

# How to Operate a Low Effort, High Profit, Small Property Management Co.

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Presentation online at [www.CrosslandTeam.com/slides](http://www.CrosslandTeam.com/slides)

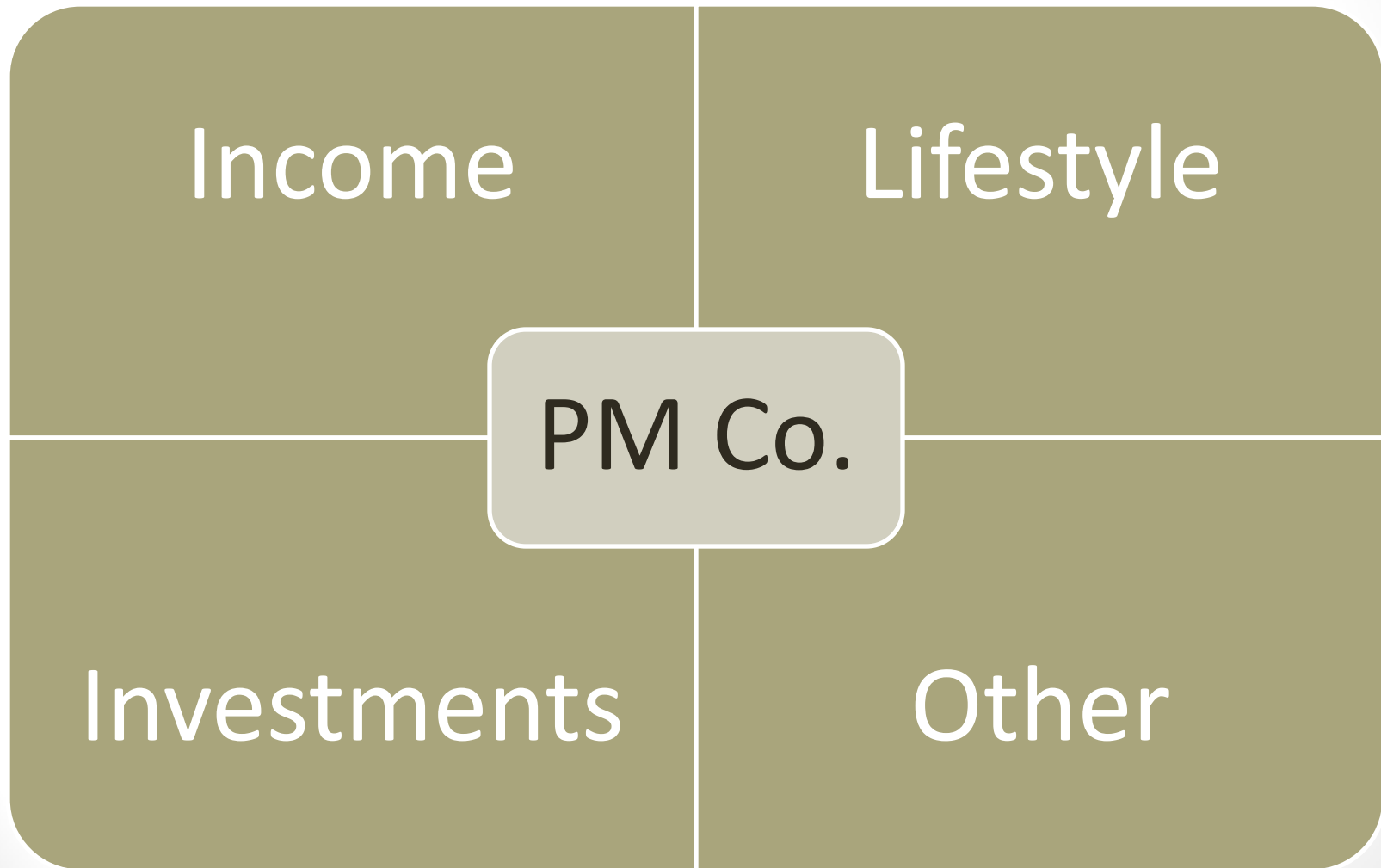
# About this presentation

## My approach to achieving...

- the optimal desired profit
- from the smallest possible portfolio
- with minimal effort
- and low overhead
- while living a Balanced Life ...

and providing top notch service  
for Owners *and* Tenants.

