**Victory Lap**

*We have a great sense of togetherness. It is our team spirit that has taken us to the summit.*

**Summit, Renewal, Team Impact & Effort (80 minutes)**

*Facilitators: Jayne, Dawn, Tracy & Shannon*

**Mission Statement**: To explore and discuss ways of communicating effectively with each person, regardless of their needs, relationship, or purpose, that we come in contact with throughout the day. Implementing positive choices to show up consistently as the best version of who we are empowers us to give the best opportunity to meet people exactly where they are. In an effort to develop this skill, we will offer and engage in team building ideas and exercises that will help make effective communication a natural and happy occurrence versus a conscientious task. Fully understand and master the specific and intentional decision on how we chose to “show up” in our daily responsibilities.

**Welcome/Intro of Facilitators** (5 minutes):

**WELCOME TO VICTORY LAP**

Music playing in background when people enter the room:

**Happy By Pharell William**

<https://www.youtube.com/watch?v=ZbZSe6N_BXs>

**Attire:** We will each be wearing black yoga-type leggings, a GOAT t-shirt and track jackets.

**Ice Breaker** (10-15 minutes max):

**Baton Pass**

**Group:**  4 groups of 4 people or more

**Materials:** Timer

Small baton

**Description:** (I figured groups better as this can get everyone involved in the game within the required time limits)

Break up into 4 groups and have them stand alternating between office staff/ maintenance staff and give one of them a baton. Select a category such as: Disney cartoon characters, breakfast cereals, kinds of candy with chocolate in them, NFL teams, US states, movie titles, etc. Once the category is given set a timer for about 30 seconds. The person holding the baton must name something in the category and pass the baton to the next person, who must do the same. Players may not name something that has already been said. When the person keeping time yells “stop,” the person holding the baton is out and must sit down. Give the group a new category or let them continue with the same one. The last person left wins that round. You may play several rounds with different people.

**The point we are trying to drive home is that it takes everyone in the group to get the baton through the line to reach the goal, just as it takes the entire team to make the community successful.**

**Happy Residents Role Plays (10 Min Role Plays/15-20 Min Discussion) (slide show examples of different property social media)**

**What does it take to get to the Summit beyond the obvious answers of 100% & Zeroish DQ?**

We will make a list on the flip chart as people answer:

Examples:

* The FIRST and MOST IMPORTANT ASPECT
  + Believing you can do it!!!
  + Ultimately, regardless of if you believe you CAN or CANNOT, either way you are correct.
* Communication b/t staff & residents
  + Daily meetings with office
  + Weekly meetings with maintenance/office staff
  + Following up with all resident requests/needs
  + Updating Yardi/make ready boards with new information.
* Proper lease expiration management.
  + Ensuring move-out dates are on the correct 2S dates!!!
  + Making sure you are not overloading one particular date or month.
  + Spreading out expirations by unit type/size to help manage what is expiring when.
  + I would add a handout of the MSR page, I can mark it up. It is a good visual on summit road blocks.
* Working renewal worksheets weekly & at least 120-day ahead of time
  + Save who you can early or know what you’ll have available to pre-lease!
* Working on renewal throughout entire lease- ask class ways they work on this throughout the residency. Further elaborate by mentioning:
  + Recognizing that the renewal process starts during the first interactions when the resident was a prospect.
  + Consistent resident events.
  + On-point maintenance services.
  + High levels of customer service!
* All staff willing to go above & beyond to make community a better place!
* Not ignoring complaints
  + Talk about this. What complaints do we get?
    - How do we handle?
  + Use participants to brainstorm this and how they handle it.
  + Maybe do more of this with the role plays?
* Questionnaires & follow-up on resident feedback
  + What do we think of these?
  + How do we use these to better enhance our communities?
  + Do we roll our eyes, complainers are complainers?
  + Common issues residents are experiencing.
  + New social event ideas.
  + Praise team members based on feedback.
* Proper Scheduling- as class
  + What does this mean?
    - 2S expirations
    - Not overloading lease end dates
  + What are the challenges?
    - Transfers
    - Mont-to-month
    - Lease terminations
    - Military orders
* Flexibility to make make-ready dates work
* Flexibility to make lease end dates work for notice dates, MTM, etc.
* Work order follow-up
* Building a wait list for future months to help with upcoming exposure
* Marketing

