER. While the following information should be considered a comprehensive description of this position, it should also be noted that some responsibilities and duties may not be specifically addressed.

Every person is expected to perform any reasonable task or request that is consistent with fulfilling company objectives.

It is imperative that you review these duties, skills and physical requirements closely and that you understand that by signing the Job Description Acknowledgement, you are verifying that you can perform all the duties, have the skills and possess the physical abilities that are necessary to perform the job as described.

JOB SUMMARY

In coordination with the manager and the senior maintenance technician, the PAINTER'S primary responsibility is to ensure that all vacated apartments are painted to "market ready" status in a timely manner and according to the manager's timetable.

WAGE/HOUR STATUS

Exempt (ineligible for overtime)

DUTIES AND RESPONSIBILITIES

- Inspects and paints vacated apartments and completes required forms regarding painting.
- Routinely performs the following duties to restore apartment to "market ready" status:
 - Communicates with manager concerning apartments that need painting in order of priority.
 - Works at a pace which will leave enough time for other maintenance personnel to complete their functions in the make-ready process.
 - Reports to manager when paint and/or supplies are low to avoid depletion.
 - Repairs holes in walls, caulks tub, repairs ceramic tile.
 - Performs all tasks in a neat and efficient manner. This includes cleaning all brushes, rollers and equipment and returning said equipment to their designated storage facility at the end of each day.
 - Wears uniform as instructed by the manager which may include providing your own painter's whites.
 - Uses protective equipment when necessary, following all safety procedures.
 - Performs other work duties as directed by manager.

QUALIFICATIONS

Must meet all physical requirements and be able to take directions.

Equipment Requirement:

Required to wear back support belt, steel-toed shoes, glasses and gloves as tasks dictate.

Vehicle equipped for hauling miscellaneous maintenance materials is required.

Work Hours:

Minimum of 40 hours per week, 8:30 a.m. to 5:30 p.m., Monday through Friday. The weekly schedule may change as required. May be necessary to work weekends.

Equipment:

An employee in this position must be knowledgeable and skilled in the safe use and maintenance of cleaning fluids and tools, including mop, broom, vacuum cleaner, carpet cleaning equipment, buffer, step ladder, full ladder, hand tools, key-cutting machine, hand truck and wheelbarrow.

PHYSICAL REQUIREMENTS

- Constant need (66% to 100% of the time/ to be on feet.
- Have constant need (66% to 100% of the time) to perform the following physical activities:

Bend/Stoop/Squat/Kneel	Perform routine painting; pick up debris
Climb Stairs	Routine painting duties require access to 2 nd and 3 rd floor apartments
Push or Pull	Move light furniture, appliances, open and close doors, etc.
Reach Above Shoulder	Perform routine painting duties
Climb Ladders	Perform routine painting duties
	Handle painting tools and equipment
Grasp/Grip/Turning	Handle painting tools and equipment
Finger Dexterity	Inventory paint, requisition, requests, required maintenance reports
Writing	

Lifting/carrying (supplies, paint, carpet cleaning equipment, etc.):

Over 100 lbs.	Rare need (less than 1% of the time)
50 lbs. – 75 lbs.	Occasional need (1% to 33% of the time)
25 lbs. – 50 lbs.	Frequent need (33% to 66% of the time)
1 lb. – 25 lbs.	Constant need (66% to 100% of the time)

VISION REQUIREMENTS

- Constant need (66% to 100% of the time) to notice difference between painted surfaces and unpainted surfaces. Observe areas needing attention.
- Frequent need (33% to 60% of the time) to see things clearly beyond arm's reach. Observe and assist maintenance; observe problems throughout property.

HEARING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to receive instructions from residential management. Written instructions should be acceptable.

SPEAKING REQUIREMENTS

- Not essential. Frequent need (33% to 66% of the time) to ask questions, request supplies. Written instructions should be acceptable.

MENTAL/EMOTIONAL REQUIREMENTS

- Must be able to work in a fast-paced and customer service-oriented environment.
- Performs duties under pressure and meets deadlines in a timely manner.
- Works as part of a team, as well as completes assignments independently.
- Takes instructions from supervisors.
- Exercises problem-solving skills.
- Interacts with co-workers, supervisors, guests and the public in a professional and pleasant manner.

DRIVING/TRAVELING REQUIREMENTS:

- None.

WORKING ENVIRONMENT

- Indoors (66% to 100% of the time). Occasionally outdoors (1% to 33% of the time).
- Frequent exposure (66% to 100% of time) to paint or cleaning solvents, adhesives, paint fumes, etc.
- Frequent need (33% to 66% of the time) to work in awkward and confining positions.

REASONING DEVELOPMENT

- Moderate. Must be able to apply common sense understanding to carry out simple one to two-step instructions. Deal with standardized situations with occasional or no deviations from standard procedures.

SAFETY RESPONSIBILITIES

- Learns and complies with all company safety rules.
- Always uses appropriate safety equipment.
- Immediately reports all unsafe conditions to supervisors.
- Must be familiar with all safety features or equipment, machinery, or materials encompassed by job duties.
- Must check with supervisor if there is a question as to the safe procedure to be used for any job function.

ADDITIONAL REQUIREMENTS

- Employees must fulfill the performance standards of this position and comply with policies, rules and procedures of the company, including those set out in the Employee Handbook, or otherwise communicated (verbally or in writing) to employees.
- This job description is intended to describe the general nature and work responsibilities of the position. This job description and the duties of this position are subject to change, modification and addition as deemed necessary by the company. Employees are required to comply with supervisory instructions and

perform other job duties, responsibilities and assignments requested by supervisors, managers or other company officials.

- This job description does not constitute an employment contract between the company and any employee.
- The job responsibilities of this position may include cross-training in other functions or positions to ensure satisfactory operation of the department or work area.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the painter’s job description and understand that it is my responsibility to read and understand it. I understand that this job description may be used as a tool to evaluate the performance of my duties.

If I have any questions about this job description or my job duties, I understand that I should ask my supervisor or department manager.

Signature

Date

Printed Name

Interview Guides Overview

*How to use
these guides*

The Interview Guide provides first and second interview questions. The questions are categorized by job requirements/skills and multiple questions are provided for each requirement/skill area.

Review the questions thoroughly and determine which ones are most appropriate for the available position. Highlight those questions and use them for the first interview. Use the remaining questions for a second interview if necessary. Be prepared to ask follow-up questions as needed to get the candidate to provide specific, behavioral experiences.

Prepare this guide leaving space between questions for taking notes on the candidate’s answers, and for later comparing how various candidates responded to the same questions.

Interview Guide—Property Manager

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Describe your key responsibilities and accomplishments in your last position.
2. How did these responsibilities differ from your other positions?
3. Why did you decide to leave your last position?
4. How can this position help you fulfill your career objectives?
5. Tell me about your educational background (including formal education, additional programs or courses taken on the job, major area of study, and grades/. How have these helped you in your past positions? How can they help you in this position?

LEASING

1. Tell me how you have formulated sales and marketing strategies? What was the most creative sales approach you have used?
2. What leasing and marketing reports did you have to produce? How did you use these reports?
3. Describe your sales responsibilities. What were your key sales accomplishments (closing ratios, % of sales quotas exceeded, awards, etc./)?
4. Describe your approach to learning about a new community. What types of information or activities have you found to be the most critical to understanding a new community? How have you gone about obtaining this information or completing these activities?

COLLECTING RENTS

1. Describe for me the methods you have used in the past to collect rents or past due accounts, and to minimize delinquencies. Which method(s) worked the best? How did you know it was working?
2. How many times have you had to follow through with an eviction of final collection notices? How many times have you personally had to represent your company in court during an eviction case?
3. Give me an example of a collection situation in which the resident's reason for failure to pay made it difficult for you to enforce your company's policy. How did you handle that situation?

MANAGING SERVICE / MAINTENANCE

1. Tell me about how you worked with your maintenance staff to develop and implement plans for handling all of the maintenance projects on your property.
2. Describe the process you have used for tracking progress on maintenance and service requests. (Follow-up to find out about automated systems, paperwork, overall follow-up quality of work, etc./
3. What experience have you had in handling "crises" maintenance situations? Tell me about one of the more serious situations you have handled, and explain your role in that situation.

BUDGET FORMULATION AND MANAGEMENT

1. What budget processes have you used in the past? What were your accountabilities with respect to budgeting?
2. What was the total income from your previous community or business?
3. Describe your key accomplishments with respect to budget management. (If necessary, ask about whether they exceeded NOI, whether they achieved the community's budgeted cash flow, how they controlled expenses, and what they did to generate income, etc./
4. What methods have you implemented to track and report budget performance and variances?

MARKETING

1. Describe your experience in formulating and implementing marketing plans. How successful were your overall marketing efforts? How do you know they were successful?
2. Give me an example of a “creative” or “original” marketing or advertising idea you initiated and implemented.
3. What methods have you used for completing market analyses? How have you anticipated and tracked market trends?