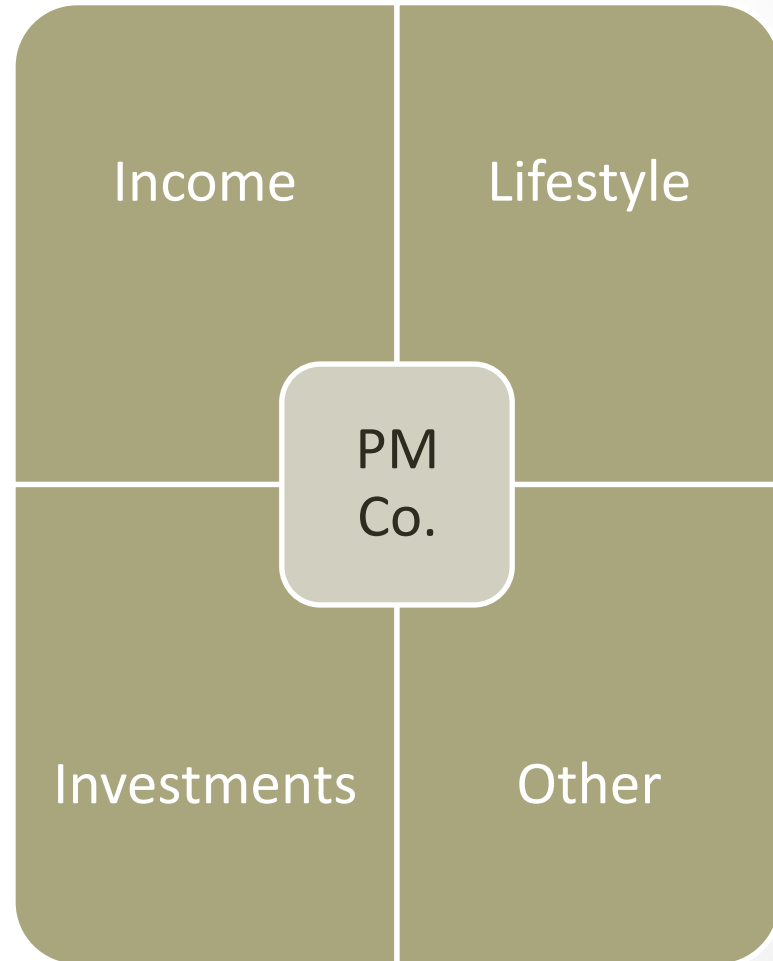
# Integrating PM into your Financial & Family Life



# Integrating PM into your Financial & Family Life

- **Income Needs** – How much do you need to make?
- **Lifestyle** - Free time, travel, hobbies, etc.
- **Investment** - Achieve financial freedom.
- **Other Considerations** - Stage of Life, Accrued Assets, Kids, Parents, Health, Other Income, Other Businesses, Etc.

***These all must fit***



# Work/Life Balance

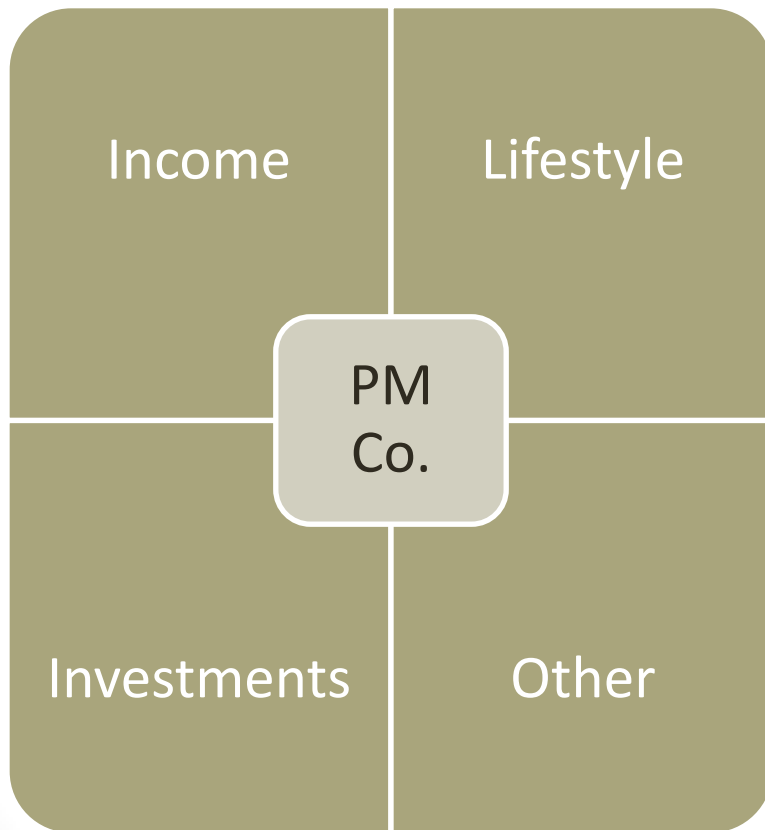
Know exactly what you want to accomplish **FINANCIALLY** and with your **LIFESTYLE** and how your PM business fits into the puzzle.