**What are the things that may prevent us from hitting the Summit of 100% occupied and 0 delinquents?**

* + Negative attitudes
  + Poor communication b/t office & maintenance
  + Notices not entered
  + Wrong M/O dates entered in Yardi
  + Too many people not-renewing
    - We should talk about discussing high renewal increases with existing residents and how we are overcoming objections while securing the renewal.
  + Repeat work orders for same problem
  + Bad habits of giving extensions past 10th
  + Not requiring EFT
  + Not communicating frequently w/ residents who are late b/t 5th & 10th
  + Not utilizing AR notes
  + Apartment not ready when someone comes to move-in
  + Not willing to put in extra time
  + Not having a good system for on-site transfers
  + Letting residents choose the move-in date instead of giving them move-in dates available
  + Approving less than stellar applicants
  + Last minute cancellations
  + Terminations – Deaths, Job transfers, home purchases
  + Last minute cancellations

**What approaches does your community take to reach $0 DQ? What hurdles come up and how do you overcome them?**

* + Get new and existing residents signed up on EFT. Have a drawing/contest to encourage current residents to get on ACH.
  + Educate residents at move-in the late/NSF policy to help prevent these from occurring.
  + Send Notifii/texts/emails/call right after the 1st advising of concession loss if still not paid.
  + Stay in touch with residents that are delinquent. Use different contact methods to get hold of them.
  + Small balances still get regular follow-ups.
  + Potentially waive 1st late/concession charge-back but enforce on future ones.
  + When you do talk with a DQ resident, get a moral commitment of when they will pay rent/balance so they have more of an obligation to pay.

**How does the handling of make readies on the 2S dates help us reach the Summit? What hurdles are we coming across and how are they resolved between office/maintenance?**

* + Production plan – how is it utilized?
    - Don’t need to go in depth as there is another full class to this.
  + Allows us to get keys Sunday to maximize the amount of time we have to turn and get the next resident moved in quickly.

**Let’s watch a quick clip about an extraordinary cup of coffee!**

<https://www.youtube.com/watch?v=qxrNCRhxgho>

**Ask the class** – what you do think of when you hear ‘Happy Residents’?

Potential Responses: residents who renew, attend functions, leave positive reviews, longer termed residents, refer friends, bring treats, and send thank-you’s.

**Ask the class** –

What actions do you proactively take on-site to promote the Happy Resident philosophy?

How can we improve our Happy Residents philosophy?

How have we provided exception service within our community?

Potential Responses: Resident Events, 24-hour work orders, communication, community enhancements/projects, proper communication, Notifii text email responses, work order follow-ups.

**What are some things that go into nurturing Happy Residents**: **Elaborate, give us an example or tell us how it affects the resident**?

Possible answers:

* + It starts with Happy Employees!
  + Curb Appeal
  + Social Events – We deliver to the elderly who can’t make it, introduce the new residents
  + Follow-up/Follow-thru
  + Attention to Questionnaires
  + Friendliness
  + Proper resident documentation in Yardi after interactions.
  + Work orders – Is there 1 more thing we can do for you?
  + Email and phone call WO follow-ups
  + Easy application process & move-in
  + Package delivery
  + Offer mail pick up if someone is going out of town
  + Replace light bulbs

Class will be split up into groups of 4 people. One side of the Role Play will be with a maintenance team member and an office team member. One the other side of the role play will be a “resident” and an “observer”. The “resident’ will have a card with one of several different scenarios (specific roleplays at end of outline) that will involve upset residents or a resident needing something from the property. The office & maintenance team will have to decide how they would handle it. The “observer” will be impartial and must decide if they thought the staff team handled it correctly or if they would’ve handled it a different way or could have come up with a new, previously un-thought of solution.