COMMUNITY CUSTOMER SERVICE

1. Describe what you did to promote customer service and retention in your previous position. Give me examples of some of the specific actions or activities you introduced.
2. Describe an instance in which you handled a difficult resident or customer situation. What was the situation, what did you specifically do, and what were the results?
3. How have you tracked your community’s or business’ customer service performance?

DECISION-MAKING AND PROBLEM SOLVING

1. What was a particularly difficult decision you have had to make in your previous work experience? What made that decision especially difficult? Walk me through the process you used to arrive at the decision, and describe the outcome?
2. Describe to me your approach to solving complex problems. Now, think of a specific time when you used that approach, and walk me through the steps you took.
3. What types of decisions do you find “easy” to make? When was the last time you had to make a decision of that type?

STAFF MANAGEMENT

1. How many people would you estimate that you have had to hire in the past three years? Describe the process you have used for interviewing and selecting candidates (ask for sample questions they have used/).
2. Tell me about a success you have had with a staff member who had some difficulties in his or her performance. Exactly what did you do, and what did you say?
3. Can you describe an instance in which you lost your temper with a staff member? What happened and how did you handle it?

4. What type of boss drives you nuts? Describe what you have done when confronted with behavior of that type.

CHANGE, STRESS, RISK-TAKING

1. Give me an example of a “risk” you took in your last job. What was the situation and what made it risky? How did you go about working through that situation?
2. Describe a few “major” improvements which you introduced in your last job. What did you do to encourage buy-in and commitment from those impacted by the change?
3. When was the last time you changed your mind about a decision or situation? Tell me about it, and what made you change your mind?

SUMMARY

1. From an operations standpoint, what would you describe as your greatest strength? Tell me about how you have applied that strength to a particular situation and what was the result?
2. Describe what you consider to be a personal “failure.” What did you learn from that situation?
3. In addition to everything you have told me, what else should I know about you that may affect my hiring decision?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide; and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Assistant Manager and/or Bookkeeper

CANDIDATE: _____

DATE: _____

COMMUNITY: _____

INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Why will this position help you achieve your career objectives?
2. In your last job, for which tasks did you have full responsibility?
3. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many people would be affected?
4. What would your past/current employer have to do to keep you?
5. What was your favorite/least favorite part about your last position?
6. What do you expect your previous employers to say when we call to check your references?
7. Tell me about your educational background (including formal education, additional programs or courses taken on the job, major area of study, and grades/. How will your background contribute to your success in this position?
8. How has your last job prepared you for this job? What would your boss say is an area you could improve?
9. What percentage of the time did you spend bookkeeping at your last position?

COMPUTER/BOOKKEEPING SKILLS

1. How did you use a computer in your work? What software programs are you proficient in? How did you use these software programs?

2. How did you go about learning how to use computer systems in your previous jobs?
3. Tell me about a difficult situation you have had with a co-worker in the past. What was the outcome?
4. Describe for me the methods you have used in the past to collect rents or past due accounts, and to minimize delinquencies. Which method do you think worked best?
5. What is the hardest/most challenging part about bookkeeping for you?

ADMINISTRATIVE

1. How much time did you spend in your previous job doing paperwork for either property management or program compliance? Describe the paperwork you had to complete -- what types of paperwork did you enjoy doing or dislike?
2. What types of reports (property and program-related/ did you have to generate, and how often? How were those reports used in your business?

CUSTOMER SERVICE

1. Some people are easier to interact with than others. Tell me about an instance in which you had to handle a particularly difficult resident or customer. How did you handle it?
2. From experience, what do you think is the best way to handle problems and complaints from customers?
3. Give me an example of a time when you went “out of your way” to help a resident or customer. What was the situation, and what specifically did you do or say?
4. Did you make suggestions in any previous job to improve morale, increase output, or increase customer satisfaction? What were they?
5. Can you think of an incident when you should have done more than you did to solve a complaint or issue? What held you back from doing it?

FOLLOW - UP

1. Everyone can miss a deadline from time to time. When was the last time you missed a deadline because you failed to follow up on something? How did you handle it?

2. Describe to me how you organize your workday. What types of “tools” or methods have you used to manage your time? (Look for the use of “to do” lists, calendars, tickler files, and so on. /

DECISION MAKING

1. Give me an example of a good decision you have made? What about a decision you later regretted?
2. What types of decisions did you make in your last position, without first checking with your manager? On what types of decisions did you ask for input prior to deciding?

RISK TAKING AND ACTION ORIENTATION

1. Sometimes we must act quickly, without the benefit of having a policy or procedure to follow. Give me an example of a time when you had to act quickly -- on your own -- and what happened in that situation.
2. Can you recall an instance in which you had to take a risk on the job? What was the situation, and what made it risky. What happened?

CHANGE AND STRESS

1. Describe a change that took place in your last job, which you found difficult to understand or accept. What was the situation, and how did you adapt to the change?
2. What types of activities create stress for you on the job? What did you do to cope or manage the stress?

PROBLEM SOLVING AND CONFORMITY

1. Think of a difficult or challenging problem you had to solve on your last job. Walk me through the process you used for solving that problem. What was the outcome?
2. Tell me about a disagreement you had with your last manager or other property personnel. What was the situation and what did you do?

MOTIVATION / ATTITUDE

1. Do you see yourself as a leader or a team member? Why?

2. What would you do if your supervisor decided with which you strongly disagreed?
3. How does this job compare with others you have applied for?
4. What do you expect from the company that hires you?
5. What are the things you look for in a job?
6. What are your career goals? Where do you want to be in 5 years?
7. What motivates you to be successful?

SUMMARY

1. How does the position with our company “fit” with your overall career goals?
2. In addition to what you have already told me, is there anything else you would like me to know about yourself to help me with my hiring decision?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide; and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Leasing Coordinator and/or Leasing Consultant

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many others were affected?
2. What would your past/current employer have to do to keep you?
3. What was your favorite/least favorite part about your last position?
4. In your last job, for which tasks did you have full responsibility?
5. What do you expect your previous employers to say when we call to check your references?
6. What would your boss say is an area you could improve?
7. How has your last job prepared you for this job?

LEASING / SALES (For Experienced Applicant)

1. Think about a specific sales situation or imagine one and tell me what you did or would do to “close” the sale.
2. How many prospects/applicants do you handle in a day? How did prospects/applicants come to your business (appointments, walk-ins, etc.)? What was your closing ratio – how many sales did you close on the average week or month?
3. Describe the application and waitlist process you used at the community where you worked?
4. How did your sales efforts affect the profitability of your office or the place where you worked?
5. What computer programs are you proficient in?

LEASING / SALES (For Inexperienced Applicant/

1. Tell me a time when you successfully negotiated being put in charge of a final decision.
2. Define an opportunity in which you appropriately took advantage of the situation.
3. Give me an example of a time when your energy level and focus created a very positive result.
4. Prioritize your day of errands.
5. Outline the steps you've taken recently to convince an individual to do a task for you.
6. Walk me through a scenario in which you properly diffused a potentially negative exchange between two individuals in the recent past.
7. Describe a time when you were not satisfied with the outcome of a situation.
8. What steps did you take to rectify the situation?
9. List the ways in which you exhibit active listening skills.
10. What types of team activities have you participated in?
11. What computer programs are you proficient in?

ADMINISTRATIVE

1. How much time did you spend in your previous job doing paperwork for either property management or program compliance? Describe the paperwork you had to complete – what types of paperwork did you enjoy doing and dislike?
2. What type of reports (property and program-related/ did you have to generate, and how often? How were those reports used in your business?

CUSTOMER SERVICE

1. Describe an instance in which you handled a difficult resident or customer. What was the outcome?
2. Did you make suggestions in any previous job to improve morale, increase output, or increase customer satisfaction? What were they?

3. Can you think of an incident when you should have done more than you did to solve a complaint or issue? What held you back from doing it?

FOLLOW - UP

1. Everyone can miss a deadline from time to time. When was the last time you missed a deadline because you failed to follow up on something? How did you handle it?
2. Describe to me how you organize your workday. What types of “tools” or methods have you used to manage your time? (Look for the use of “to do” lists, calendars, tickler files, and so on. /

DECISION MAKING

1. Give me an example of a good decision you have made? What about a decision you later regretted?
2. What types of decisions did you make in your last position, without first checking with your manager? On what types of decisions did you ask for input prior to deciding?

RISK TAKING AND ACTION ORIENTATION

1. Sometimes we must act quickly, without the benefit of having a policy or procedure to follow. Give me an example of a time when you had to act quickly -- on your own -- and what happened in that situation.
2. Can you recall an instance in which you had to take a risk on the job? What was the situation, and what made it risky. What happened?

CHANGE AND STRESS

1. Describe a change that took place in your last job which you found difficult to understand or accept. What was the situation, and how did you adapt to the change?
2. What types of activities create stress for you on the job? What did you do to cope or manage the stress?

PROBLEM SOLVING

1. Think of a difficult or challenging problem you had to solve on your last job. Walk me through the process you used for solving that problem. What was the outcome?

2. Tell me about a disagreement you had with your last manager or other property personnel. What was the situation and what did you do?