**Don't grow  
blindly just to  
grow!**



# Don't let PM Dominate

Seek to Achieve This Balance



NOT This Imbalance



# Focus on Profitable Accounts

## Know your market and numbers

- Austin = 1600-2400 sqft homes rent easy
- South/SW/Central to NW zipcodes
- Rents \$1,300 to \$1800 = 40% of market
- No outskirts/starter areas. Stay closer in.
- Maintainable homes, good public schools.
- No pools, hot tubs. No misfit attributes.
- Compatible owner wants low involvement.
- Basically, you want the low hanging fruit.

# Formula for Target Unit Count

Desired Net Income = \$100,000, for example.

Divided by profit margin, let's use 50% for example.

$\$100,000 / 0.50 = \underline{\$200,000}$  CGI (Gross Commission Income)

**Determine base + additional fees for target portfolio.**

We'll use \$150 for example (\$100 base plus \$50 additional)

**$\$150 \times 12 = \$1,800$  CGI per unit annually**

**$\$200,000 / \$1,800 = 111$  Units**

**Needed to achieve \$100K Net**



# Stages of PM Company Growth

0-75  
Small

- Startup/Small. 1 Person.  
0-> 75 units.

76-250  
Medium

- Small/Medium. 2-4 People.  
76-> 250 units.

251+  
Large

- Medium/Large. 5+ People.  
251+ units.

# Stages of PM Company Growth

## Startup/Small. 1 Person. 0->75 units.

- 1 Person should be able to handle up to 75 doors
- Owner/Operator is 100% “In Production”.
- Annual income 2x median for market area or ½ median home value of market.
- Early growth stage is the “***Danger Zone***” when bad habit formation often fatally infects the operation and dooms it to high effort, low profit status.
- Master this level and max its profits before growing.

# Stages of PM Company Growth

## Small/Medium. 2-4 People. 76-250 units.

- 2-4 person team can handle up to 250 doors.
- Owner/Operator “In Production” + Delegates/Shares.
- First employee(s) come on board. New Dynamics.
- Annual income 1x to 2x median for market area or ¼ to ½ median home value of market per team member.
- Profit margin shrinks with growth, overhead increases.
- Transition to multi-person systems and communication is the “***Danger Zone***”. Physical space requirements.
- Master this level and max its dynamics before growing.

# Stages of PM Company Growth

## Medium/Large. 5+ Staff, 251+ units.

- 5+ person staff, multiple Employees, full office space.
- Owner/Operator “In Management”. Responsible for maintaining Growth, Profit and New Business.
- Systems and Org structure grow more complex.
- Profit margin shrinks as unit count grows.
- Annual income 25% to 50% of gross revenues.
- “**Danger Zone**” is maintaining quality service and controlling systems and the people who produce the outcomes.
- Today is NOT about operating at this level....but ...

# Marketing Letter I received

- Company sent letter boasting of “managing over 650 units” and its staff of “22 employees to serve you”. They “specialize” in sm multi & apt.
- That’s  $650/22 = 29.54$  units per staff member.
- You have to be more passionate about managing *people* than properties if you want to own a company of this composition...
- ...or maybe you just don’t know your numbers.
- Many companies of this composition NET the Owner an *unimpressive salary*. (BizBuySell.com)

# A Tale of Two Portfolios

## ACT I

- Growth Fast and Furious
- Focus on Unit Count
- No Geographical Limits
- 1-4 Fam, Condo, sm Apts
- Low Selectivity (C & B OK)
- No Minimum Fees
- Good Systems
- Office + Employees
- Maxed out at 240 Units
- Downsized to 135, Sold

