

Job Title

Assistant Property Manager

Reports To

Property Manager

Job Summary

Assists the Property Manager in the management of 2 million square feet of commercial, retail, and industrial property. Responsibilities involve the full range of property management functions, including, but not limited to, budget preparation and execution, building operations, facility maintenance and repair, tenant relations, and project management. Work is performed primarily in an office setting; requires physical ability to climb ladders and inspect varied properties.

Job Duties (Essential Functions)

- A. Monitors tenant activities for compliance with lease terms and applicable security requirements; promulgates and enforces building operating regulations, including use of parking and other common areas.
- B. Conducts periodic inspections of assigned buildings and associated grounds, visiting each building bi-weekly and preparing a written report at least monthly; initiates action to correct janitorial and maintenance deficiencies noted during these inspections.
- C. Determines specific service contract requirements in assigned functional areas. These could include some or all of the following:
 - Custodial
 - Refuse collection
 - Window washing
 - Pavement sweeping
 - Pest control
 - Elevator maintenance
 - Interior landscaping
 - Grounds maintenance
 - Building access control
 - Security
 - Snow removal
 - Pagers

Develops scope of work, solicits bids, evaluates proposals, and monitors contractor performance. Periodically reviews performance specifications and recommends modifications for subsequent contracts.

- D. Receives and takes action on all complaints and service requests from tenants in assigned buildings.
- E. Reviews daily security reports and initiates follow-up actions as appropriate.

Assistant Property Manager, continued

- F. Residential Use Permits are obtained for new tenant space.
- G. Reviews monthly accounts receivable invoices for tenant support work; reviews monthly reports of overdue accounts and assists in collecting overdue payments from tenants.
- H. Assists in developing annual operating budgets for assigned buildings and functional areas; monitors financial expenditures to ensure compliance.
- I. Manages a wide variety of special projects associated with renovation and remodeling of tenant spaces, particularly with respect to new tenant move-ins. Coordinates with tenants and supervises new contract work.
- J. Assists leasing agents in marketing vacant space.
- K. Performs such other duties as may be directed by appropriate authority.
- L. Reports to the Property Manager. Supervises the Office Manager and Administrative Assistant.
- M. Provides annual performance appraisals for all assigned personnel.
- N. Recommends approval/disapproval of requests from all assigned personnel for vacation and sick leave.

Job Qualifications

- Education: Bachelor or Associate Degree with commensurate experience.
- Certifications or Licenses: CPM (desirable); RPA (desirable)
- Special Skills: Familiarity with computer; knowledge of WordPerfect, Lotus 1-2-3, Microsoft Word, Excel; basic understanding of cost accounting; good oral and written communication.
- Experience: 3 years real estate management or 5 years general.

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Job Title

Assistant Property Manager

Reports To

Property Manager

Scope and Purpose

To work with the building manager in the general administration of the property and perform all related secretarial and accounting functions. The degree of responsibility and the number of duties will depend upon the building and the Property Manager to which the employee is assigned. 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. ABC Company emphasizes a team approach and fully expects every person to perform any reasonable task or request that is consistent with fulfilling company objectives.

Duties and Responsibilities

- Maintain accurate resident records. Update on a daily basis all rents, deposits and application fees received by residents. Issue appropriate notices when necessary (i.e. late payment, eviction notices, returned checks, memos).
- Assist in collection of rents and preparation of receipts. Deposit all receipts prior to bank closing each day.
- Accept service requests from residents and route to maintenance for prompt processing. Conduct service follow-up with resident when job is complete.
- It is the Assistant Property Manager's responsibility to know and adhere to all federal, state and local laws, as well as all policies and procedures contained in the manuals issued by ABC Company or as otherwise communicated (verbally or in writing) to site employees.
- Update daily reports concerning notices to vacate, vacancy reports, activity reports, etc. and provide information to Property Manager. Organize and file all applicable reports, leases and paperwork.
- Keep bicycle room records updated and clean room.
- Maintain courteous communication with the residents, applicants and representatives of other companies.
- Assist in typing monthly reports.
- Answer all incoming phone calls and handle accordingly whether prospect call, irate resident, service requests, etc.
- It is the responsibility of the Assistant Property Manager to ensure that the office, clubroom, models and "market ready" vacants are in perfect condition. Clean, vacuum and dust when needed. Physically inspect property when on grounds, pick up litter and report any service needs to maintenance staff. Inspect move-outs and vacancies.
- Order supplies within established budgeted guidelines, following purchase order procedures.
- Work with attorney and building manager regarding legal proceedings.

Assistant Property Manager, continued

- Welcome and show property to prospective residents, qualify, determine needs and preferences, professionally present community and specific apartments while providing features and benefits.
- Correctly complete all lease applications, assist with application verification and notify prospective resident of results. Type resident communications, i.e. pest control notices, etc. Complete all lease paperwork, including related addendums, accept rents and deposits.
- Maintain and supervise a lease renewal program following the property's and management company's guidelines and goals.
- Schedule and supervise the activities of the Leasing Consultants on a daily basis.
- Maintain awareness of local market conditions and trends. Contribute ideas to Property Manager for marketing the property and improving resident satisfaction.
- Conduct weekly sales meetings to review activity, reports, guest cards and follow-ups. Conduct personnel reviews and training with individual Leasing Consultants.
- Conduct market surveys. Shop competition. Constant awareness of neighborhood market conditions.
- Prepare target list of units weekly.
- Establish and control a regular program of business outreach for prospects.
- Be aware of ABC Company's goals relative to resident satisfaction and resident retention and ensure that you do your part towards meeting them.
- Maintain general office and vendor files.
- Type letters, memos and leases.

Knowledge, Abilities and Other Qualities

Accurate typing. Full-time secretarial experience (related to field preferred). Ability to assist building manager. Capable of assisting in the performance of the building manager's duties in the manager's absence. Computer skills and math ability. Ability to solve resident and personnel problems. Ability to keep accurate records. Ability to operate fax machine, copier, vacuum, telephone, personal computer, typewriter, calculator, adding machine, key machine, key card systems and golf cart.