MOTIVATION / ATTITUDE

1. Do you see yourself as a leader or a team member?
2. What would you do if your supervisor decided with which you strongly disagreed?
3. How does this job compare with others you have applied for?
4. What do you expect from the company that hires you?
5. What are your career goals? Where do you want to be in 5 years?
6. What are the things you look for in a job?
7. What motivates you to be successful?

SUMMARY

1. How does the position with our company “fit” with your overall career goals?
2. In addition to what you have already told me, is there anything else you would like me to know about yourself to help me with my hiring decision?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide; and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Lead Maintenance Technician/Supervisor

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Describe your key responsibilities and accomplishments in your previous position (s/.
2. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many people would be affected?
3. Tell me about your educational background (including formal education, technical training, any additional training taken on the job/. What licenses and permits do you currently hold and (if appropriate/, when do they expire?
4. What would your past/current employer have to do to keep you?
5. What was your favorite/least favorite part about your last position?
6. In your last job, for which tasks did you have full responsibility?
7. What do you expect your employers to say when we call to check your references?

SERVICE REQUESTS

1. Describe the processes you have used to organize, prioritize, and complete routine maintenance/service work (repairs, work orders, etc.).
2. About how many Service Requests (work orders, etc./ did your maintenance staff handle on an average day? What types of requests did you and your staff handle?
3. How did you monitor and track the quality-of-service work done by you and your staff? Tell me about the methods you used, and what information you could obtain from those methods?

4. What was your average response time to a Service Request?
5. What do you find to be the most difficult items to repair?
6. Describe the types of interactions you had with customers or residents in your previous position.
7. Can you give me an example of a time when one of your staff members developed a performance problem, and what you did to correct the situation?

MAINTENANCE SHOP

1. Tell me about a maintenance “shop” you set up and managed. How was it organized, and how did you make it cost-effective and efficient?
2. How often did you order equipment, tools, and supplies in your previous position? Tell me the process you used placing orders, bidding costs, and managing costs.
3. Tell me how you have implemented an inventory control system? Was it automated or “computerized?” (Determine if the candidate has had any experience in automated inventory control systems. /

MAKE READIES

1. On average how many make readies did you turn monthly? How quickly were you able to turn them?

BUDGET / COST CONTROL

1. Describe your experience in budget forecasting and budget management. What was the service/maintenance budget at your last job? How did your service operation perform against budget?
2. Tell me about something you did as a service manager to enhance cost control and describe the results your ideas had on the business.
3. Give me an example of what you did when needed funds and parts were not available.

RESIDENT / CUSTOMER SERVICE

1. Describe the types of interactions you personally had with customers or residents in your previous position(s).
2. Describe the types of interaction you had with the office staff in your last position. How regularly did you meet with the office manager? What did you find to be the most difficult situations to handle with the office staff?
3. Give me an example of a particularly difficult customer/resident situation in which you were involved and tell me how you handled it.
4. What steps would you take to ensure that a response was made to a Service Request within 24 hours?

STAFF MANAGEMENT

1. What experience have you had in hiring service/maintenance professionals? Tell me how you went about choosing your staff.
2. Can you give me an example of a time when one of your staff members developed a performance problem, and what you did to correct the situation?
3. Explain how you have distributed the workload across your staff. Walk me through the process you have used for assigning work to make sure everything gets done.
4. Were any of your staff members promoted due to your guidance and development?

SAFETY

1. Describe for me the most serious safety-related situation you have ever handled. What was the situation, and how did you handle it?
2. What programs, plans, or ideas have you implemented to improve and ensure the safety of you, your staff, and others?

PREVENTIVE MAINTENANCE

1. Describe the types of “preventive” maintenance projects you have supervised. How did you go about planning and completing these projects?

2. Can you think of an instance in which failure to plan or complete preventive maintenance caused your service operation some problems? What was the situation, and how did you handle it?

WORKING WITH CONTRACTORS / VENDORS

1. How many outside contractors or vendors did your last community or business deal with on a regular basis, and what were they? What was your role in working with the contractors?
2. Can you recall an instance when you were dissatisfied with the work provided by a contractor or vendor? Tell me how you handled that?

MOTIVATION / ATTITUDE

1. What would you do if your supervisor decided with which you strongly disagreed?
2. What do you expect from the company that hires you?
3. What are your career goals? Where do you want to be in 5 years?
4. What motivates you to be successful?

SUMMARY

1. Describe what you believe the primary purpose of a service operation should be. Give me some examples of objectives or goals you have set which reflect this purpose.
2. What else would you like me to know about you prior to my making this hiring decision?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide; and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Assistant Maintenance Technician and/or Make-Ready Technician

CANDIDATE: _____

DATE: _____

COMMUNITY: _____

INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Describe your key responsibilities and accomplishments in your previous position (s/.
2. What made you decide to leave your last position?
3. What certifications and licenses do you currently have? When do they expire? Describe your educational background (formal education, technical training, any additional training completed on the job/.
4. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many people would be affected?
5. What would your past/current employer have to do to keep you?
6. What was your favorite/least favorite part about your last position?
7. What do you expect your previous employers to say when we call to check your references?

MAKE READIES/SERVICE REQUESTS

1. Describe the types of Service Requests and maintenance requests you typically handled on your last job. How many did you handle on the average day?
2. What kind of interruptions did you encounter when you were on a call, or when you were in the field completing maintenance work? Pick an example of a common interruption you encountered and tell me how you handled it.
3. What make-ready responsibilities did you have in your past position (s/)?
4. What did you do to ensure the quality of your work?
5. Can you describe a maintenance or Service Request you had to perform strictly according to procedures?

KNOWLEDGE / SKILL ABILITY

1. What did you do to ensure the quality of your work?
2. What was your average response time to a Service Request?
3. What types of Service Requests do you find to be the most difficult to complete?
4. Describe the types of interactions you had with customers or residents in your previous position.
5. How much of your workload is involved working with another member of the service/maintenance staff? Describe some of the projects or work you had to do with others.

TIME MANAGEMENT

1. Describe how you organize your typical workday. What methods or techniques did you use to make sure you accomplished all your work?
2. How often did your work schedule get thrown off track because of an “emergency?” Give me an example of a time when you had to stop what you were doing to handle the emergency and tell me how you handled the situation.

RESIDENT / CUSTOMER SERVICE

1. What would you say was your strength or talent when it comes to customer service? Describe for me a situation which reflects your use of that strength.
2. Describe the types of interactions you had with the office staff. Give me an example of a problem you may have had communicating with the office staff and tell me how you handled it.
3. What was the most “stressful” interaction you have had with a customer or resident? What made that situation particularly difficult, and how did you handle it?

CURB APPEAL / AMENITIES

1. What were some of the more “boring” tasks you had to complete as part of your last job? How did you cope with the boredom of doing those tasks?
2. Give me some examples of work you did, or projects you undertook, which demonstrate your willingness to show initiative.

EMERGENCY / SAFETY

1. Describe some of the emergency situations you’ve had to deal with as a maintenance/service professional. What was the most serious situation you’ve faced, and how did you handle it?
2. What are some steps or precautions you have taken to ensure your own safety as well as the safety of others and of the business?

TEAMWORK / RELIABILITY

1. How much of your workload is involved working with another member of the service/maintenance staff? Describe some of the projects or work you had to do in pairs or with others.
2. In what ways have you worked to promote “teamwork” with the others, including the office staff and the people who worked on the service/maintenance staff?
3. What were your work hours on your previous job? How many times were you late in the last year? What about other absences?

MOTIVATION / ATTITUDE

1. What would you do if your supervisor decided with which you strongly disagreed?
2. What do you expect from the company that hires you?
3. What are your career goals? Where do you want to be in 5 years?
4. In addition to everything you have told me, what else should I know about you?

SUMMARY

1. What do you think is the primary purpose of the service/maintenance area? How does the service/maintenance area contribute to the financial success of the business?
2. What else would you like me to know about you prior to my making this hiring decision?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide, and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Groundskeeper

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many people were involved in that?
2. What would your past/current employer have to do to keep you?
3. What was your favorite/least favorite part about your last position?
4. What do you expect your employers to say when we call to check your references?
5. What were some of the more “boring” tasks you had to complete as part of your last job? How did you cope with the boredom of doing those tasks?

KNOWLEDGE / SKILL ABILITY

1. What types of things do you feel would be important to pick up off the grounds?
2. What areas of the ground are the most difficult for you to clean?
3. How often do you think the grounds should be picked up?
4. Describe the types of interactions you had with customers or residents in your previous position.
5. How much of your workload is involved working with another member of the service staff? Describe some of the projects or work you have to do with others.

MOTIVATION / ATTITUDE

1. What would you do if your supervisor decided with which you strongly disagree?
2. What do you expect from the company that hires you?

Interview Guide—Housekeeper

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many others were affected?
2. What would your past/current employer have to do to keep you?
3. What was your favorite/least favorite part about your last position?
4. What do you expect your previous employer to say when we call to check your references?