Role Plays follow

4 ROLE PLAYS:

**Role Play 1**

RESIDENT: You are a resident who is going to speak with the community manager (or assistant) and the maintenance supervisor the following scenario: You have ants in your cabinets and have had them for weeks after multiple pest control treatments. You may have bad eyesight but you are not a dirty person and feel you have done your best to clean the cabinets every time you’ve seen ants. You feel that the pest control company isn’t even spraying any product and the staff hasn’t done anything to address your problem.

AGENTS: We have treated this resident’s apartment twice already for ants but she will not clean out sugary spills, debris and open food containers from her cabinets. She is still complaining about the ants even though she hasn’t done her part to prevent the ants from coming back. We have already explained to her that the cabinets need to be cleaned and sent her a helpful tips & tricks flyer.

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**How to Make People Happy: Direction for maintenance staff or manager to go and visit, offer to purchase cleaning products or have cleaned. Offer to have a “Supervisor” from the pest control company to visit and do a group visit to make sure all communication is clear with all parties, showing that we are following up and care.**

**Role Play 2**

RESIDENT: Last week you discussed renewing your lease with the manager/assistant and you were quoted a very high rental increase. You are going to the office today to speak with them and the maintenance supervisor. Your point to them is that you have an ongoing work order since you moved in that is still not fixed, you do not feel your dryer dries your clothes and can leave black marks on light colors, people moving in are getting far cheaper rent than you started out with before the increase, the property is 10-15 yrs old and newer, more updated comps nearby leasing for cheaper rates.

AGENTS: Last week office team member discussed renewal with resident and quoted standard increase of $300 for how far she/he is off market rent. You know they are coming in to discuss this today and are very unhappy due to large increase and a valid maintenance issue. You know you can come off the increase some and what else can you offer her to convince her to renew and address her concerns?

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**How to Make People Happy: Direct agents to realize we have offered a standard increase but we can come down on this, give different options to maybe some short term options that they would get preferred treatment versus someone off the street, correcting the issue, renewal gifts, incentive, and maybe small rent credit for length of issue.**

**Role Play 3**

RESIDENT: You were driving in the community, perhaps going a bit too fast, but you think the speed bumps in the community are extremely high and they damaged your car to the tune of $1,800. You felt that they should pay the damage because your cousin’s wife’s best friend is an attorney and said that they are definitely over the regulation height of speed bumps in your municipality. You left 5 bad reviews yesterday on various website and social media pages belonging to the community. You do not like the manager because they wouldn’t pay. But you are going in to the office today to speak with he/she and the maintenance supervisor. They have requested you come in to discuss the matter.

AGENTS: A resident who frequently speeds in the community claims that the speed bumps are too high and they did $1,800 of damage to his car. He requested that the community pay for the damage and we have told him we cannot as we are not responsible and the speed bumps are the normal height. Yesterday he placed 5 bad reviews on Google, ApartmentRatings.com, Yelp, Apartments.com, our homepage, FB, Instagram and several others. You have invited him here today to discuss the matter and see if you can convince him to take these down. What can you offer him? What might in his mind make up for the $1,800 he thinks he paid unjustly?

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**How to Make People Happy: Sit and discuss with resident the safety necessity of needing the speedbumps, maybe make some of the cost up to him with a discount, add update to apartment (ceiling fan), explain the measures you have taken to meet with the company and that the bumps are up to code, buy a car detail package.**

**Role Play 4**

RESIDENT: You moved into your apartment just a couple of months ago and the person who lives below you is complaining against you for noise & thinks the cause is your medium sized dog. The neighbor says whatever is going on upstairs is so loud it has knocked her pictures off the wall and woken her up at night. Your dog is not that active and you are always super careful to walk lightly, not do laundry late at night, etc. to make sure to not create noise downstairs. Yesterday you received a 3rd violation letter for noise that states if there is one more instance you will be evicted. You have already called to discuss with the staff when you received the previous letters. Yesterday you tried to discuss it with the assistant manager but she was very short, seemed irritated and just stated that the resident downstairs has rights too and this is just “apartment living”. After a couple of glasses of wine at a bottomless mimosa brunch, you and several friends went online and left a large number of negative reviews under multiple names. Now the manager would like to meet you at home to discuss the issues and you are glad because you would like to tell your side of the story.