Experience, Training and Education

High school education. Accounting and administrative background.

Physical Demands

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

1. Bend/Stoop/Squat: Pickup litter, filing
2. Climb Stairs: Show and inspect property
3. Push or Pull: Show and inspect property and close door, cabinets
4. Reach Above Shoulders: Inspect property, store supplies

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

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

Lifting/carrying (paperwork, deliveries, books, files, misc.)

1. Over 25 lbs.: Rare need (less than 1% of time)
2. Between 10 lbs. – 25 lbs.: Occasional need (1% to 33% of time)
3. Less than 10 lbs.: Frequent need (33% to 66% of time)

Vision Requirements

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

Hearing Requirements

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

Driving Requirements

Occasional need (1% to 33% of time) to utilize personal transportation to inspect apartment property and surrounding neighborhood, make trips to bank and also visit corporate office.

Working Environment

Frequently indoors. (66% to 100% of time). Often outdoors, all conditions (33% to 66% of time). Occasional exposure (1% to 33% of time) to paint fumes, solvents, adhesives, etc. Example: apartment immediately during or after make-ready.

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. Must be able to think rationally beyond a specific set of instructions.

High. Must be able to work at a fast pace, perform duties while under pressure and meet deadlines in a timely manner, to interact/communicate with other site employees, residents, visitors and the public in a professional and pleasant manner.

Assistant Property Manager (Residential).doc

Job Title

Property Manager Assistant

Phone

- Answer, ABC Company, (name) speaking.
- Answer incoming calls on the earliest ring possible.
- Be familiar with property owners, legal consultants, vendors, and Board members.
- Learn who are the “priority callers”.
- Be aware of approximate schedules and lunches of office personnel.
- Never tell caller that “employee” is out sick or not in yet. Merely say they are unavailable at the moment, may I connect you to their voice mail?” It is helpful to inform the caller of their extension.
- Be familiar with Centranet system and collect messages each morning, once or twice throughout the day as often as is reasonable.
- Always write the date and time of all phone messages. Get callers telephone number (even by force).
- Keep good humor and control. Callers will be aggressive.
- If you are on one line and the telephone keeps ringing, please put your caller on hold and take second call. It is preferable to the second caller getting voice mail.

Files

- Property Management Files are color-coded by property. Familiarize yourself with the filing system used in both property management and accounting.
- Bookkeeping files are:
 - Red folders are for UNPAID bills. Files back to front (latest in front.)
 - Blue folders are for DEPOSITS to be entered. File front to back (latest in back.)
 - Yellow folders are for PAID BILLS AWAITING ASSIMILATION into a monthly statement. It is rare that these files are used by anyone but the bookkeeper except upon request to find a check sent out recently.

Mail

- A. Incoming
 - Separate, and distribute
 - 1. Deposit items - know when to save envelopes for proof of postmark (i.e., for residential and commercial rent checks we often need proof of envelope postmark, re: late fees)
 - 2. Bills - stamp with date received. See additional detailed instructions.
- Highlight –
 - 1. property billed
 - 2. invoice number
 - 3. company requesting payment
 - 4. total owed.
 - o statements are not to be filed with bills.
 - o immediate attention of the bookkeeper.

Property Manager Assistant, continued

Bills fall into three basic categories:

1. **CONDO BILLS WHICH NEED APPROVAL:**
Place bills in [name] yellow folder for his/her approval.
Invoices which are repetitive (i.e. gas, electric, etc.) do not need property manager approval and should be put in the yellow file folder.
When in doubt, better to error by having manager approve the bill than reverse.
2. **COMMERCIAL BILLS AND GMC BILLS NEEDING APPROVAL:**
Place bills in [name] yellow folder for his/her approval.
Same process as above only for commercial properties.
3. **BILLS TO BE FILED WITHOUT APPROVAL:**
Repetitive utility bills.
Multiple bills for a single property are to be collated with total from adding machine before filing.

IMPORTANT PLEASE:

- a. Personal Mail should be delivered to recipient unopened.
 - b. All mail from PAYCHEX goes directly to [name] unopened.
 - c. All mail (except obvious bills) addressed to [name] goes directly to [name] unopened.
 - d. ABC Company bank statements go to [name] unopened.
- B. **Outgoing**
Deliver to mailbox within pickup hours for the day.
Nearest US Post Office.

Bank Deposits

- A. Separate into properties. If no coupon enclosed for an HOA unit write “no coupon” before stacking. If receiving date is close to payment deadline, save envelope for postmark. Unit number must be written on check if not present.
- B. Stamp correct date received.
 1. Endorse back of check with correct stamp.
 2. Run tape with totals.
 3. Complete deposit slip: for slip with more than eight items, attach tape to original deposit slip, (not the copy).
 4. Photocopy all checks.
 5. Total photocopied checks, print tape, and verify deposit slip.
 6. Attach tape, check stubs, and backup; write property on photocopy.
 7. After deposit is made, attach yellow (GMC white) copy to the photocopied checks.

Property Manager Assistant, continued

Financial Statement Preparation

- A. Bank Statements
 - Checks to be put in numerical order and kept with statement.
 - These are kept on bank shelf near bookkeeper's printer.
 - ABC Company statements from the bank go directly to [name] unopened.
- B. Make copies of statements as directed by bookkeeper.