KNOWLEDGE / SKILL ABILITY

1. How many one (1/ bedroom apartments do you think you can clean in a day? Week?
2. What areas of an apartment are the most difficult for you to clean?
3. What products would you use to clean mildew and water buildup in a shower?
4. What do you find to be the most difficult cleaning requests to complete?
5. Describe the types of interactions you had with customers or residents in your previous position.
6. How much of your workload is involved working with another member of the service staff? Describe some of the projects or work you had to do with others.

MOTIVATION / ATTITUDE

1. What would you do if your supervisor decided with which you strongly disagreed?
2. What do you expect from the company that hires you?

3. In addition to everything you have told me, what else should I know about you?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide, and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Interview Guide—Painter

CANDIDATE: _____
DATE: _____
COMMUNITY: _____
INTERVIEWED BY: _____

BACKGROUND REVIEW

1. Tell me what happened when you left your last position(s/. Why did you leave? If downsized, how many people were involved in that?
2. What would your past/current employer have to do to keep you?
3. What was your favorite/least favorite part about your last position?
4. What do you expect your previous employers to say when we call to check your references?
5. What were some of the more “boring” tasks you had to complete as part of your last job? How did you deal with the boredom of doing those tasks?

KNOWLEDGE / SKILL ABILITY

1. Are you used to spray rig painting or rolling? How much experience have you had with both or either?
2. What experience have you had with two-color trim painting?
3. What experience have you had with texture painting?
4. Do you prefer indoor or outdoor painting?
5. Describe the types of interactions you had with customers or residents in your previous position.
6. How much of your workload is involved working with another member of the service staff? Describe some of the projects or work you had to do with others.

MOTIVATION / ATTITUDE

1. What would you do if your supervisor decided with which you strongly disagreed?
2. What do you expect from the company that hires you?
3. What do you want to be doing in 5 years?
4. In addition to everything you have told me, what else should I know about you?

TO CLOSE OUT THE INTERVIEW

- Tell the candidate about the position and respond to any questions the candidate may have.
- Explain the next step in the hiring process, when you expect to decide, and how he or she will be informed of the decision.
- Thank the candidate.

Notes:

Sample Interview Evaluation Form

Name of Applicant: _____

Position Desired: _____

Rate each applicant’s qualifications based solely on the job description of the current job opening. Check the appropriate column and add any comments you wish to make.

- 1 – Does not meet requirements for the position
- 2 – Meets some of the requirements for the position
- 3 – Meets requirements for the position
- 4 – Exceeds requirements for the position

CATEGORY	1	2	3	4	COMMENTS
Work History					
Technical Ability					
Education					
Job Stability					
Communication Skills (Verbal response, body language)					
Appearance (Cleanliness, neatness, grooming)					

CERTIFIED APARTMENT
MANAGER®

Advancement Potential					
Overall Evaluation					

Would you recommend for hire? Yes No If no, why? _____

Recommended Position: _____

Candidate accepted/rejected offer: _____

Starting Salary: _____ Starting Date: _____

Company/Location: _____

Interviewed By: _____ Date: _____

Sample outline The following is a comprehensive list of management issues and policies that may be included in an employee handbook.

Principles and Practices of Employment

- o Contract Disclaimer
- o Employment-at-Will
- o Arbitration Agreement
- o Equal Employment Opportunity statement
- o Americans with Disability Act statement
- o Proof of US Citizenship statement
- o I-9 Form Compliance
- o Fair Housing Policy and Acknowledgement
- o Ethics Statement
- o Conflict of Interest
- o Employment of Relatives
- o Confidentiality Statement
- o Recruiting Practices
- o Grievance Procedures
- o Rehire Policy
- o Transfer/Promotion Policy

Employee Benefits

- o Insurance Benefits
- o Benefit Eligibility
- o COBRA
- o HIPPA

Timekeeping and Payroll

- o Status
- o Exempt/Non-Exempt
- o Full or Part Time
- o Permanent or Temporary
- o Timekeeping
- o Overtime
- o Rest & Meal Periods
- o Payday Schedules
- o Pay Procedures

Continued on next page

Employee Handbook, Continued

**Sample
outline,
(continued)**

Absence From Work

- o Vacation
- o Holiday
- o Sick
- o Personal or PTO
- o Family Medical Leave
- o Military Leave
- o Personal Leave
- o Jury Duty – Witness Duty
- o Voting Leave
- o Worker’s Compensation Absence
- o Bereavement Leave
- o Civic Activities

Employee Conduct

- o Employee Safety
- o Harassment Policy & Complaint Procedure
- o Alcohol & Drug-Free Workplace Policy
- o Weapon Policy
- o Smoking Policy
- o DEI Practices
- o Grooming & Attire (Dress Code)
- o Use of Bulletin Board
- o Use of Telephones and cell phones
- o Use of Computer Hardware, Software, Internet
- o Use of Keys
- o Solicitation and Distribution of Literature
- o Performance Evaluations
- o Discipline Procedures

Termination Policy and Procedures

- o Involuntary Termination
- o Resignation
- o Severance Pay
- o Vacation Pay Upon Termination

Miscellaneous

- o Acknowledgement of Receipt of Handbook
- o Mileage Reimbursement
- o Travel Reimbursement
- o Living onsite
- o Leasing Bonuses
- o Tuition Assistance
- o Absenteeism and Tardiness

- o Basic Work Rules
- o Confidential Information

Limiting Employer Liability

Tips on limiting liability

Keep the following in mind to help limit liability.

- Periodically review, re-evaluate, and revise all written company policies, employment applications, employee handbooks, training materials, performance review forms, and any form letters offering or terminating employment.
 - Document actions to establish a “paper trail.” Maintain inclusive personnel files regarding hiring, exit interviews, counseling, reprimands, warnings, probationary notices, performance reviews, attendance records, commendations and awards, and any oral reprimands. If you have a file full of problems with an employee, assume that this file may end up in court.
- Periodically train and re-train recruiters, supervisors, managers, interviewers and personnel staff about employment law and issues. Make sure they know company policy changes, and what or what not to say, and how to document.
- Establish progressive disciplinary procedures and make sure that they are evenly enforced. Progressive discipline communicates your expectations to the employee and provides written warning of failure to perform consequences. Many potential problems can be resolved before they happen, plus employee morale is higher when they know that they will have an opportunity to improve their performance.
- Make sure that performance reviews are fair, candid, accurate, on time, and comply with company policy. This feedback is the best tool that an employee can have for improving performance and providing a plan for future action.
- Employees should be required to read and acknowledge that they understand, sign, and date crucial employment documents.
- Consistently apply all company policies. Even-handed enforcement provides a basic comfort level for all employees because they know that they will not be treated differently.
- A confidential and effective internal problem solving, or grievance procedure should be in place and should be well publicized to all employees, especially managers and supervisors. Due to the importance of this issue more information is provided later in this chapter.
-

**When to seek
legal advice,
(continued)**

Consulting with an attorney before taking an adverse employment action can assist the organization in formulating lawful policies and procedures, confirming that proposed actions do not violate employment laws, and minimizing liability exposure.

Consult with attorneys who specialize in representing management for employment issues. Check with the local or state bar association for a list of such specialists or talk with another management company that uses an attorney for employment advice.

Overview

Employee training is a key ingredient to your success as an apartment manager. Training is a skill and like any other job a skill must be learned. Learning to train employees is a crucial ingredient to your success as an apartment manager. It is serious business and one that can have significant consequences for the employee and the manager, if not handled properly. If you have employees who cannot do their job your first question should be “Have I trained them properly?” Or “Does this person need more training?”

Prioritize training

One of the biggest mistakes managers make is to assume that training is to be scheduled when everything else is finished and more time is available. In the fast-paced world of managing apartments there is never enough time and always too many tasks waiting for completion.

Benefits of training

Training provides many benefits and rewards for both the employee and the company. Consider the following benefits of training.

Benefit	How It Helps
Training reduces expenses.	If your staff knows how to do their job the right way, expenses will be reduced. If people are properly trained, employee turnover expenses, such as employment testing, employment agency fees and even legal fees to handle wrongful termination or fair housing lawsuits, will be reduced.
Training helps provide consistent service to your residents.	Your staff will improve their skills in working with people. Residents stay happier when they receive the consistently excellent service they expect.
Training saves time.	A well-trained staff is more prepared and more eligible for promotion opportunities. It is personally rewarding to watch employees that you have trained and nurtured be promoted to higher paying positions and more responsibility.
Training creates a team spirit.	As you show your concern for employees through quality training, you help motivate them and keep their morale high. Training and motivational programs are often

	combined to create a powerful personal improvement experience. Training programs can provide more fun while at work thereby reducing stress and increasing productivity.
--	--

Benefit	How It Helps
Training helps solve problems.	Training should be used to correct operational and/or maintenance problems and to prevent harassment, discrimination, and retaliation. Training should include safety training to correct bad habits and paperwork/computer training to correct administrative errors.
Training is for everyone.	Focus your training efforts on every job level. Start new employee training on the employee's first day. Train existing employees to upgrade their knowledge level and provide long-term professional development.
Training aids supervision.	The training process helps you bond with employees as you guide them to succeed. They learn that you are not just the boss but also a caring coach who will help them work toward personal goals. This relationship, developed during training, makes supervising the employee a much easier task.

