



## STRATEGIC STAFFING

PEOPLE + PASSION + PROCESSES =  
PERFORMANCE

Achieving the goals of the Owner is ultimately dependent on our ability to attract, retain, and grow the very best intellectual capital. We are heavily focused on attracting the best people in order to be the best in our industry. Our on-site associates are passionate about what they do each and every day. And we ensure that they are rewarded for achieving the specific performance objectives set forth by the ownership.





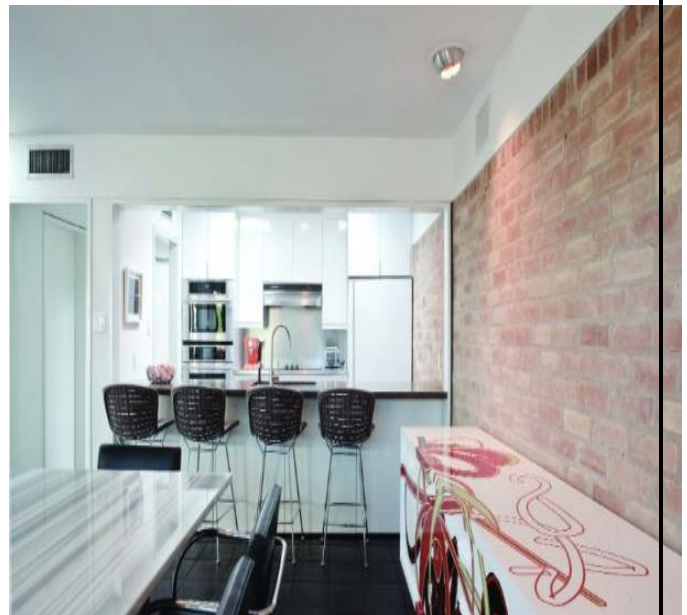
## GCL ON-SITE POSITION DESCRIPTIONS

<b>Title:</b>	<b>Major Responsibilities</b>	<b>Reports To</b>
Community Manager	<ul style="list-style-type: none"> <li>Supervise and develop staff</li> <li>Manage Service Program (safety issues, preventative maintenance, facility management)</li> <li>Oversee accounting (budgeting, monthly financials, contracts, asset management)</li> <li>Maintain Resident Relations Program (leasing, community development)</li> <li>Implement and continually monitor marketing program</li> <li>Oversee all facets of property performance including rents, occupancy, leasing activity, etc.</li> </ul>	Regional Manager
Resident Services Manager	<ul style="list-style-type: none"> <li>Oversee collection of all rents and related fees</li> <li>Generate all rent related paperwork including late and eviction notices</li> <li>Reconcile all on-sites reports</li> <li>Oversee collection of bad debt</li> <li>Facilitate monthly financial packages</li> <li>Creation and implementation of all Resident Activities and Residence Life Functions</li> <li>Leads renewal efforts</li> </ul>	Community Manager
Leasing Manager	<ul style="list-style-type: none"> <li>Oversee marketing and leasing efforts to maximize occupancy</li> <li>Prepare marketing plan/develop strategies and implement programs</li> <li>Train leasing staff on how to market</li> <li>Complete weekly market survey to ensure that our asset is performing at or above the market standard</li> <li>Partner with National Marketing Director to develop social media outreach and community awareness</li> <li>Understand the needs and expectations of residents, prospects, parents, clients and vendors and exceed them.</li> </ul>	Community Manager
Leasing Professional	<ul style="list-style-type: none"> <li>Conducts marketing and leasing efforts to maximize occupancy</li> <li>Generates qualified traffic by utilizing effective marketing techniques</li> <li>Respond to internet and telephone inquiries in a timely manner</li> <li>Conduct marketing activities on campus and around the community to create brand awareness</li> <li>Ensure tour route, grounds, models, etc., are in superior condition</li> <li>Understand the needs and expectations of residents, prospects, clients and exceed them</li> </ul>	Leasing Manager
Lead Engineer	<ul style="list-style-type: none"> <li>Supervise and develop service staff</li> <li>Oversee daily maintenance and repair</li> <li>Implement preventative maintenance, safety programs and after</li> </ul>	Community Manager