AGENTS: You have a resident who has received 2 noise complaint letters after her downstairs neighbor has complained and spoke with one of your agents several times. A 3rd letter just went out to them stating that the next step would be eviction or they would have to transfer if there was another instance. Your agent has written the letters. You aren’t aware that they spoke with an agent today after they received the 3rd letter and now they have gone online with several people and left 10 bad reviews under different names blasting the community, the agents and the structure of the apartments. You have requested she meet with you and the maintenance supervisor today to discuss the issue. You both are meeting her at her apartment in a few minutes.

**How to Make People Happy: Manager and maintenance go to the two apartments and recreate the noise to get to the heart of the noise issue (realized it is a subfloor), show both parties you are trying to make everyone happy, suggest transfer to a lower floor.**

* I think a valid point to be made with these, which I think these are great, is what should we have done BEFORE they were angry, and blasted us on review sites… Need to get that final step mindset in place before we ever get there.

After the role plays are complete, we will have each group discuss with the class what their situation was, how the staff handled it and what the observer thought. **One thing we want the observer to think about is, if they read the resident’s story on a review site, would they agree with the way it was handled or would they side with the resident’s perspective? We will pull the observers aside before the role plays start and explain to think about this when making their decision; to try to be impartial and pretend you don’t know how the staff would normally react or feel in this situation. We will open it up to the class to discuss other ideas.**

Leading into the next 2 sections, Questionnaires and Renewals, we will also have a flip chart and ask the class to give us other examples of “Happy Residents” and how a bad situation was turned around; hopefully thinking outside the box with scenarios that are less common than those we all typically encounter.

Ask teams what types of things have caused Unhappy Residents? How can teams properly address issues that residents bring up? What are the best steps to conflict resolution with residents?

* **Possible Examples of what can Cause unhappy resident**: Work order issues, unscheduled emergency work order, dirty breezeways, parking, bad move in, no communication, neighbor conflict, Noise, Smell of smoke, rental increases, property improvements/down time.
* **Examples of Conflict Resolution**: We can help make the situation better by addressing these issues with a lot of direct open-communication. Using Notifii, updating and follow-up, advance notice. Work with the resident(s) to come up with reasonable solutions that works well for all parties.

**Renewals Discussion (15 min)**

We basically want to do the same thing here in generating a large group discussion and we will utilize the flip chart to list answers. We are looking for off the cuff ideas here to generate renewals and hopefully come up with some great ideas we’ve never really discussed before. The facilitators will be looking for some interesting renewal ideas online prior to this as well to help stimulate conversation. We will tie this in with the importance or the lease expiration management as well and drive home how important this is to hitting the summit; every person who renews knocks those lease expirations down lower and opens up a spot for a new residents. We will emphasize the importance of keeping short term spots open for renewals as well! We may want to request from several different properties a picture or chart of how they maintain their lease expirations; maybe there is a system that someone else is using that would aid another property.

* What is everyone’s “POA” Plan of Action or Plan of Attack
  + 120 Day Calls to see how everything is going with the resident. Get an idea of what they might plan on doing in the upcoming time period, but do not discuss the renewal specifically.
  + Flyers, door hangers
  + Renewal Parties
  + Renewal Menus
  + Incentives, gifts ideas to build value for the increase
  + Renewal Prize for early renewals (drawing) (example: weekend at Opryland Hotels, movie release, comedian)
  + After people renew, ask for a review
  + If someone gives NTV, how many times do you contact them, attempt to save?