Regardless of the type of training needed, planning is paramount. Present the training and evaluate the process upon completion. Failing to plan your training activities is a sure way to have your training programs fail.

Employee Training, Continued

New employee orientation

Orientation is a form of training.

Skills assessment

Determining employees’ skills is part of determining the training that will be appropriate. Once you know what your employees can and cannot do, you will know what type of training to provide.

Training program topics

The following is a list of ideas to stimulate your imagination for topics to cover in your staff meetings/training programs.

Safety

- handling a fire onsite
- using personal protective equipment
- understanding material safety data sheets
- reporting an accident
- safety in the maintenance shop
- preparing for a hurricane
- severe winter weather alerts
- blood borne pathogens
- electrical cord safety and lock-out/tag-out program
- employee injury
- workplace violence
- safety inspections

Company/Property Policies/Procedures

- understanding employee insurance
- employee handbook review
- harassment, discrimination, and retaliation in the workplace
- resident retention ideas
- maintenance for office staff members
- how to properly take a service request
- understanding the computer system
- accepting packages for residents
- pool school
- keeping the community clean, clean, clean

- move-in file preparation/administration
- delivering superb customer service
- business etiquette
- fair housing compliance

Task Training

When task training is appropriate

Training for motor tasks is sometimes called “hands-on” or “one-on-one” training. It is best done on the actual equipment used on the job, for example, a computer, key machine, etc.

It is always tempting to expect an employee to understand how to do a specific task by telling them what to do. This process causes employees to stumble along trying to figure things out. Consequently, a lot of time and energy is wasted.

Show and tell

The best approach is to show and talk about the task at hand. Consider this concept: “Tell me and I will not remember. Show me and I think I will remember. Involve me and I will understand.”

Different learning styles

Some employees are reluctant to get involved in the skills-learning process and are anxious to get their hands on the computer, equipment, etc., as soon as possible. Having the employee “hear it, see it and say it” is crucial to the adult learning process. It is an excellent use of your time to conduct task training in this manner.

Task training process

The table below describes the task training process.

Stage	Description
1	<p>The employer tells the employee about the task and what to do and then demonstrates the procedure.</p> <p><u>Note:</u> As you demonstrate and explain each part of the task remember to discuss not only what you are doing, but also how and why.</p>

2	The employee tells the employer about the task and the employer demonstrates the procedure following the employee's instructions.
3	The employee tells the employer about the task and the employee demonstrates the procedure.

Overview

Use staff meetings and/or group training programs when several employees need to learn the same information.

Group training process

The table below describes the group training process.

Stage	Description
1	<p>Before the meeting</p> <p>The following suggestions will help structure staff meetings or training sessions.</p> <ul style="list-style-type: none"> • Determine the objectives and the time needed for the meeting. Perhaps it will be a short meeting concerning changes in a policy or procedure or maybe a full-blown training session on how to use safety equipment. • Identify the staff members that need to attend the meeting. Sometimes you may need only the office personnel and other times the whole staff may need to attend. • Decide for the meeting facility. Staff meetings are usually held in the office or clubroom. Training sessions may be held in a remote facility or another location on the property. For example, if you are teaching employees on the proper use of a fire extinguisher, it would be appropriate to hold the training session in an outdoor location such as a parking area/garage. • Prepare the facilities and arrange for necessary equipment, supplies and refreshments. • If you are not personally conducting the meeting arrange for a speaker/trainer. If you need the assistance of other employees make sure that you give them enough time to prepare. • Prepare and have all participants sign an attendance record for each meeting. Maintain them in a permanent file and elsewhere as your company requires. • Start and end the meeting on time. Participants should know in advance approximately how long the meeting will last.

Continued on next page

Stage	Description
2	<p data-bbox="570 447 824 478">During the meeting</p> <p data-bbox="570 531 1487 646">Keep the meeting moving smoothly and provide the missing elements necessary to meet predetermined objectives by making an effort to do the following.</p> <ul data-bbox="589 699 1500 1161" style="list-style-type: none"> <li data-bbox="589 699 1117 730">• Start promptly and follow the agenda. <li data-bbox="589 741 954 772">• Answer questions clearly. <li data-bbox="589 783 1040 814">• Limit unnecessary conversation. <li data-bbox="589 825 1109 856">• Defuse conflict between participants. <li data-bbox="589 867 1365 898">• Clarify required action and make applicable assignments. <li data-bbox="589 909 1500 972">• Encourage interaction by asking participants to answer appropriate questions. <li data-bbox="589 982 1349 1056">• Use visual aids, such as handouts, workbooks, overhead transparencies, to keep employees interested. <li data-bbox="589 1066 930 1098">• Summarize discussions. <li data-bbox="589 1108 1393 1161">• Close the meeting by recapping decisions, assignments and deadlines.
3	<p data-bbox="570 1182 800 1213">After the meeting</p> <p data-bbox="570 1266 881 1297">Complete the following.</p> <ul data-bbox="589 1350 1463 1541" style="list-style-type: none"> <li data-bbox="589 1350 1219 1381">• Evaluated the results of the meeting/training. <li data-bbox="589 1392 1463 1465">• Prepared and distributed a summary of the meeting. This should include all action items identified. <li data-bbox="589 1476 971 1507">• Take any action agreed to. <li data-bbox="589 1518 1008 1541">• Follow-up on all action items.

*Keep
procedure
manuals
updated*

Procedure manuals are essential tools in apartment management and should be updated on a continuing basis. Procedures change regularly as your company increases or decreases in size, property ownership changes and as laws and local codes change. When procedures change, the manuals should be updated.

*Standard
operating
procedure
manuals*

Even the smallest company should have a standard operating procedures manual. Larger companies often expand materials and provide a company ‘library of manuals’.

*Manuals for
purchase*

Smaller companies have purchased generic apartment procedure manuals online and customized them to suit their needs. There are third party companies that will offer a subscription to a template, which you customize, and they keep up to date. It is the best of both worlds...professionally written materials, on disk, already legally correct, ready to be customized.

*Topics covered
in manuals*

Regardless of the size of your company or the number of manuals, specific subjects should be covered. Consistent and legally correct treatment of prospects, applicants, residents, visitors, and employees cannot be overemphasized.

Manuals should include information on:

- advertising and marketing
 - leasing
 - rent collection and eviction
 - resident retention and satisfaction
 - maintenance
 - office procedures and administration
 - personnel and payroll, and
 - safety
-

*Reviewing and
revising
policies and
procedures*

Every policy and procedure should be reviewed and, if necessary, revised to be nondiscriminatory. Two areas of discrimination that should be considered the “litmus test” for every policy and/or procedure in the company are the difference in treatment or impact. Think about these for a moment.

- Treatment. Emphasize in your written materials the fair treatment of all people. Use nondiscriminatory language in instructions, guidelines, forms, newsletters, notices, etc.
- Impact. The old saying “actions speak louder than words” has never been truer. If the impact of a policy or procedure affects members of a protected class more harshly or excludes them, it is discrimination. Make sure that only valid business reasons are used when designing policies and procedures.

*Access to
manuals*

All onsite employees should have ready access to all procedure manuals, either digitally or in paper format. The manuals should be user-friendly and easy to understand. Use the manuals when training new employees and in planning subjects to discuss in staff meetings.

Purpose of exit interview

There are three purposes for an exit interview:

- for voluntary terminations, to determine what steps the company can make to prevent further loss of employees
- to determine where the employee or management went wrong if the termination is involuntary, and
- to give the employee an opportunity to express their perspective on why they are leaving.

Responsibility

The exit interview gives the employer an opportunity to take the sting out of the termination and “defuse” an angry employee. An employee who feels that someone was willing to listen to their point of view may be less inclined to pursue legal action.

Tips for a successful exit interview

The following tips will help you set up a successful exit interview.

- It is very important for you to be prepared.
- The employee’s file should be reviewed before the interview and should include all performance reviews and disciplinary procedures.

Timeliness

The exit interview should be scheduled at the time of the termination. This lets the employee know that they will have time to think about the termination and provide a response. An angry employee may accept the termination better if they know an exit interview will be conducted.

Who conducts the exit interview?

In most cases, someone other than the individual handling the termination should conduct the exit interview. If an employee is leaving because of this person, a third-party interviewer will make it easier for an employee to discuss the conflict. Many companies send a survey when the COBRA eligibility letter is sent (within 45 days of change in status). Others use third party companies to do this for them, hoping to get better and more accurate response.

*Involuntary
terminations*

Although some employers may feel it is redundant, it is a good idea to conduct an exit interview for involuntary terminations, except in the instance of extraordinary misconduct such as stealing, selling drugs, or violence toward another employee.

Below are some of the reasons for conducting an exit interview for involuntary termination.

- To discover an unknown cause (which may prevent a future recurrence).
- To learn of any problems that the employee may have had with the company that may be corrected.
- To learn of any misunderstanding between the employee and their supervisor to avoid future situations.