Certifications for Sales or Refinances (HOAs)

- A. Documents requested. Keep copies on file of CC&Rs, Budgets, Insurance Decs, Minutes, etc.
- B. Transfer fees: to be requested from escrow/title company.
- C. Certification forms: to be filled out with most current knowledge of the property. Often these can be copied from a recent form (especially if they are requested in the same month.)
 - Know how to research dues current or past due for a unit.
 - Copies of all forms completed and sent are to be kept in "Current Escrow" file.
 - Copies of all escrow checks must go to bookkeeper and property manager's assistant so that files (addresses/telephone numbers) may be updated and welcome letters with coupon books sent.
 - Match the escrow check to the certification request and file by property.
 - Items not usually requested on forms, but that must be conveyed to the buyer either on the form or through Escrow officer:
 1. At [], pool passes and common area keys must be turned in by seller and given to the buyer. There is a charge for lost items. Parking decals must be returned or a penalty assessment of \$100.00 is levied. The owner may not have decals or pool passes when there is a tenant in the unit.
 2. At [] pool keys must be transferred (there is a \$100.00 replacement fee.) Parking rules and a registration form must accompany paperwork.
 3. At [], pool keys must be transferred (\$100.00 replacement fee.) A search of the ARCOM binder is made and copies of the ARCOM documents are given to the buyer through escrow who then becomes responsible for maintaining the delineated items.
 - At [], pool keys should be transferred although there is not a replacement charge. Parking Rules and vehicle registration form should be sent.

Violation Letters to HOA Residents

- A. Always quote the appropriate rule violated.
- B. Always state what can or must be done to correct the problem.
- C. Always give a paragraph on "due process."
- D. When a unit is rented, the correct form is to address the letter to the owner regarding the tenant and then "cc" the tenant.

Property Manager Assistant, continued

- E. Always refer to the Association, the Board, the Rules, etc. It is not ABC Company “doing it to them.”

Delinquencies

As directed by the bookkeeper.

Address Changes

- A. They usually arrive with monthly assessments but sometimes are phoned in or arrive separately in the mail.
- B. Databases on the Macintosh, (FileMaker Pro or “MyDataBase”.) Update property manager’s files. Print out a copy of change for the bookkeeper and place in the FRONT of the appropriate blue folder. Occasionally print updated roster.
- C. Always keep the original letter in addition to maintaining the computer file.

Supplies

- A. Copier
 - 1. Paper and supplies should be “shopped competitively.” Order and stock conservatively.
 - 2. Toner is free per our contract with IKON (formerly More Copies.) It is ordered by telephone and will arrive UPS in a day or two. Local pickup is possible, yet rather difficult to accomplish.
- B. Postage

Take weekly inventory, or more often is needed. A check to the Postmaster will be made out in advance - obtain signature. Calculate total, (this is automatic when using the Excel spreadsheet already set up. Obtain the stamps and a receipt from the post office. Check with [name] first - sometimes he/she purchases the stamps.
- C. General Items

Fax paper, pens, diskettes, labels, file folders, etc. Consolidate orders to avoid delivery charge (works best when ordering along with copier paper.) Save packing lists for attachment to the invoice which arrives several days later.
- D. Keep track of all office supplies in store room and re-order when running low.
- E. Keep store room tidy.

Keys

- A. Upon approval from (or request of) property manager, locate key tag number. Record the tag number, key id (suite number or purpose), the name of the borrower and the dated borrowed. If an unknown person or vendor, note their telephone number, ask for their business card. A potential tenant will need to leave a \$20.00 deposit. Provide a receipt for the deposit.
- B. Upon return of the key, dispose of notice on key cabinet and place in correct notch. Collect the deposit receipt.
- C. Ripped or faded tags need to be replaced and coded by property.

Property Manager Assistant, continued

These functions change from time to time and do not constitute the entire scope of work. You are encouraged to ask any and all questions, to make suggestions for improvement and to take initiative. Please keep this description updated as you learn and progress.

Condo Property Manager Assistant.doc

Job Title

Assistant Property Manager

Reports To

Property Manager, Director, Management Services and/or Senior Positions above Director, Management Services

Supervises

All on-site staff

Scope of Responsibility and Authority

The Assistant Property Manager is charged with supporting the Property Manager's efforts in the day-to-day implementation of those policies, procedures, and programs that will assure a well managed, well maintained building, placing maximum emphasis on positive response to the concerns and needs of the tenants, environmental health and safety, and quality programs, in coordination and conjunction with the Owner's goals and objectives.

Action Areas:**Operational Management**

The Assistant Property Manager is charged with day-to-day operational management of all aspects of the property to assure maintenance of approved quality standards. The Assistant Property Manager shall also prepare, coordinate and insure that all fire, life safety and other safety programs are established and followed in conjunction with the Environmental Health and Safety Coordinator.

Property Maintenance

The Assistant Property Manager is charged with the supervision of all maintenance programs relating to the interior and exterior conditions and appearance of the properties.

Tenant Relations

The Assistant Property Manager is responsible, at all times, for a positive and prompt response to requests from building tenants and for the implementation of ongoing contract programs to constantly assess tenant needs and to assure problems are being solved promptly and to the mutual benefit of the tenant and the properties.

Contract Services Administration

The Assistant Property Manager is responsible for supporting the Property Manager in the selection of contract services, vendor negotiation of service agreements and day-to-day monitoring of vendor performance to assure full compliance with standards established within the service agreement.

Assistant Property Manager, continued

Planning

The Assistant Property Manager shall assist in the development and administration of the Property Operating Plan and Budget for the properties, subject to the approval of the Property Manager and the Director of Management Services.

Statistical Analysis Reporting

The Assistant Property Manager shall be responsible for the collection, analysis and reporting of such statistical data as may be required to provide accurate and current assessment of property management objectives.

Owner Representation and Accounting Relationships

With the Property Manager, the Assistant Property Manager is responsible for ongoing communications with the Owner's Representative of the properties and the appropriate Corporate Comptroller.

Financial Management

The Assistant Property Manager is jointly responsible for the day-to-day financial management of the properties and maintenance of all necessary financial records and files.

Public Relations

The Assistant Property Manager shall maintain a positive image of himself/herself, the property, ABC Company Management Services, and the client at all times in the community. The Assistant Property Manager shall strive to attend and participate in outside or in-house activities, meetings, organizations, regulatory agencies, etc., to enhance this image, as approved or directed by the Owner's Representative, the Property Manager, or Director of Management Services.

Training

The Assistant Property Manager shall participate in continuing education programs and in-house meetings and training sessions, as approved or directed by the Property Manager or Director of Management Services. The Assistant Property Manager is responsible for on-the-job training activities for subordinates and trainees, working with the Property Manager and the individuals' Training Advisors to assure proper training programs are being implemented, and to assess the progress of the individual(s) involved.