	<ul style="list-style-type: none"> <li>hours response protocol</li> <li>▪ Ensure physical asset is in compliance with GCL policies and expectations</li> <li>▪ Oversee make ready process</li> <li>▪ Facilitate vendor coordination and control costs</li> <li>▪ Understand and exceed customer's expectations</li> </ul>	
Engineer/ Service Technician/ Make Ready Specialist/ Groundskeeper	<ul style="list-style-type: none"> <li>▪ Perform daily service requests</li> <li>▪ Conduct preventative maintenance and safety programs</li> <li>▪ Maintain cleanliness, safety and repair of facilities</li> <li>▪ Provide after- hour maintenance response</li> <li>▪ Responsible for all external cleanliness</li> <li>▪ Prepare units for resident turnover</li> <li>▪ Participate in preventative maintenance and safety programs</li> <li>▪ The Make Ready Specialist is mostly focused on unit preparation</li> <li>▪ Understand and exceed customer's expectations</li> </ul>	Lead Engineer
Housekeeper	<ul style="list-style-type: none"> <li>▪ Responsible for all areas of housekeeping including club, amenities, models and make-ready apartments</li> <li>▪ Participate in preventative maintenance and safety programs</li> <li>▪ Participate in preventative maintenance and safety programs</li> </ul>	Lead Engineer
Grand Campus Ambassador	<ul style="list-style-type: none"> <li>• Provide Customer Service</li> <li>• Implement Residence Life Program</li> <li>• Act as a liaison between residents and management team</li> </ul>	Leasing Manager/Resident Services Manager

## ON-SITE STAFFING

The Divisional and/or Regional Manager will meet with the Owner to mutually determine staffing goals for the community. These goals will be incorporated into a business plan document that will be the basis for which all decisions are made for the community. That being said, we believe that the business plan is a living document and must evolve as the asset performance and the market dictates. We encourage all members of the team (Asset Management, Regional Manager, Community Manager and Support team members) to have regularly scheduled meetings to ensure that expectations are set and more importantly that they are met.





## **RECRUITING**

Due to the value GCL places on hiring the right individuals, we have established an overall recruiting road map. Our state of the art staffing strategy includes a user-friendly on-line job posting and application system showcasing opportunities internally and externally. Our internal hiring mantra is “Never, never, never settle on anything but the best when making a hiring decision.” Prior to making a job offer, all potential associates go through a minimum of a three-phase interview process with Leasing Managers, Resident Service Managers and Community Managers interviewing with our National Training and Marketing Director. This ensures that we are diligent in our hiring efforts and that we have a good culture fit from the beginning. As well, GCL carefully screens all potential candidates and any exceptions require executive approval. The screening process for all associates includes a Credit Check, Criminal Background Check, Motor Vehicle and Reference verification conducted by a third party screening company, HR Plus. Drug screening is also conducted on all associates. In addition, assessments and reasoning tools are utilized depending on position.

## **RESIDENT LIFE PROGRAMS**

Grand Campus Living works to make the transition from home to campus to apartment life a snap. We think of everything – privacy, comfortable amenities, social activities, and academic goals. Our Resident Life Program is all about success – as a student, friend and neighbor. Each property has its own unique program to ensure residents are provided with the resources they need. They will find our on-site Resident Life staff has thought of everything – all of the resources and activities to keep them connected to campus and one another.

## **GRAND CAMPUS AMBASSADOR**

It is a privilege to be chosen as a Grand Campus Ambassador. GCAs are outgoing college students who ensure that our residents experience a quality living environment. They are the “eyes and ears” of the Community Manager, and are in constant communication with the team regarding existing and future residents perceptions. The GCAs are the community’s outreach partner—spearheading initiatives and making sure that the community they represent is always portrayed as the best place to live. And in return, our GCAs receive complimentary housing for a job well done.



## G C L UNIVERSITY

To supplement an excellent on-site management team, GCL has a specialized corporate training team. The National Training Director and team lead our training initiative. GCL University, in partnership with Grace Hill within LPC's Knowledge Center offers a systematic approach to mandatory annual training in the form of a university concept. Our in-house training team provides instruction on a variety of required as well as extracurricular classes. Initial and on-going training for all employees in all job categories keeps employees on the cutting edge and ready for promotion.

GCL provides classroom style training, training via WebEx and additional online services. The value GCL places on associate development create a true learning environment.

Our entire team is held accountable to the success and growth of our associates and the most valuable training comes from the top down; our Regional Managers allocate time specifically to associate development.