The objective during the first part of the interview should be to make the employee comfortable and willing to talk. If the termination notice has a section for an employee to comment on his termination, the exit interview should not be necessary.

Sample Exit Interview Guide

Employee Name _____

Property/Position _____

Last Day Worked/Date of Interview _____

What prompted your decision to leave? _____

If you could have changed anything about your job, what would it have been? ____

Would you consider working for us again? Why or why not?

How would you rate these items:

	<u>Excellent</u>	<u>Satisfactor</u> Y	<u>Unsatisfactory</u>
Compensation	_____	_____	_____
Benefits	_____	_____	_____
Training	_____	_____	_____
Supervisory Support	_____	_____	_____
Working Conditions	_____	_____	_____
Safety	_____	_____	_____
Upper Management	_____	_____	_____
Job Challenge	_____	_____	_____
Job Security	_____	_____	_____
Location	_____	_____	_____
Policies & Procedures	_____	_____	_____
Advancement Opportunities	_____	_____	_____
Cooperation of Co- Workers	_____	_____	_____

Additional Comments:

Interviewer's Signature & Date

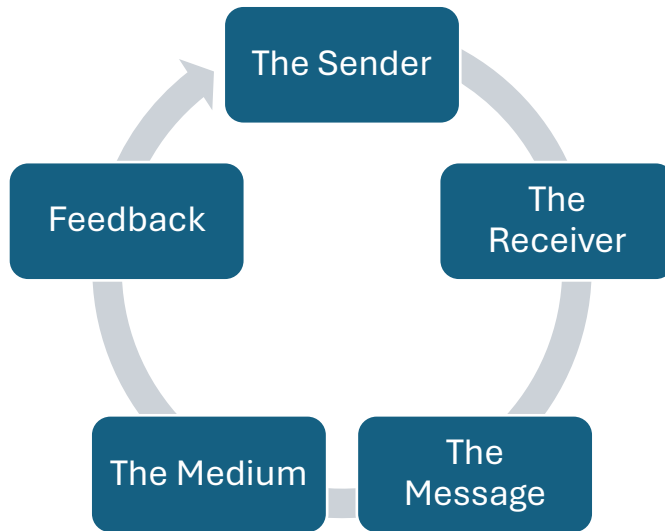
Interviewee's Signature & Date

Module Six – Leading People

The Leadership Challenge[®]

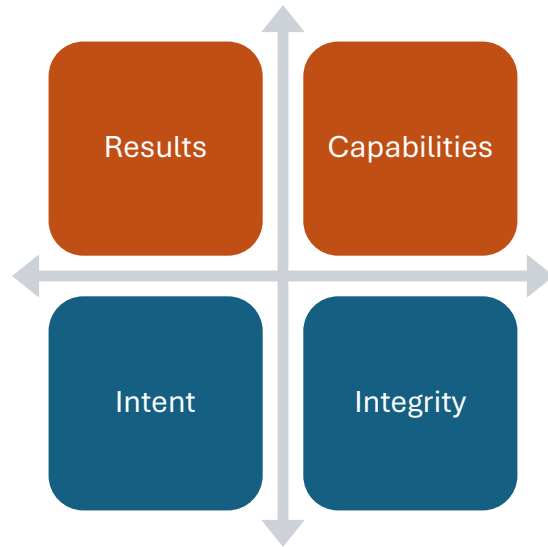
Practice	Description
Model the Way	This practice is about leading by example
Inspire a shared vision	The key to true leadership is to inspire a shared vision among your people. It needs to be communicated effectively for others to adopt it as if it were their own.
Challenge the process	Do not continue doing something just because it's always been done that way. Situations change, or it could be the case that a policy or procedure never worked well in the first place
Enable others to act	Empower people to act on their own within their level of authority. The ultimate goal is to develop your people to the point where you can delegate tasks without a lot of oversight.
Encourage the heart	If a leader appears passionate or excited about the vision, others will catch the enthusiasm. They express gratitude, provide meaningful feedback, and celebrate achievements.

Mechanics of Communication



The Trust Framework

The framework is based on four cores of credibility. The first two—results and capabilities—are tied to a person’s competence, and the second two—intent and integrity—are tied to a person’s character.



The Individual Development Plan

An individual development plan is a customized agreement between an employee and their employer that details new skills to be acquired or learned and how performance can be enhanced within a specific time frame. The plan lays out an employee’s perceived strengths and opportunities in plain text that can be referred to later. The plan creates clear, actionable steps that help employees work on their professional development.



The SBI™ Feedback Model

It provides a simple framework that can be used to deliver both positive and constructive feedback effectively in any situation. If you are giving positive feedback and an employee’s behavior has had a positive impact, let the employee know and explore how they can build on it in the future.

Situation	outline the situation you are referring to so that the context is clear and specific. Describe the when and where of the situation.
Behavior	Next, discuss the behavior that you want to address—only mention actions you have observed yourself.
Impact	Close by highlighting the impact of the behavior on you, the team, and the organization.

Module Seven - Investment Management

Mortgage Loans

Mortgage loan definition A mortgage, one of the most common sources of financing real estate investments, is a legal instrument that pledges a described property as collateral or security for the repayment of a loan under certain terms and conditions.

Types of mortgage loans

The table below describes the types of mortgage loans.

Type	Description
fixed rate	Traditionally, fixed-rate mortgage loans are made for long terms of 20 to 30 years and carry a fixed interest rate. Level payments, meaning the same dollar amount of payment, are made each period for the entire loan term. The payments are applied to the principal and interest owed until the loan is paid in full. This process is referred to as amortization. Commercial mortgage documents typically include an amortization table which details exactly how much interest and how much principal is paid with each mortgage payment.
variable rate	A variable rate mortgage or Adjustable-Rate Mortgage (ARM) is a type of mortgage that has an interest rate that is adjusted periodically based on a financial index. The most common adjustment intervals range from one month to three, five and ten years.
balloon	A balloon mortgage behaves like a fixed-rate mortgage for a set number of years (usually five, seven or ten) and then must be paid off in full in a single “balloon” payment. Balloon loans are popular today and often used by those expecting to sell or refinance their property within a definite period.
bullet loan	Bullet loans are structured so that interest payments and the loan principal are paid off in one lump sum at a specified time. They may require monthly payments of interest. Bullet loans are frequently used in new construction and substantial

	rehabilitation situations where no income is received for a period of time from the property.
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Mortgage Loans, Continued

Mortgage terminology

The table below defines mortgage terminology

Term	Definition
principal	The amount of money borrowed, or the debt not counting interest, left on a loan.
interest rate	The percentage of an amount of money that is paid for the use of that money for a specified time.
amortization	The process of retiring a debt or recovering capital investment, typically through scheduled, systematic repayment of the principal.
escrow account	A trust account set up by the lender into which the borrower must make payments. Escrow accounts are generally used to ensure that property taxes and insurance bills are paid, thus reducing the lender's risk. Not all mortgages include escrow accounts, but they are frequently used.
replacement reserve payment	Some loans require payments to a replacement reserve account. This is often the case with HUD insured or assisted properties and state agency financed properties. Lenders on market rate properties are beginning to require such accounts as a means for ensuring that money is available to maintain the property during the term of the loan.

Where mortgages are obtained

Mortgage loans may be obtained from:

- commercial banks
- finance companies
- savings and loan institutions
- insurance companies
- pension funds
- mutual funds, and
- the federal government through government sponsored enterprises or government-chartered corporations, such as the
 - Federal Home Loan Mortgage Corporation (FHLMC) (Freddie Mac),
 - Federal National Mortgage Association (FNMA) (Fannie Mae)

Continued on next page

Mortgage Loans, Continued**Federally-
insured
mortgages**

The federal government insures mortgages through the Federal Housing Administration (FHA) and the U.S. Department of Agriculture’s Rural Housing Services programs.

**Tax credit
financing**

State and local government programs offer tax credit financing (Section 42) and tax-free bond financing.

Annual Turnover Percentage

Turnover rate is the total number of move-outs for a given period divided by the total number of apartment units.

Total number of annual, physical move outs ÷ total number of apartments = Annual Turnover Percentage

Example

For a property with 782 and had a total of 295 physical move-outs.

Calculate the annual turnover as follows:

$$295 \div 782 = 37.7\% \text{ Turnover}$$

Note: The same unit may be occupied by several different residents in one year, thus increasing your annual turnover percentage.

Annualizing a Number

(Number ÷ period in months) x 12 = Annualized Number

Example

Assume you have 52 service requests recorded in January and 36 in February.

Calculate an annualized number of service requests for the year as follows:

$$52 + 36 = 88$$

$$(88 \div 2) \times 12 = 528 \text{ Annualized Number of service requests}$$

Extrapolating a Number

Extrapolation is using known data to predict future values, particularly by projecting a trend into the future

Example of Annualization:

At the end of August, you are creating an annual budget for a property located in Toledo, Ohio. The property has actual year-to-date pool expenses of \$3,400. If you were to annualize the current expenses to create next year's budget, the result would be

$$\$3,400 \text{ divided by } 8 = 425 \times 12 = \mathbf{\$5,100}$$

Example of Extrapolation:

However, you know the following information:

The pool will be closing for the winter on September 1st, and the cost to prepare the pool for winter is contracted at \$700.