## ACT II

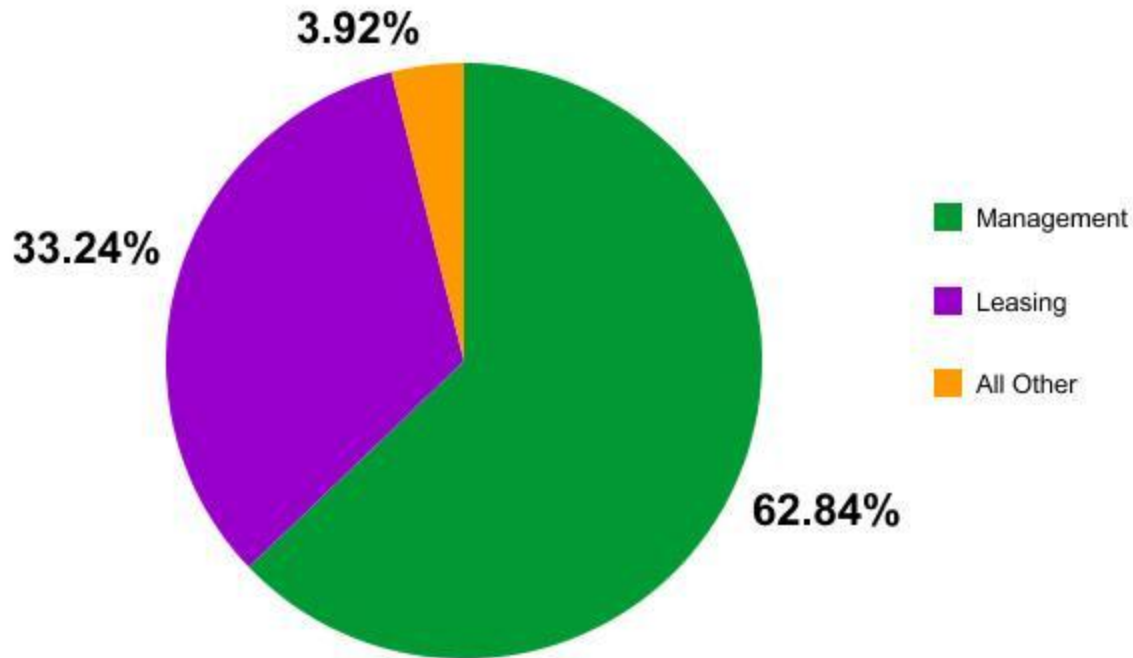
- Slow, Methodical Growth
- Focus on Net Dollar
- Geographically Limited
- Houses Only
- High Selectivity (A or B+)
- Minimum Fees enforced
- Better Systems
- Solo, No Emp or Office
- Will max at 75 Units
- Holding at 75, Topsiding

# Result of Slow, Quality Growth

- 70 Units – (67 are Houses)
- \$110,000/yr NET (85% of gross)
- Excludes direct sales income.
- 600-800 hours per year p/t effort.
- Leases end March 31<sup>st</sup> to July 31<sup>st</sup>
- Average rents \$1431/mo.
- Homes attract quality tenants