Personal Development

The Assistant Property Manager is expected to implement, control and become thoroughly conversant with, and be knowledgeable of (but not limited to), the following aspects of Facility/Property Management:

Tenant Relations:

- I. Contract Service Administration
- II. Remodeling
- III. Engineering and Preventive Maintenance
- IV. Energy Management

Assistant Property Manager, continued

- V. Budgeting
- VI. Business Plan or Property Operating Plan
- VII. Activity Reports
- VIII. Security
- IX. Emergency Procedures
- X. Policy Manual and Administration
- XI. Partner and Owner Representative Relations
- XII. Insurance
- XIII. Operations Sequences
- XIV. Personnel Administration
- XV. Training
- XVI. Employee Relations
- XVII. All Applicable Municipal, State, and Federal Codes and Regulations

Summary

In the execution of the responsibilities, the Assistant Property Manager is held accountable for his/her independent action(s), within the guidelines of the Position Description, Property Operating Plan and Budget, with primary emphasis on visible, hands-on management of the properties.

To facilitate good communication and meet other job requirements, the Assistant Property Manager shall be required to use a pager at all times to respond promptly to emergencies or for other vital communications, except when prior arrangements have been made and approved for vacations or other time off.

The Assistant Property Manager may need to make use of their personal vehicle for work-related duties; therefore, he/she shall maintain a current driver's license in the state of employment and shall maintain appropriate insurance at all times.

The Assistant Property Manager will assume any additional duties and responsibilities as delegated by the Property Manager or Director of Management Services.

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Job Title

Commercial Property Manager

ABC Company enjoys an image and reputation that is reflected in the company's mission statement. The mission statement contains the phrases "...provide its clients with the best services available..." and "each employee contributes ...through his or her professionalism and dedication..." Commercial property manager performance standards are vital to achieving the Company's mission. "Standards" have been initiated to outline performance expectations and they will allow each of us to measure our success in achieving the mission.

Business Plans

Annually, the property manager will author a business plan for the properties that comprise his or her property management assignments. The business plan will:

1. Focus on continually adding value to the asset.
2. Contain an operating budget of income and expenses in sufficient detail for the owner to analyze.
3. Contain a lease schedule which details lease terminations scheduled to occur in the business plan year and a projection of leasing costs including vacancy and tenant space renovation costs.
4. Contain a three-year capital expense plan that details the capital expenses required during the annual budget year and for the next two years to achieve the goals of the business plan.
5. Contain an executive summary detailing both financial and narrative information that capsulizes the plan goals and expected property performance.
6. Review in detail the management agreement and related documents to familiarize yourself with its terms, conditions and management's responsibilities.

The business plan will be completed in sufficient time for the Commercial Department Senior Vice President to thoroughly review the plan before submittal to the Owner. The plan will be approved by the Owner at least thirty (30) days prior to the commencement of the business plan year.

Lease Abstract

Each lease for space in properties under the control of the property manager will be abstracted by the property manager. The property manager will complete the required paperwork for establishing the lease file and prepare the move-in accounting forms. The property manager forwards the completed lease file set up and move-in forms to the lease administrator who will proof the property managers work, maintain the lease file and coordinate with the accounting department the data entry including tenant set-up and the correct rent charges.

Commercial Property Manager, continued

Tenant Move-In and Move-Out

The property manager is responsible for coordination of the tenants' move-in and/or move-out including the following:

1. Moving-day coordination: elevator access; site staff availability; utilities; cleaning; moving crew instructions; punch list and follow-up; welcome gift and breakfast or lunch for a new tenant; and a high degree of demonstrating a "Welcome" and "we are happy you chose our building for your office" attitude.
2. Emergency Procedures.
3. Rent collection standards.
4. Maintenance/service request procedures, service charges, and billing procedures.
5. Introduction of building staff and related service providers (i.e., Janitorial) as necessary.
6. Issue Tenant Manual

Monthly Building Management

Monthly, the property manager will conduct a thorough inspection of each property in his or her care. The inspection will serve three purposes: (1) Determine if the goals established in the annual business plan are being achieved and/or what corrective action is required to assure business plan compliance; (2) the remedial maintenance required due to ordinary wear and tear; and (3), determine the performance and status of all contractors/vendors contracted to work at the property. The inspection will be written and will be submitted monthly to the Owner.

Monthly, the property manager will review or insure that the Engineering Department reviews the preventive and remedial maintenance schedules for the following month. Determination of supplies required, labor required and notifications to tenants and other interested parties will be finalized. Communication is paramount. Status of current months work in progress will also be reviewed.

The property manager is responsible for demonstrating a positive attitude; presenting themselves in a professional manner; be a positive ambassador for the Company and coach property and other Company staff to do the same.

Accounting

Each month the property manager will transmit to the Owner a financial report which will include the package of statements generated for the property together with an explanation of the status of significant variance both to the budget and/or the business plan.

Variances are identified as: (1), benchmarks or dates established for the completion of tasks or projects that will not be completed timely and require adjustment; and (2), monthly and annual actual income and expense comparisons to budget that vary more than five (5%) percent. This percentage maybe adjusted with the Commercial Department Senior Vice President approval based upon the total dollar volume per line item category.

Commercial Property Manager, continued

This transmittal will be completed no later than the tenth (10) of each month for the preceding month or at such other time as agreed between the client and the Company. There may be case by case review of the transmittal date based upon the criteria of the Owner. The tenth (10th) of each month is the expected date.

The property manager is responsible for the initiation and implementation of a strict collection procedure policy that will be applied to all tenants at all properties in a consistent fashion. The Commercial Department Senior Vice President will be notified when any tenant exceeds sixty days in a nonpayment status and/or just prior to litigation being implemented.

Staffing

The property manager is responsible for determining the adequate compliment of staff necessary to complete the goals established by the management plan. In addition, the manager is responsible for recruitment, selection, training, managing and motivating building staff.