- An additional \$100 of chemicals need to be ordered to get through the end of the season.

The total cost for the full year, including known and anticipated expenses, will be \$4,200 or (\$3,400(YTD pool expense) + \$700(prepare expense) + \$100(chemicals)—a difference of almost 20%.

$$\$3,400 + \$700 + \$100 = \mathbf{\$4,200} \text{ – compared to an annualized estimate at } \mathbf{\$5,100}$$

Average Effective Rent

The average of all leased units at the property.

$(\text{Actual lease Rental Income}) \div \text{Units Occupied} = \text{Average Effective Rent}$

Example

42 units leased @ \$895 = \$37,590

58 units leased @ \$1125 = \$65,250

94 units leased @ \$1452 = \$136,488

86 units leased @ \$1505 = \$129,430

280 Total Units Leased = \$368,758

$\$368,758 \div 280 = \$1,316.99 = \$1,317$ Average Effective Rent

Average Renewal Increase

$\text{New Lease Rent} - \text{Previous Lease Rent} = \text{Amount of Increase}$

$\text{Amount of Increase divided by Previous Lease Rent} = \text{Percentage Increase}$

Example

The effective rate paid for the Previous Lease = \$1470.

The effective rate paid for the Renewal Lease = \$1525.

Renewal Increase = \$1525 - \$1470 = \$55

Percentage Increase = \$55/\$1470 = 3.7%

Closing Percentage/Ratio

Total number of leases for the period ÷ total number of traffic for the period = closing percentage

Example

Assume you have 36 visitors (traffic from all sources) to the property for the week and 11 of these lease.

Calculate the closing percentage ration as follows:

$$11 \div 36 = 31\% \text{ Closing Ratio}$$

Marketing Cost per Lease

Total cost of all marketing for the period ÷ number of leases generated for the period = cost per lease

Example

Assume the quarterly cost for all marketing was \$5,400 and the marketing generates 32 new leases.

Calculate the cost per lease as follows:

$$\$5,400 \div 32 = \$168.75 \text{ per lease}$$

Marketing Cost per Lead

Total cost of all marketing for the period ÷ total number of traffic generated for the period = cost per lead

Example

Assume the quarterly cost for all marketing was \$13,800 and 58 prospective residents respond.

Calculate the cost per traffic as follows:

$$\$13,800 \div 58 = \$237.93 \text{ per Lead}$$

Economic Occupancy Percentage

Economic occupancy describes how financially occupied the property is. To calculate the economic occupancy percentage, divide the total rent revenue (TRR) by the gross potential rent (GPR).

Example

Current Month GPR = \$250,000

Less Vacancy, Collection

Loss, Concessions,

Non-revenue units = - \$ 52,000

Total Rent Revenue (TRR) = \$198,000

\$198,000/\$250,000 = 79% Economic Occupancy

Effective Monthly Market Rent

Effective Market Rent is market rent less any concessions or incentives for the lease period.

(Monthly market rent) x (number of months in lease term) less (total lease concession awarded) ÷ number of months in lease term

Example

Market Rent = \$1665

12 month lease term

Concession – 1 Month Free \$1665

$(1665 \times 12 = \$19,980) - \$1665 = \$18,315$

$\$18,315 \div 12 = \1526 (rounded) Effective Rent

Effective Gross Income (EGI)

Effective gross income (EGI) is the sum of the total rent revenue (TRR) and other income (OI).

$$\text{TRR} + \text{Other Income} = \text{Effective Gross Income}$$

EGI is the total amount of money the property has to use for paying expenses

Example

Total Rent Revenue (TRR)	\$378,000
Total Other Income (OI)	+ \$12,600
Effective Gross Income (EGI) =	\$390,600

Cash Flow Formula)

The cash flow formula represents all income and expenses and how they impact financial statements from the top to the bottom of the statement. It starts with all income minus rental revenue adjustments (to calculate effective gross income, or EGI) and subtracts everyday operating expenses (OE), leaving net operating income (NOI). From NOI, capital expenses (CE), debt service (DS), and replacement reserves (RR) are subtracted to get to the cash flow (CF),

Example

$$\text{GMR +/- Loss/Gain to Lease} = \text{GPR} - (\text{VAC, BD, CON, NR}) = \text{TRR} + \text{OI} = \text{EGI} - \text{OE} = \text{NOI} - \text{CE} - \text{DS} - \text{RR} = \text{CF}$$

Loss/Gain to Lease

Loss to lease is the difference between GMR and GPR. Market rent that is lost due to lease rents under contract at rates lower than the market rate creates a “loss.” (In rare instances, a gain to lease may occur when market rents have declined and current leases are executed at rates now higher than the market.)

Example

A property with a GMR of \$786,000 and a loss to lease of \$67,500, would be said to have a loss to lease of 8.6%

$$\$67,500 / \$786,000 = 8.6\%$$

Gross Market Rent (GMR)

Gross Market Rent (GMR) is the amount of rent that would be collected if a property was fully occupied, and all residents were paying market rent. GMR is frequently used as the 100% possible income figure.

Example

250-unit community - 250 units at scheduled market rent of \$2850

Total units X Average Market Rent = GMR

$$250 \times \$2850 = \$712,500$$

$$\text{Gross Market Rent (GMR)} = \$712,500$$

Gross Potential Rent (GPR)

Gross Potential Rent GPR is total rents of all occupied units at the rent stated on the lease plus all vacant units at market rent. The difference between gross market rent (GMR) and gross potential rent (GPR) is loss/gain to lease (LTL).

Example

$$\text{GMR} - \text{LTL} = \text{GPR} \quad 250 \times 1500 = \$375,000 - (200 \text{ units} \times \$230 \text{ diff} = 46,000) = \$329,000$$

250-unit community - 200 units leased at an average of \$1270 per month = 254,000
 50 units at market average of \$1500 per month = 75,000

$$\text{Gross Potential Rent (GPR)} = \$329,000$$

Hourly Rate on Annual Basis

Hourly rate x 2080 = annual salary

NOTE! There are 2,080 hours in a normal work year. This means working 5 days a week, 8 hours or 40 hours for 52 weeks. “Salary” is used to denote a regular payroll payment

Example

Assume your hourly rate is \$18.50

Calculate your annual “salary” as follows:

$$\mathbf{\$18.50 \times 2080 = \$38,480. \text{ Annual “Salary”}}$$

Calculate your monthly “salary” as follows:

$$\mathbf{\$38,480 \div 12 = \$3,207 \text{ Monthly “Salary”}}$$

Example – to convert a known whole salary

Assume Your Annual Salary is \$42,500

Your Monthly Salary is $\$42,500 \div 12 = \$3,542$ per month

Your “Hourly” Rate is $\$42,500 \div 2080 = \20.43 per hour

$$\mathbf{\text{Salary} \div 2080 = \text{Hourly Rate}}$$

Converting Housing Value into Hourly Pay

To find the total hourly compensation for the employee, calculate the 'Rate of Rent Discount' for the free employee housing and add it to the standard rate of compensation.

Example

Annual value of apartment = Monthly rent × 12 months

$$\$2,800 \times 12 = \mathbf{\$33,600}$$

Total hours worked in a year = 40 hours × 52 weeks = **2,080**

Rate of rent discount = Annual value of apartment ÷ Total hours worked in a year

$$\$33,600 \div 2,080 = \mathbf{\$16.15}$$

Housing adds a \$16.50 per hour benefit

If this employee had a base pay of \$18.50 per hour – total hourly compensation package would be

$$\$18.50 + \$16.15 = \$34.65 \text{ per hour}$$

Converting Bonus/Incentive into Hourly Pay

To find the total hourly compensation for the employee, calculate the 'Total Bonus Amount' for the employee and add it to the standard rate of compensation.

Example - Hint: There are 520 hours in a quarter (2080 work hours in a year/4 = 520 hours)

Quarterly value of bonuses received = \$2,650 in bonuses this quarter

Total hours worked in the quarter = 40 hours × 52 weeks = **2,080 / 4 = 520 hours per quarter**

Additional Pay per hour from bonuses = Quarterly Bonus Value ÷ Total hours worked in a quarter

$$\$2,650 \div 520 = \mathbf{\$5.10}$$

\$5.10 would need to be added to the employee's regular rate of pay to calculate overtime.

Leasing Exposure

Total number of vacant units + total number of notice units – total number of pre-leased units = total exposure in units

Total exposure in units ÷ total number of units = exposure percentage

Example

Assume a 470-unit property with 26 vacants, 18 notices and 9 preleases.

You calculate the exposure units as follows:

$$26 + 18 - 9 = 35 \text{ Exposure in Units}$$

Calculate the exposure percentage as follows:

$$35 \div 470 = 7.5\% \text{ Exposure Percentage}$$

Same Store/Year-over-Year Comparison

Same-store comparisons evaluate performance in comparison to actual performance in the same period in the previous year, quarter, or month. This measurement allows you to see improvements or declines.