**Tie-ins with *Why Can’t We Get Anything Done Around Here?* :**

The Quotes we will have printed out in the classroom will tie in to the section about the Questionnaires & Happy Residents – Emphasizing how we need to listen & adapt quickly without rushing to judgement and taking things personal, but coming up with organized but prompt solutions to resident issues to help retention.

**SIGNS WITH FOLLOWING QUOTES:**

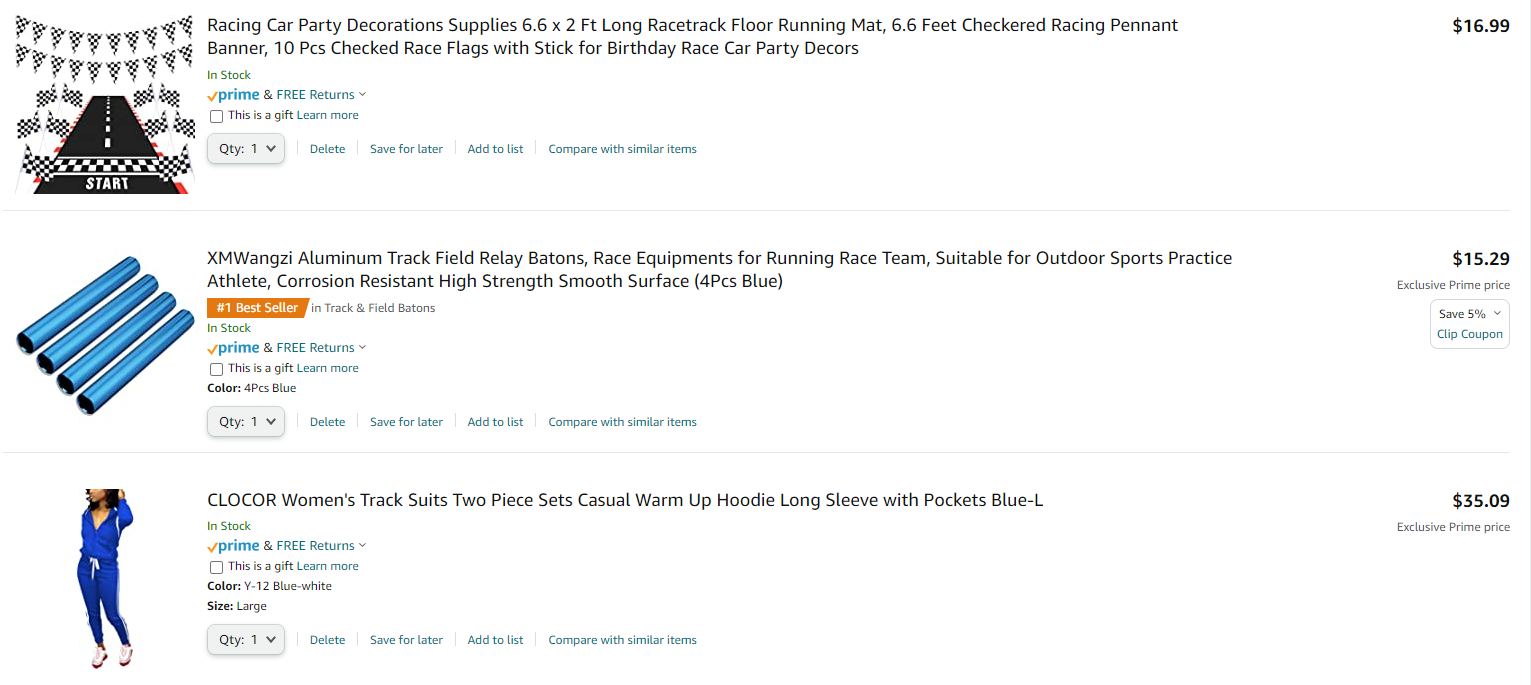
“We still make bad decision about what’s important work and who should do it because we give in to custom or to our own habitual way of doing things. Or we have a knee-jerk reaction that stops us from analyzing people and circumstances. All of these can derail the thinking process.” Page 51