Reporting

In addition to the financial monthly report (Item 4 below), the property manager is responsible for reporting building activities to the Owner and to the Commercial Department Senior Vice President on a monthly basis unless otherwise scheduled. The preferred form of the report is to be in writing and following the form acceptable to the Owner. However, the report must include:

1. Goals to be accomplished in the next month to achieve the goals established in the annual business plan.
2. Status of work not completed from previous month(s).
3. Summary of significant tenant services, maintenance requests and other issues.
4. Financial summary through the close of the previous month.

Respect and Attitude

Our business of enhancing the value of real estate assets in our care requires each of us to possess many skills. However, there is no more important skill than demonstrating a positive attitude and displaying respect for every person with whom we come in daily contact. Highly motivated people enjoy accomplishing many tasks. Tasks cannot be accomplished without interaction between our clients, our vendors and our peers. Those of us who are most successful will find ways to demonstrate our attitude and respect even during the most trying of circumstances.

Commerical Property Manager3.doc

Job Title

Residential Property Manager

Immediate Supervisor (Title)

V. P. of Property Management

Job Summary

Residential Property Manager for 577 garden apartments and townhouses in [city, state], and other residential properties.

Works with other departments when developing or implementing management plans or actions and reports to the Vice President for Property Management.

Job Duties (Essential Functions)**Marketing Management**

- a. Creates, develops, coordinates and implements plans and programs for the marketing, promotion, and leasing of residential properties, including marketing strategies, goals, and objectives directed towards maximum profit and long term value. All marketing plans and programs are coordinated with, and approved by, the Vice President for Business Development.
 - (1) Develops programs and directly supervises promotional activities for the properties, including medial and other advertisements, to reach and attract prospective tenants.
 - (2) Creates policies, procedures, and techniques to enhance staff personnel's success with prospective tenants, including telephonic and/or on-site communications and lease negotiations.
 - (3) Provides necessary training and supervises site managers, leasing agents, and other office staff in fair housing, marketing and lease negotiation, with the primary objective being timely, successful execution of lease agreements with prospective tenants and consistently high occupancy rates.
 - (4) Performs surveys and analyses of comparable residential properties in the market place, and develops rental pricing schedules, concession packages, and other incentives which are consistent with the market demand and maximizing of revenue.
 - (5) Prepares and maintains comprehensive modernization/improvement plans for the properties aimed at marketability enhancement.
- b. Develops and implements, through the Site Manager, effective tenant retention programs to minimize turnover.

Financial Management

- a. Develops and coordinates the implementation of annual income and expense budgets which maximize income, minimize expense, and optimize NOI. Responsible for the analysis of monthly and quarterly Building Operating Statements.

Residential Property Manager, continued

Budgets and statements are developed in conjunction with, and reviewed by the Finance Department.

- (1) Supervises, through the site managers, collection of rental and other tenant payment obligations, with priority to minimize delinquencies, five day notices and bad debt write-offs.
 - (2) Supervises procurement and the utilization of resources, in coordination with the Administration Department, and approves payment for related invoices.
- b. Performs on-going analyses of income and expenses and initiates timely response to adverse changes. Obtains approval for any unbudgeted expenditures from the Vice President for Property Management.

Other Project Management

- a. Develops and oversees, through the site managers, organization and resource requirement plans for maintenance, service and repair activities, with emphasis on highest standards of maintenance at the lowest possible cost. Also, continually maintains the current status of unit renovations and turnovers. Continually maintains financial projections of capital and modernization improvements in conjunction with the Controller.
- b. The Residential Property Manager is responsible for the development of an annual work plan and budget.
- c. Assists in personnel management activities, including recruitment, duty assignments, compensation/benefits, and terminations.
- d. Provides annual performance appraisals for all assigned personnel.
- e. Approves requests from assigned personnel for vacation and sick leave.

Job Qualifications

Education: College degree or associate degree with commensurate real estate marketing experience.

Certifications or Licenses: CPM, ARM, or RPA or qualified for same.

Special Skills: Word processing and spreadsheet.

Experience: 5 years as a site manager, 3 years of which for a property of over 500 units, or 3 years as a residential property manager for multiple properties.

Residential Property Manager1.doc

Job Title

Property Manager

Reports To

Vice President, Property Management

Position Purpose

Responsible for obtaining and maintaining management accounts.

Nature and Scope:

1. Residential, Commercial and Condominium Management:
 - A. Determine goals and objectives of owner/association.
 - B. Prepare annual budgets for individual properties.
 - C. Responsible for setting and collecting rents and other income to the property or collection of association fees in the case of condominiums.
 - D. Responsible for collection of delinquent rents or fees.
 - E. Responsible for authorization of expenses and payment of vendors within the scope of the budget.
 - F. Responsible for accuracy of monthly statements to the owner or association, as well as any other report produced with regard to the property.
 - G. Responsible for property maintenance for on going operations as well as preventative maintenance within the guidelines set forth by the owner or association.
 - H. Responsible for contract bidding and vendor follow through. The property manager must be aware of changing costs for goods and services in the market place.
 - I. Responsible for property insurance.
 - J. Responsible for periodic property inspections.
 - K. Responsible for the management of all field personnel associated with the property.
 - L. The Property Manager is responsible for backing up any other property manager who is not available in the event a problem occurs at another property.
 - M. The Property Manager is on 24 hour call.

Marketing

The Property Manager should be marketing the services of ABC Company at all times. More specifically, the property manager should solicit new management accounts on a scheduled basis, perhaps a few hours a week. The solicitation would consist of researching potential projects, written communication (i.e. brochures, letters, etc.), follow-up phone calls, and personal meetings with the prospective account principals.

Executive Duties

When asked, the Property Manager should assist the Vice President preparing analysis for greater efficiency in company and operations and procedures.

Condo Property Manager.doc

Job Title

Property Manager

Reports To

Director of Management Services and/or Senior Positions above Director of Management Services

Supervises

All on-site staff

Purpose

The Property Manager is charged with the day-to-day implementation of those policies, procedures, and programs that will assure a well managed, well maintained building, placing maximum emphasis on positive response to the concerns and needs of the tenants, environmental health and safety, and quality programs, in coordination and conjunction with the Owner's goals and objectives.