Example - Same property

August YTD Operating Expense – YEAR 1 = \$245,670

August YTD Operation Expense – YEAR 2 = \$267,540

Operating expenses YOY were 8.9% higher in year 2

$$267,540 - 245,670 = 21,870 \text{ more in Year 2}$$

$$21,870 / 245,670 \text{ (Year 1)} = 8.9\%$$

Income Capitalization Approach to Value

The income capitalization approach analyzes a property’s ability to generate income and then assigns a value to the property based on that income. Using the income capitalization approach requires two primary data points: annual net operating income (NOI) and a capitalization (cap) rate

Example

An apartment community has an annual NOI of \$85,000, and the investor needs to earn 7% on their money (7% cap rate). The value of the apartment community for the investor will be \$1,214,286:

$I \text{ (income)} / R \text{ (Rate)} = V \text{ (Value)}$

\$85,000

.07 =

Value \$1,214,286

Month-to-Month Leased Percentage

Total number of month-to-month leases ÷ total number of apartments = percentage of month-to-month leases

Example

Assume you have 26 month-to-month leases and a total of 285 leases.

Calculate the percentage of month-to-month leases as follows:

$$26 \div 285 = 9.1\% \text{ Month-to-Month Leases}$$

Net Operating Income (NOI)

The total revenue that remains after all operating expenses, but before mortgage debt service and capital expenditures (or replacement reserve payments) are made.

Net Operating Income = Total Income – Total Operating Expenses = EGI – OE = NOI

Occupancy Percentage (Physical Occupancy)

Total number of (physical) occupied units ÷ total number of apartments = occupancy %

Example

Assume you have a total of 396 units and 308 units are occupied.

Calculate the occupancy percentage as follows:

$$308 \div 396 = 78\% \text{ Occupancy}$$

NOTE! Vacancy Percentage + Occupancy Percentage = 100%

Operating Expenses per Unit (Annual) (PUPA)(per unit per annum)

Total annual operating expenses ÷ total number of units = annual operating expenses per unit

Example

Annual Operating Expenses (\$825,000) ÷ 350 Units =

Operating Expenses Per Unit \$ 2,357 per unit per year (rounded)

Operating Expense Ratio

The operating expense ratio gives a percentage of all revenue that's paying for basic operating services. Operating Expense Ratios can vary due to property size, age, configuration and other factors. To calculate the operating expense ratio, divide the operating expenses by the Effective Gross Income.

Example

Effective Gross Income	=	\$3,410,700
Operating Expenses	=	\$1,325,743
OE/EGI	=	38.9% Operating Expense Ratio

Price per Square Footage

Total unit rental ÷ total square footage = price (rent) per square foot

Example

Assume the monthly rent on a unit is \$2525 and the unit has 731 square feet.

Calculate the rent per square foot as follows:

$$\text{\$2525} \div \text{731} = \text{\$3.45 per Square Foot}$$

Pro-rated Rent

To calculate the Pro-rated Move-In/Prorated Move-Out Rent, you must first calculate the daily rate. Most computer software systems use a calendar based pro ration method and round amounts to the nearest dollar. Prorated amounts lower than 50 cents are rounded down, while amounts higher than 50 cents are rounded up.

Daily Rate

Total rent ÷ Number of Days in the Month = Daily Rate

Pro-rated Move-In/Pro-rate Move-Out Rent

Daily rate x total number of days occupied** = Prorated Move-In or Pro-rated Move-Out Rent

****Make sure to count the Move-In/Out day as an occupied day!**

Example

Assume a resident occupies an apartment for 12 days in October and the monthly rent is \$1690.

Calculate the prorated rent as follows:

$$\mathbf{\$1690 \div 31 = \$54 - \text{Daily Rate}}$$

$$\mathbf{\$54 \times 12 = \$648 \text{ Pro-rated Rent}}$$

Projected Traffic Required to Meet Leasing Goals

Total number of leases needed ÷ average closing percentage = projected traffic needed

Example

Assume you need 14 leases and have an average closing ratio of 28%.
Calculate the traffic required to meet your goal as follows:

$$14 \div .28 = 50 \text{ Prospective Residents needed (traffic)}$$

OR- Assume you have projected traffic of 60 and your closing ratio goal is 30%

$$60 \times .3 = \text{Leases Needed}$$

To reach your goal, you need to close 18 of those traffic

Renewal Percentage

Total number of signed renewal leases ÷ total number of expiring leases = renewal percentage

Example

Assume you have 16 leases expiring and of those 6 people renew.

Calculate the renewal percentage as follows:

$$6 \div 16 = 37.5\% \text{ Renewal}$$

Rental Revenue Loss (VAC, CON, NR, BD)

Rental adjustments include the total value of rent loss from vacant units, concessions given, losses because of writing off bad debt, and the total amount of rent loss from any non-revenue units. Non-revenue units would include the unit(s) used for office space, models, or employee rent-free units

Example

Vacancy (VAC) – Lost rent on all units not occupied for the period.

Concessions (CON) – All new and old concessions given for the period.

Bad Debt (BD) – All monies that were charged but deemed uncollectible and written off.

Non-Revenue Units (NR) – Model units, office units, discounted units (for stipends or employees), storage units, or any other units not producing full potential rent.

Total Leased Percentage

Total number of occupied units + total number of leased not occupied – units on notice to vacate + notices preleased ÷ total number of apartments = total leased percentage

Example

312 total occupied units

+ 10 vacants leased

-8 units on notice to vacate

+ 2 preleases on notices

316 units with leases

Calculate the leased percentage as follows:

$$316 \div 462 = 68.4\% \text{ Leased}$$

Total Rent Revenue (Net Rental Revenue)

The amount of Gross Potential Rent less rent lost from vacancy, concessions, collections loss and non-revenue units. Also referred to as net rental income.

GPR – current month vacancy, concessions, bad debt, and non-revenue units = Total Rent Revenue

Example

Property Monthly	Gross Potential Rent	\$202,500
	Vacancy Loss	(\$13,000)
	Concessions	(\$ 1,100)
	Collections Loss	(\$ 452)
	Non-Revenue Units	<u>(\$1,250)</u>
	Total Rent Revenue	\$186,698

Unit Type/Unit Mix Percentage

Total number of a specific unit type ÷ total number of units = percentage of unit type

Example

Assume you have 518 units and 340 of them are two-bedroom units.

Calculate the percentage of unit type as follows:

$$340 \div 518 = 66\% \text{ Two-Bedroom Units}$$

Vacancy Percentage

Total number of vacant apartments ÷ total number of apartments = vacancy percentage

Example

Assume you have 385 total units and there are 52 vacant units.

Calculate the vacancy rate as follows:

$$52 \div 385 = 13.5\% \text{ Vacancy}$$

Variance Percentage

$(\text{Actual number} - \text{budgeted number}) \div \text{budgeted number} = \text{variance percentage}$

The variance percentage calculates actual overages or underages compared to budget.

If an **expense** category is **over budget**, it is a **negative variance**

If an **expense** category is **under budget**, it is a **positive variance**

If an **income** category is **over budget**, it is a **positive variance**

If an **income** category is **under budget**, it is a **negative variance**

Example

Assume you collect income of \$1,800,000 versus a budgeted income of \$2,000,000.

Calculate the variance percentage as follows:

$$(\$1,800,000 - \$2,000,000) \div \$2,000,000 = -10\%$$

This (-10%) represents an unfavorable variance

Weighted Average Rent – Leased and Market

Example

For the following example use the unit mix below

Assume there are four (4) floor plans and 215 total units. Assume eight (8) vacant apartments (2 A-1, 3 A-2s and 3 Cs).

Floorplan	#	Avg. Leased	Avg. Market
A-1	40	\$420	\$450
A-2	75	\$525	\$580
B	20	\$695	\$725
C	80	\$775	\$820

Calculating Weighted Average Leased Rent

Use the above description of vacant apartments. Multiply the Average leased rent of a particular floor plan times the number of leased units in that floor plan.

$$38 \times 420 = \$ 15,960 \text{ (40-2 vacant apts)}$$

$$72 \times 525 = \$ 37,800 \text{ (75-3 vacant apts)}$$

the total of all

$$20 \times 695 = \$ 13,900 \text{ (no vacancies)}$$

$$\underline{77 \times 775 = \$ 59,675} \text{ (80-3 vacant apts)}$$

$$207 \quad \$127,335 \text{ total lease rate rents}$$

Add the totals together, divide by

leased units

$$\$127,335/207 = \$615$$

Calculating Weighted Average Market Rent

Multiply the market rate of a particular floor plan times the total number of units in that floor plan.

$$40 \times 450 = \$ 18,000$$

$$75 \times 580 = \$ 43,500$$

$$20 \times 725 = \$ 14,500$$

$$\underline{80 \times 820 = \$ 65,600}$$

$$215 \quad \$141,600$$

$$\$141,600/215 = \$659$$

Add the totals together, divide by the total of all units