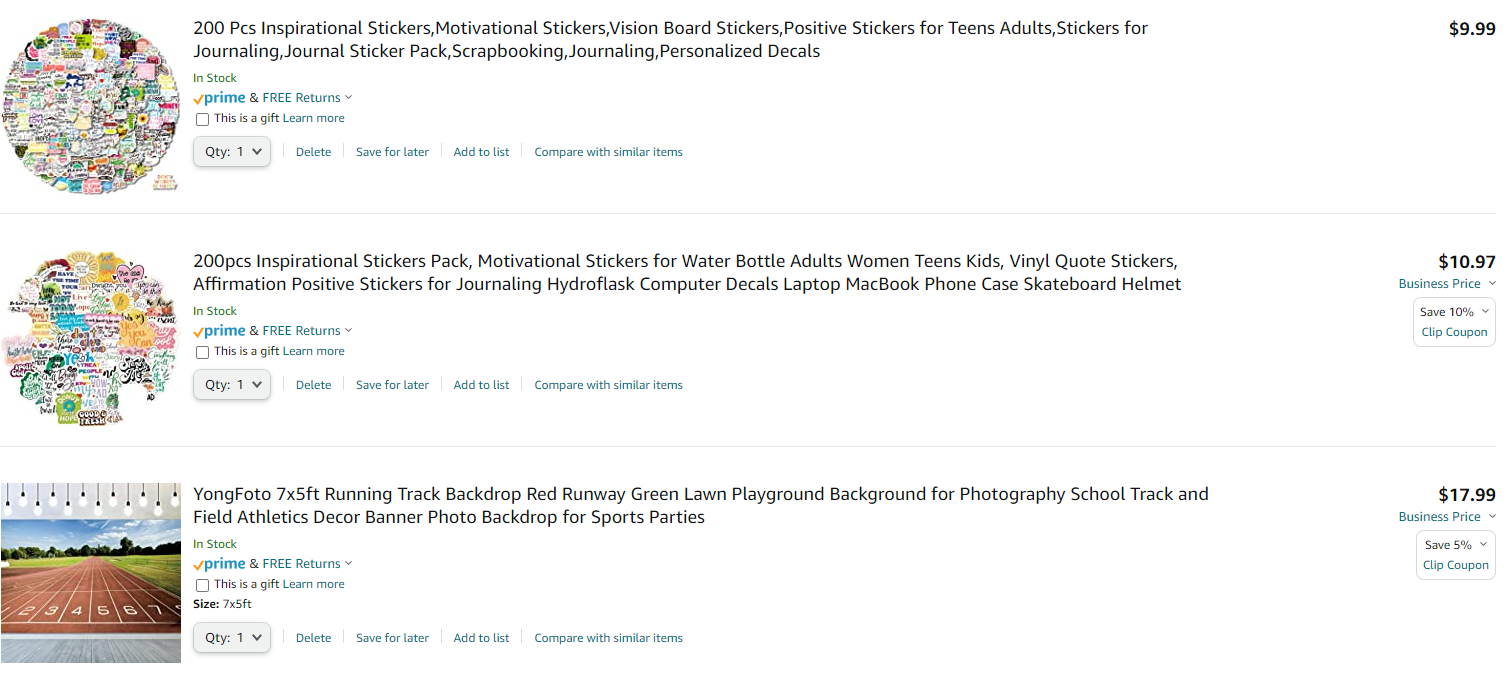
“Circumstances can change quickly within an industry, making what was important yesterday irrelevant today. After all, a fundamental attribute to a successful, competitive business is to change quickly to meet new circumstances or opportunities.” Page 53

**The Summit Summary (wrapping up)**

We will bring everything together in summary that Happy Residents, resident retention-closing the back door along with utilizing the tools of the Questionnaires, reviews and lease expiration management will lead to a bright future of hitting the Summit! We really didn’t want to go too deeply into Happy Employees so we won’t be crossing too much into the other class.

Thoughts on décor:





Prizes: gel pens, highlighters, notebooks, etc. for good response, cool marketing items from each property.