# Fee Income Breakdown

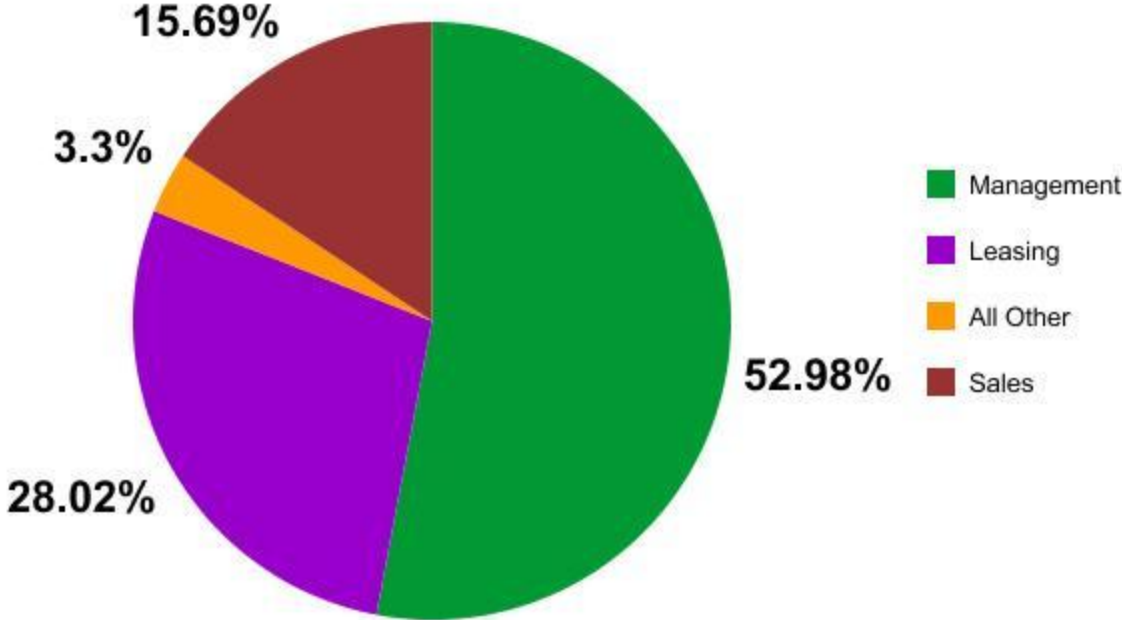
Fee Income Breakdown





# Consider Sales Income

Fee Income Breakdown - Sales Added



# Requirements to Run Solo/Small Setup

- Let go of old pre-2000s precepts of what it means to own and operate a business. Brick and Mortar office not required.
- Ability to competently perform all required business tasks and functions. Must be a “Producer”.
- Willingness to live a blended life. “Work” and “off” times blur. No set work hours. Lots of “time shifting”. Not 9 to 5.
- Ability AND Willingness to run minimalist systems. No bloat.
- Effectively leverage Technology and Tools. (ex: DocuSign)
- Ability AND Willingness to function as an Authorized Fiduciary instead of a Subordinate Functionary. This is hard for some.
- Ability to Generate and Convert Leads in excess of needed.

**Leads and Authority Are Most Important**

# Developing and Practicing a Fiduciary Mindset

## Subordinate Functionary

- Low Authority
- Seeks Permission
- Other-Directed
- Unsure, hesitant
- Delivers Information
- Does the Task
- Uses Low Skill
- Rules and Procedures
- Responds to Needs
- Tries to be Nice

## Authorized Fiduciary

- High Authority
- Makes the Decision
- Self-Directed
- Confident, willing
- Advises and Consults
- Owns the Result
- Masters High Skill
- Judgment and Intuition
- Anticipates Needs
- Says “NO” often.

# Functionary vs Fiduciary

Key Point:

It is logistically **IMPOSSIBLE** for a Property Manager acting in the capacity of a “Subordinate Functionary” to be even ½ as efficient and effective as a Property Manager acting in the capacity of an **Authorized Fiduciary**.

# Using Scripts to Gain Authority

***“We believe that you hire a property manager to manage your rental home, not to assist you in managing it yourself.”***

***“ We offer a turnkey style of management service which is most appreciated by those property owners who prefer to be ‘out of the loop’ on all but the most important matters related to the management and leasing of the property.”***

# Mindset

**You have to believe, in your core, that you are the best property manager your client will ever know.**

**And then you have to act like you believe it, run your business like you believe it, and prove it with results.**

# Authority and Vendors

Once the Owner has granted you high authority via the management agreement, what do you do with it?

Give some to your trusted vendors, eliminating unnecessary communication and approval delays.