Scope**Operational Management:**

The Property Manager is charged with day-to-day operational management of all aspects of the properties to assure maintenance of approved quality standards. The Property Manager shall also prepare, coordinate and insure that all fire, life safety and other safety programs are established and followed in conjunction with the Environmental Health and Safety Coordinator.

Property Maintenance

The Property Manager is charged with the supervision of all maintenance programs relating to the interior and exterior conditions and appearance of the properties.

Tenant Relations

The Property Manager is responsible, at all times, for a positive and prompt response to requests from building tenants and for the implementation of ongoing contract programs to constantly assess tenant needs and to assure problems are being solved promptly and to the mutual benefit of the tenant and the properties.

Contract Services Administration

The Property Manager is responsible for the selection of contract services, vendor negotiation of service agreements and day-to-day monitoring of vendor performance to assure full compliance with standards established within the service agreement.

Planning

The Property Manager shall develop and administer the Property Operating Plan and Budget, subject to the approval of the Director of Management Services, for the properties.

Property Manager, continued

Statistical Analysis Reporting

The Property Manager shall be responsible for the collection, analysis and reporting of such statistical data as may be required to provide accurate and current assessment of property management objectives.

Owner Representation and Accounting Relationships

The Property Manager is responsible for ongoing communications with the Owner's Representative of the properties and the appropriate Corporate Comptroller.

Financial Management

The Property Manager is responsible for the day-to-day financial management of the properties and maintenance of all necessary financial records and files.

Public Relations

The Property Manager shall maintain a positive image of himself/herself, the property, ABC Company, and the client at all times in the community. The Property Manager shall strive to attend and participate in outside or in-house activities, meetings, organizations, regulatory agencies, etc., as approved or directed by the Owner's Representative or Director of Management Services, to enhance this image.

Training

The Property Manager shall participate in continuing education programs and in-house meetings and training sessions, as approved or directed by the Director of Management Services. The Property Manager is responsible for on-the-job training activities for subordinates and trainees, working with the Director of Management Services and the individuals' Training Advisors to assure proper training programs are being implemented, and to assess the progress of the individuals(s) involved.

Personal Development

The Property Manager is expected to implement, control and become thoroughly conversant with, and be knowledgeable of (but not limited to), the following aspects of Property Management:

Tenant Relations

- Contract Service Administration
- Remodeling
- Engineering and Preventive Maintenance
- Energy Management
- Accounting and Finance
- Budgeting
- Business Plan or Property Operating Plan
- Activity Reports
- Security
- Emergency Procedures

Property Manager, continued

- Policy Manual and Administration
- Partner and Owner Representative Relations
- Insurance
- Operations Sequences
- Personnel Administration
- Training
- Employee Relations
- All Applicable Municipal, State and Federal Codes and Regulations

Summary

In the execution of the responsibilities, the Property Manager is held accountable for his/her independent action(s), within the guidelines of the Position Description, Property Operating Plan and Budget, with primary emphasis on visible, hands-on management of the properties.

To facilitate good communication and meet other job requirements, the manager shall be required to use a pager at all times to respond promptly to emergencies or for other vital communications, except when prior arrangements have been made and approved for vacations or other time off.

The Property Manager may need to make use of their personal vehicle for work related duties; therefore, the manager shall maintain a current driver's license in the state of employment and shall maintain appropriate insurance at all times.

The Property Manager will assume any additional duties and responsibilities as delegated by the Director of Management Services.

Property Manager1.doc

Job Title

Lease Administrator - Property Services Division

1. What are the major objectives or outcomes to be accomplished by the person in this job?

To perform all lease administration functions for assigned properties. To provide complete and accurate administrative support as necessary for the Property Managers. To update and maintain current and accurate tenant files and balances. To provide prompt, courteous response to tenant/owner complaints and concerns.

2. What are the most frequent and most essential work activities in this job?

- Provide property management support including:
 - Typing leases, amendments, budgets, correspondence.
 - Sending facsimiles.
 - Copying leases and bills.
 - Research of discrepancies noted by tenants, owners, internal staff and vendors.
- Process monthly and annually tenant billing for common area maintenance, taxes, insurance, percentage rents, water/sewer, trash removal, etc.
- Prepare accounting spreadsheets.
- Set-up, maintain, and update lease files, chron files, and tenant files in an organized and accurate manner.
- Calculate rent increases on a timely basis.
- Update monthly Lease Resumes and Gross Sales Reports.
- Insure that Certificate of Insurance files from tenants are current and up to date.
- Review delinquencies on a timely basis and charge late fees as necessary.
- Respond promptly to tenant complaints and concerns and provide appropriate property manager with records accordingly.
- Become thoroughly knowledgeable in the use of the property management software, ACCESS.
- Interpret and understand the impact of all lease related transactions and property transactions on the property financial statements.
- Research tenant data concerning delinquencies and credits, sending out correspondence, processing adjustments or billings as required.
- Mail out monthly statements promptly and assist Owners in response to any questions.
- Propose the streamlining of procedures and operations as appropriate.
- Perform lease audits.

3. What people and how many are managed by the person in this job?

- None.

4. What are the primary people contacts in this job? (With Whom? What Purpose? How Often?)

- Some Owners – Monthly – Questions regarding statements and money.
- Contractors – Daily – Building maintenance requests.
- Tenants – Various questions or problems.
- ABC Company Property Managers – Coordination of responsibilities.

Lease Administrator – Property Services Division, continued

- Other ABC Company Associates – Communication regarding questions and problems.
- Director of Property Services – For overall management.

