
President

System Manual



Purpose Statement:

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

KRA's – Key Result Areas

- * Position Overview – p4
- 1. Financial Health – p5
- 2. Team Health – p6
- 3. Company Marketing – p8
- 4. New Business Development – p9
- 5. Personal Leadership Development – p10
- 6. Other –p11

Templates:

1. Office Docs

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

2. Company Marketing

- a. 6 Things Every Landlord Must Know
- b. 21 Questions to ask a property manager
- c. Money-back guarantee
- d. Rental Process overview
- e. What is Full Service Management
- f. BBB report
- g. Door hanger flyer
- h. Avoiding Dishonest Landlords
- i. Video for web site.mp4
- j. Logos / Pictures
- folder
- k. You are a RE investor
- l. Renters Guide 2013
- m. Free Lease Intro
- n. Free Lease Agreement
- o. Zip code list for narpm
- p. CC E-mail articles
- folder
- q. Owner video script
- r. Applicant video script

- s. Testimonial Docs for Web site

3. Company Structure

- a. Behavioral Values
- b. Organizational chart
- c. Shareholder reports
- folder
- d. Stock buy-sell agreement

4. New Business Development

- a. GM letter to purchase management accounts
- b. Prop Mgmt Sale Agreement
- c. New Business Ideas
- d. Let us do your background check – letter
- e. Management proposal title page
- f. Management proposal II
- g. Investment calculator

5. Other

- a.
- b. Team Meetings
- folder
- c. NARPM
- folder
- d. Reoccurring monthly calendar
- e. 90 Day New owner check-in -EM
- f. New Owner welcome – EM
- g. Unhappy owner – EM
- h. Accountant Tax letter
- i. Required Reading list
- j. Performance Evaluation – President
- k. Organizational Health Checklist
- l. Old management agreements
- folder

Position Overview – President (PR)

Reporting to the CEO.

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

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

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

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

System Manual Overview:

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

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

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

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

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

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

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

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

1- Financial Health

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

1. No later than the 5st day of the month, create, and analyze the following for the previous month:
 - a. Monthly income and expense statement from QuickBooks including:
 - aa. Month over month
 - bb. Quarter over quarter
 - cc. Year over year
 - b. Meet with the DO to discuss, analyze, and make system alterations to correct any reductions in any income category, or increase in any expense category of more than 5%.
2. Calculate and create the appropriate shareholder equity payments on the last day of each month (using the prior months numbers) and distribute to each shareholder.
3. The PR shall be responsible for setting and measuring financial goals of the organization including:
 - a. Income and Expense budgets
 - b. Approving expenditures and any necessary debt.
 - aa. Any debt or borrowing over \$5,000 must be approved by the board of directors.
 - c. Reviewing fixed and variable expenses quarterly
 - d. Capital allocation
4. A emergency plan should be in place to weather an immediate 15% reduction in gross revenues.

2- Team Health

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

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