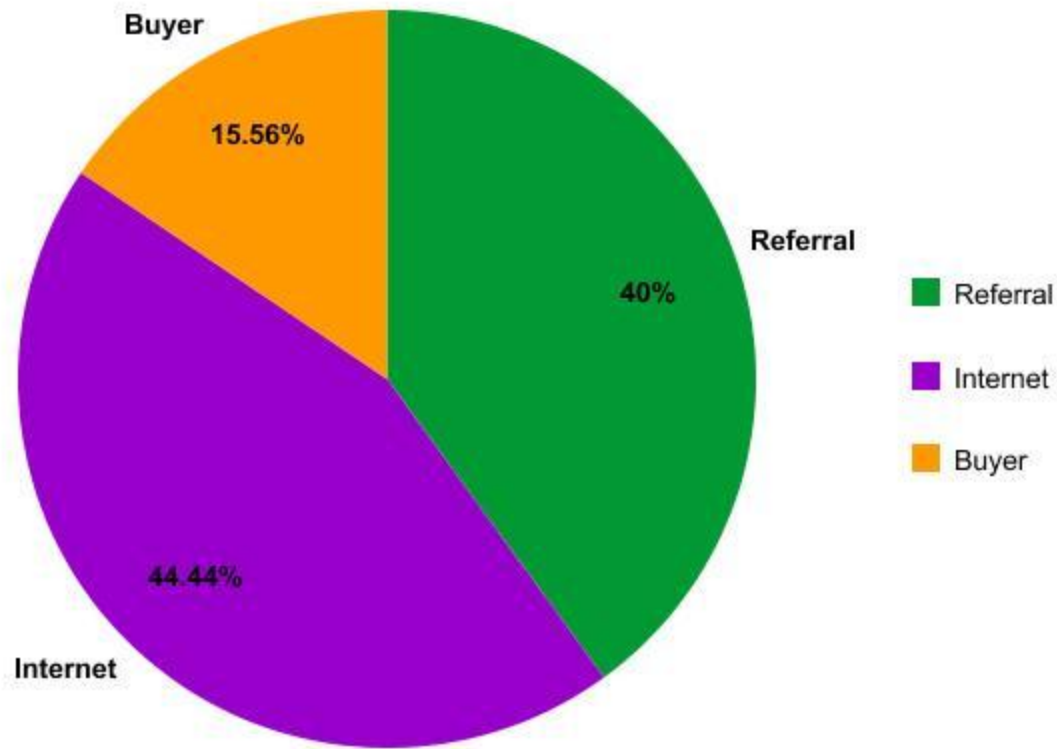
# Leads – Where it all Starts

- You are in the “Lead Generation” business first and foremost. That’s your job – to generate leads.
- A steady supply of solid leads gives you the freedom to build a quality portfolio while turning away undesirable accounts.



# Know Where Your Leads Come From

Where Do Your New Management Accounts Come From?



Crossland Real Estate - Past 3 years

# Bringing your A-Game Leads and Decision Authority

<b>HIGH</b>			<b>TOP SIDE</b>
<b>↑</b> <b>L</b> <b>E</b> <b>A</b> <b>D</b> <b>S</b> <b>↓</b>	<u><b>"B" GAME</b></u> <ul style="list-style-type: none"> <li>• Strong Marketing</li> <li>• Weak Authority</li> </ul>	<u><b>"A" GAME</b></u> <ul style="list-style-type: none"> <li>• Strong Marketing</li> <li>• High Authority</li> </ul>	
	<u><b>"C" GAME</b></u> <ul style="list-style-type: none"> <li>• Weak Authority</li> <li>• Weak Marketing</li> </ul>	<u><b>"B" GAME</b></u> <ul style="list-style-type: none"> <li>• High Authority</li> <li>• Weak Marketing</li> </ul>	
<b>LOW</b>	← <b>AUTHORITY</b> →		<b>HIGH</b>

# Operational Strategies

- **Streamline Monthly Tasks** – focus on number of “touches” each task requires, and reduce to minimum. i.e. – how many times is a payable touched, and by whom? Maintenance request processing.
- **Uniformity of Operation** – Everything the same for everybody, no exceptions. All leases and management agreements identical.
- **Automation/Semi-Automation** – Electronic payments, electronic lease signing, e-statements, online forms, text riders, etc.
- **Batch Processing** – Don’t do anything alone or separate that can be done in a group or batch effort. All rents on 1<sup>st</sup>, late notices 4<sup>th</sup>, owner statements 15<sup>th</sup>, payables 30<sup>th</sup>, 10<sup>th</sup>, 20<sup>th</sup>, deposit refunds 25<sup>th</sup>, etc. Leases Spring/Summer. Annual scanning, mailing.
- **Communication** – Don’t ask, Do tell. Give owners 2 choices and suggest one. Use “no response” communication when possible. Say “no”, a LOT, and without fear or apology.

# Summary

- Establish Specific Goals Financial/Life.
- Decide what size PM Co. you want.
- Identify target properties.
- Learn to Lead Generate and Convert.
- Learn to be an Authorized Fiduciary.
- Grow one stage at a time, carefully.
- Keep it simple, minimalist, low effort.

# THANK YOU

Slides online at:

[www.CrosslandTeam.com/slides](http://www.CrosslandTeam.com/slides)