5. What behavioural traits, attitudes and skills are required?

- Positive attitude, dependable, self-starter.
- Ability to think for oneself.
- Excellent organizational skills, detail-oriented, concern for accuracy and perfection.
- Good listening skills.
- Ability to complete a task in a timely manner without procrastinating.
- Ability to handle stressful situations.
- Prioritization skills.
- Ability to suggest and document needed procedural changes.
- Calm yet capable in an emergency.
- Effective oral and written communication skills.
- Keen sense of urgency in a dispatch of responsibilities yet concern for thoroughness and accuracy.
- Works well under limited supervision.

6. What are the prerequisites for employment? (Education, prior experience, other)

- High School graduate, some college.
- Prior work experience with frequent customer contact.
- Secretarial experience and basic accounting skills.
- Prior experience in commercial real estate lease administration.
- Demonstrated ability to operate common office equipment including the typewriter, personal computer, calculator and fax machine.
- Demonstrated ability using various work processing and spreadsheet software applications.
- Ability to proofread and edit.
- Thorough knowledge of business English, spelling and math.
- Working knowledge of common terminology related to real estate and property management.

7. What are the toughest parts of this job on a day-to-day basis?

This job has a high level of demands from dealing with frequently distraught owners, tenants, and contractors. Constant interruptions that require revising and updating priorities, sometimes hourly.

8. What are the compensations? (Income range, pay formula, advancement opportunities, etc.)

- I. Advancement to Assistant Property Manager with education and experience requirements.

Job Title

Leasing Consultant

Supervisor

Property Manager/Assistant Property Manager

Employees Supervised

None

Job Summary: Responsible for the leasing of all apartments including, but not limited to, prospective resident phone calls; performance of miscellaneous clerical duties; support for office personnel.

Specifications:

Education: High school education.

Experience: Knowledge of leasing normally acquired by prior experience or sales background preferred.

Skills: Ability to interact with people. Typing, organizational, interpersonal and communication skills necessary to provide clerical and administrative support. Professional phone manner and pleasing personality. Basic computer knowledge.

Duties and Responsibilities:

Marketing/Leasing

1. Assists in preparation and implementation of marketing campaign to effectively market the apartments.
2. Reviews and updates community, property, and apartment benefit selling worksheets.
3. Qualifies, demonstrates, and leases apartments in accordance with Fair Housing Guidelines.
4. Processes rental applications and prepares lease forms and reports according to property guidelines.
5. Conducts follow-up calls and traffic documentation on all prospects.
6. Assists in the preparation of regular market surveys to evaluate property position within the marketplace.
7. Assists in the monitoring of rent schedules on a regular basis.

Administration

1. Maintains property files, records, and reports.
2. Assists in lease renewal program to maximize resident retention.
3. Assists in the area of resident relations. Problem resolution is prime objective.

Leasing Consultant, continued

Financial

1. Assists in daily rent collection and ensures deposits, recording of rent, and reports are completed in a timely manner.

Maintenance

1. Communicates with residents for requested work and records concise information on a Service Request.
2. Inspects the property to ensure that the highest standards are maintained at all times. Picks up litter on the grounds when walking in any area.
3. Assists in the evaluation of maintenance, grounds, and housekeeping operations in the area of productivity and efficiency. Assists in follow-up inspections to ensure resident satisfaction and company standards are met.

General

1. Supports and complies with company policies and procedures as stated in the Operations Manual as well as additional directives issued by the Central Office.
2. Responsible for the property on an on-call basis should a problem arise.
3. Performs other duties as assigned.

Leasing Consultant2.doc

Job Title

Vice President-Commercial Properties

Reports To

Executive Vice President

Job Summary

The Vice President-Commercial Properties of ABC Company is responsible for managing and supervising the commercial property portfolio. The Vice President - Commercial Properties has primary responsibility for setting measurable business goals and objectives, assuring the timely preparation of annual budgets, recommending capital expenditures, coordinating marketing and leasing activities for the commercial property portfolio, implementing commercial policies and procedures, and supervising commercial property staff. The Vice President - Commercial Properties will directly manage a portion of the commercial property portfolio and as such will be responsible for those duties of Commercial Property Manager. The Vice President - Commercial Properties reports weekly to the Executive Vice President.

Essential Duties and Areas of Accountability**Supervisory**

The Vice President - Commercial Properties is responsible for directing, supervising, and monitoring the activities of commercial property portfolio personnel on a day-to-day basis, including training, developing and coaching these staff members:

- A. Property Management Marketing Coordinator (as duties relate to the commercial property portfolio);
- B. Commercial Property Manager;
- C. Assistant Property Manager and
- D. Property Manager Assistant

In coordination with Human Resources, the Executive Vice President, and The Executive Committee, the Vice President - Commercial Properties has the responsibility to analyze and make recommendations regarding:

- A. Commercial property staffing needs;
- B. Commercial property personnel performance issues;
- C. Commercial property personnel salary administration/benefits/compensation;
- D. Commercial personnel promotions, demotions, terminations; and
- E. Commercial property personnel training and career development.

The Vice President - Commercial Properties is responsible for preparing and conducting performance evaluations for staff supervised as required by Human Resources and to ensure that education, credentials, and licensing of ABC Company staff are current.

Financial and Budgetary

- A. Prepare or oversee the preparation of annual budgets for commercial property portfolio, which budgets shall be approved by each property owner.

Vice President – Commercial Properties, continued

- B. Review and approve commercial property operating statements for compliance with approved budgets. Review proposed major expense variances from commercial property budgets and make recommendations to property owners. Prepare or oversee the preparation, in a timely manner, of all documentation and information required for accounting department data input and report generation.
- C. Supervise Commercial Property Managers' delinquency collection efforts, including the handling of property receipts and delinquent accounts.
- D. In conjunction with the Executive Vice President and property owners, identify and analyze major capital expenditure programs, such as remodeling programs and major tenant improvements for the commercial properties.
- E. Monitor revenues from management and leasing fees from the commercial property portfolio and analyze commercial portfolio costs to ensure a profitable operation for this portion of the property management department.
- F. Coordinate annual commercial property budget reviews, competitive surveys and management business strategies.
- G. Approve all invoices in excess of \$5,000 and brokerage commissions for the commercial portfolio. In conjunction with the Executive Vice President, approve all related staff expense reports.
- H. Coordinate accounting support with the corporate Controller.