A **sample** of our course curriculum is outlined below:

### E-Learning / Online Courses

Required every 12 months:

- Fair Housing I and II
- Preventing Harassment
- Risk Management

### In person or E-Learning Courses

- Dealing with Difficult People
- Employee Coaching
- Workplace Diversity
- Advanced Telephone Techniques
- Social Media Marketing 101
- Building Relationships with University Staff
- Customer Relationship Management
- Internet Leasing
- Conflict Resolution
- Advanced Leasing
- Business Etiquette
- Maintenance for Office Staff
- Time Management
- Traffic Generation
- Curb Appeal
- Property Management Financials



- Marketing Principals for Multi-family Housing
- Leasing for a Living
- Customer Service as a Competitive Advantage
- GCL Paperwork
- New Hire Orientation
- Understanding your Market
- Economics
- Preventative Maintenance
- Safety
- Motivation and Empowerment
- Emergencies and Disasters
- OSHA
- Insurance
- Budgeting
- OneSite
- Purchasing and Procurement
- Maintenance Standards

## **LEARNING MANAGEMENT SYSTEMS**

At the conclusion of each course, each employee's training completion is entered into Lincoln's online Learning Management System (LMS) powered by Grace Hill, where records are maintained for ongoing review by the Training Department.

Grace Hill provides an eLearning platform and Learning Management System to develop and manage adaptive eLearning, online skills assessments, and other training solutions to automate our course completions included in LPC's national training curriculum.

Grace Hill allows the corporate and/or regional offices to run reports by specific employee course completions or by each individual course to check which employees still need to complete the course.





## FACILITIES MANAGEMENT

### PREVENTATIVE MAINTENANCE PLANS

*The following is an excerpt from the Facilities Manual:*

Grand Campus Living believes that the care and pride that residents show for their community is in direct correlation to the care and pride that the management team shows in maintaining the community. Residents respect management's efforts and in turn take pride in their community. All GCL team members should focus on the following objectives:

- Maintaining the community's daily curb appeal to the highest standards
- Responding to resident work orders in a timely manner
- Develop and administer preventative maintenance programs
- Ensure that capital projects are identified, prioritized and implemented in a way that improves the community and the value of the community
- Prepare and administer the annual move out and move in process aka as "turn"

Each community and ownership has individual needs and requirements for maintaining a quality living environment. The Regional Manager and Community Manager should work in conjunction with the asset ownership to customize the facilities maintenance plan for their community. It is the goal of all GCL associates to provide a quality living environment that exceeds the expectations of our residents.

The Community Manager, Lead Engineer and Regional Manager are responsible for the creation of the Facilities Program for their community. The Facilities Program will be customized and will focus on the daily, weekly, monthly and annual needs of the physical plant.

The following listing is an example of items that should be included in the Facilities Program:

#### Daily Community Maintenance

- Clean and inspect lawn and grounds. Ensure that the lawn and beds are weed free, debris free and pet elimination free.
- Clean and inspect walkways paying special attention to the front entry, pathway to model or show units and pool areas.
- Inspect exterior lighting and replace bulbs as needed.
- Clean and inspect laundry rooms
- Vacuum carpet and clean flooring in all community areas
- Inspections of exterior shell, stair and railings will be performed throughout the day or as needed after inclement weather.
- Clean public bathrooms
- Elevator walls and floor cleaned
- Trash removed three times daily from public areas
- Ensure parking structure and parking lot is free of trash and debris



### Weekly Community Maintenance

- Inspect amenities area for interior painting and make repairs
- Perform exterior light audit
- Inspect boiler output temperatures and gauges if applicable
- Model unit inspected for repairs
- Water softener/test water softness if applicable
- Inspect security devices and locks for proper operation
- Trash rooms cleaned and deodorized
- Interior corridors and interior stairways cleaned and touch up painted

### Monthly Community Maintenance

- Maintenance staff to check integrity of stairs and railings
- Inspect exterior painting and touch up high traffic areas as needed
- Inspect amenity area's carpet and flooring for unusual wear
- Inspect/check all fire extinguishers and ensure that they are properly charged in common areas and apartments
- Inspect/test smoke detectors
- Test all emergency phones
- Test chill water chemicals where applicable
- Inspect building and unit signs to ensure that they are in good condition
- Interior corridors and stairway lights audited
- Power wash trash carts and recycle containers
- Inspect pilot and main burner flame and firing rate for water and steam boilers
- Oil pump motor and bearing assembly, check for leaks on boilers
- Inspect fire sprinkler riser pipe equipment gauges and flow switches
- Check exit doors, exit signs and emergency lighting
- Facilities Report and Schedule is completed and submitted to Regional Manager by the 5th of each month

### Annual Community Inspection

- Inspect all fire extinguishers
- Inspect and test fire alarm and fire sprinkler system
- Inspection of bricks or siding
- Power wash sidewalks
- Inspection/clean windows
- Paint railings as needed
- Inspect and change back up battery in hardwired smoke detectors
- Clean evaporator and condenser coils
- Power wash compactor





- Clean out and organize storage units and maintenance shops
- Update maintenance shop inventory listing

## **SERVICE REQUESTS AND SERVICE REQUEST FOLLOW UP PROGRAM**

### **Work Orders**

Residents can submit a service request online by going to the community's resident portal. They will set up a new account if it is their first time on the site or if they are returning, they will enter their personal login information. Only current residents can access the resident portal to submit or track a work order request.

Once the resident logs into the portal, it recognizes the resident and their corresponding unit and bedroom. The resident can then enter a service request by providing a simple description of the request and granting permission for the engineer to enter their apartment. As soon as the request is submitted, an email is sent to the resident thanking them for the request. An email is also sent to the community manager and lead engineer to notify them that a new request has been submitted.

The service request automatically appears on the service page of OneSite (our property management software). The lead engineer and the community manager can manage service requests in OneSite. As a request is updated by the maintenance team, the resident will be able to use the resident portal to track their service request. They will be able to see any notes that may have been entered about their service request and check the status of their request any time.

### **Maintenance Response**

GCL engages in an aggressive approach to any maintenance concern in an effort to ensure the community is consistently in a quality condition. Service requests are processed as follows:

- Any and all property associates may write service requests, but it is the responsibility of the entire staff to seek out issues and generate service requests. Name, date, email, telephone number and permission to enter should be noted on the service request.
- All requests for maintenance should be documented by electronic service request either by the requester or the engineer.
- Service requests are routed to the onsite maintenance team during normal business hours. The maintenance team schedule should ensure that weekends and after hours are accommodated.



- During the weekend and evening coverage, the on call position will rotate through the maintenance team to ensure that there is appropriate emergency coverage for the community. Even if not on call the Lead Engineer will be available 7 days a week in case of emergency.
- All service requests should be completed within 24 hours. If a service request is not completed within this timeframe, a call should be placed to the resident to advise them of the status and when the service request will be completed.
- It is the Lead Engineer's responsibility to prioritize and assign all service requests to ensure prompt completion.

### SERVICE REQUEST PROCEDURES

Service requests are classified into three levels based on urgency.

**Level 1:** Life and safety issues and or immediate threat to property - requires immediate response and resolution.

**Level 2:** Maintenance requests from residents and staff should be responded in the following order:

- Leaks, stoppages, outages (electrical, water or HVAC) require immediate response and eight hour resolution.
- HVAC problems, unit appliances, broken lights, public area damaged surfaces etc. Require same day response and 24 hour resolution.
- Unit area damaged surfaces; exterior repairs, etc. require same day response and resolution as quickly as possible.

**Level 3:** Routine preventative maintenance and projects

Completed service requests are to be reviewed the Lead Engineer, who is then responsible for physically spot-checking fulfilled service request, which should be checked for proper format of the entry, completion, quality of work, timeliness of completion and materials used. The Lead Engineer should give constant feedback to his or her staff on the quality of their work. Every service request should be followed up to ensure that the resident is satisfied with the repair and that the apartment home was left in clean and acceptable condition. Follow up can be done via email or personal phone call and should be documented on the service request prior to filing. All follow up activities should be completed within in 48 hours of the completion of the request.



## AFTER-HOURS RESPONSE PROTOCOL

Emergencies and after-hours maintenance are handled in one of three ways:

1. Light maintenance items are performed by a GCA on call or by the maintenance team member on call. (e.g. a toilet tank chain breaks and needs replacement).
2. Heavy maintenance items are handled by the maintenance team member on call. (e.g. air conditioning/heat goes out).
3. For minor maintenance items, the resident is asked if the repair can be made the first opportunity the next morning (e.g. a desk drawer will not close properly).

If an after-hours problem is of a serious nature, the on call maintenance staff member will involve the community manager or lead engineer who can direct them in involving outside specialists.

Grand Campus Living's Maintenance program is under the direction of Lincoln's Regional Maintenance Directors. The Regional Maintenance Director inspects every community, with focus on community curb appeal, potential liability, life-safety, adherence to preventative maintenance programs and government regulations. The Regional Maintenance Director prepares a written report of the findings that is forwarded to the Regional Property Manager and Regional Vice President for review and follow-up.

Regional Maintenance Directors are also available to assist the on-site Lead Service Technicians in trouble shooting problems, implementing retrofit programs, developing a scope of work and obtaining capital project proposals. Regional Maintenance Directors also assist in project oversight on large capital projects or programs.