Marketing

- A. Review market analyses and make rental rate recommendations to property owners.
- B. Prepare leasing marketing plans for property owners' review and approval. Supervise the implementation of the approved marketing plans.
- C. Review all commercial portfolio related marketing materials prior to property owner approval.

Real Estate Leasing Activities:

- A. Monitor each Commercial Property Managers' properties' operations to insure compliance with, lease conditions, budgetary goals, governmental regulations and Property Management Agreement requirements.
- B. Ensure timely and accurate reporting to the owners in accordance with the Property Management Agreement.
- C. Supervise the implementation of the Management Plan for commercial properties, and ensure that said plans meet the property owners' and ABC Company standards, policies, goals, and objectives.
- D. Responsible for the approval (prior to owner) of all economic terms, amendments, lease terms, and tenant credit approval for commercial property leases.
- E. Supervise the processing of all commercial property related leases, renewals, options and vendor contracts.

Vice President – Commercial Properties, continued

- F. Responsible for recommending commercial property lease term parameters for approval by each property owner; participate in lease negotiations, implement commercial portfolio marketing and leasing strategy, and supervision of outside broker contracts.
- G. Meet regularly with the Leasing Agents.
- H. Monitor commercial property related Rent Rolls, Lease Expirations, Operational Variance Reports, Delinquency Reports, and other reports required by the Management Agreements.
- I. Approve prior to owner, commercial property related late fee forgiveness, bad debt write-offs, and early lease terminations.
- J. Review all CAM billings and CAM reconciliations.
- K. Review and monitor commercial property related Trust Account(s).
- L. Tour properties on a regular basis and conduct property inspections.
- M. Review preventative maintenance programs, tenant retention programs, and emergency preparedness programs for the commercial portfolio.
- N. Responsible for administration or creation or modification of commercial property portfolio processes, procedures and associated manuals.

Property Manager Duties

- A. Assume the duties of Commercial Property Manager (see attached) for a portion of the commercial property portfolio as determined by the Executive Vice President.

Other

- A. Participate in special projects periodically assigned by the Executive Vice President.
- B. Duties and responsibilities may be added, deleted or changed at any time at the discretion of the Executive Vice President, either verbally or in writing.

Vice President-Commercial Properties.doc

Job Title

Vice President of Property Management

Reports To

President, Owner

General Responsibilities

- Responsible for all physical and financial operations of ABC Company.
- Sets the Mission Statement for the company. Responsible for identifying the company philosophy.
- Establish the company objectives.
- Initiates the long and short term plans of the company.

Specific Job Duties

- Determines the organization structure.
- Recruits and selects the personnel who are responsible for any operational function under his/her supervision.
- Provides leadership toward achieving company objectives.
- Develops people and counsels with them.
- Maintains motivation of employees and high morale.
- Evaluates company performance.
- Supervises costs of operations.
- Develops new business.
- Deals with clients.
- Develops and maintains company's public relations program.
- Financial forecasting and budget preparation to meet specific owner goals and objectives.
- Complete knowledge of all federal, state or local laws concerning the housing/use of each property.

Essential Duties of the Job

- Be capable of reading and understanding a financial report.
- Detail oriented – Multiple task type person.
- Team player.

Educational/Experience Requirements

- Brokers License
- Experience with detailed financial reports and be able to provide an analysis of this information to the owner.
- Knowledge and experience with the physical attributes of a property and be able to provide specific recommendations on the maintenance and care of the physical property.
- Use of various types of computer software packages as they relate to real estate management.
- Working knowledge of site operations and reporting.
- Knowledge of all laws and regulations that relate to various real estate properties.

- Experience with supervision of employees.
- CPM or CPM Candidate or working towards designation.

Vice President of Property Management.doc

Job Title

Rental Agent

Reports To

Resident Manager

Summary

Under the regular supervision of the Resident Manager the Rental Agent is usually the initial point of contact between potential tenants, resident tenants and the local residential property management. The Rental Agent processes resident applicants and handles assigned day-to-day resident and rental office matters.

Specific Duties and Responsibilities:

1. The Rental Agent meets, greets and interviews prospective tenants, shows the model apartment, accepts rental applications for review and approval by local management and conducts the required applicant background investigations (credit and employment).

Provides new residents with an orientation to the residential guidelines of the community.

2. Provides miscellaneous administrative support to the Rental Office operation. Types new lease documents, forms, reports, correspondence to management and tenants among other types of documents.

Maintains files on a variety of management topics: tenants, blank forms, supplies correspondence, maintenance, reports (management and government) and other administrative topics which are necessary for documenting the operation of the property.

3. Accepts rents, deposits and miscellaneous fees and payments from residents; completes all company forms governing and documenting money collection; and may be requested to prepare the daily bank deposits and reconciliations with the Cash Report and Rent Roll.

4. Accepts service calls from residents; arranges with the in-house maintenance staff to complete the required maintenance; performs necessary resident coordination (times and entry permission) when scheduling maintenance.

When considered necessary by the Resident Manager, inspects the completed maintenance work to ensure it was performed according to instructions or generally accepted practice.

Rental Agent, continued

5. May be required to maintain statistical data on the property operation as directed by the Resident Manager. This data might include occupancy information; delinquent rent information; rental applicant traffic; maintenance history (requests and completions); or similar information.
6. Works weekends (Saturdays and/or Sundays), on a rotating schedule with other rental office staff, to identify and process replacement tenants.
7. Performs other duties as assigned by the Resident Manager.

Minimum Qualifications

Education: Must have a high school diploma or the equivalent. Post high school courses or seminars in property management, marketing, public relations, or business are highly desirable.

Experience: Must have a minimum of 6 months of general office experience including the responsibility for typing, filing, answering telephones and dealing with the public. Experience in a residential rental office would be highly desirable.

Miscellaneous: Must have demonstrated success in dealing with the public, such as that obtained in a rental office, a retail establishment or a similar environment.

Rental Agent.doc