

# Operations That Work:

Simple Systems for Busy Communities

MHCA Annual Convention, Thursday May 14, 2026

# Participation Pays

- Participation earns chocolate.
- Good questions earn better chocolate.
- If you admit your property still uses paper ledgers, you get TWO chocolates because honesty matters.





Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# Let's Be Honest...

- Raise your hand if:
  - You still track something manually that could be automated
  - You've discovered three people doing the same task differently
  - You've ever lost money because nobody followed up
  - A resident or an employee has ever said "nobody told me"
  - You've inherited a "system" nobody understands

# The Real Cost of Operational Chaos

Most operational stress is not caused  
by lack of effort.

It's caused by lack of  
consistency.

# Simple Systems Create Stable Communities

- The 4 Pillars of Operational Stability
  - Predictability
  - Visibility
  - Simplicity
  - Accountability & Review

# Predictability Creates Stability

Predictability reduces stress because everyone knows:

- What needs to happen
- When it needs to happen
- Who owns it

# The Hidden Cost of Reactive Operations



# A Simple Weekly Manager Rhythm

- **Monday**
  - Review delinquency
  - Contact past due residents
  - Review move-ins/move-outs
- **Tuesday**
  - Vendor follow-up
  - Work order review
  - Resident escalations
- **Wednesday**
  - Property walk
  - Vacant inventory review
  - Marketing/photos/check-ins
- **Thursday**
  - File audits
  - Lease expiration review
  - Utility/billing review
- **Friday**
  - Make-ready status
  - Team follow-up
  - Next week planning

# CHAOS



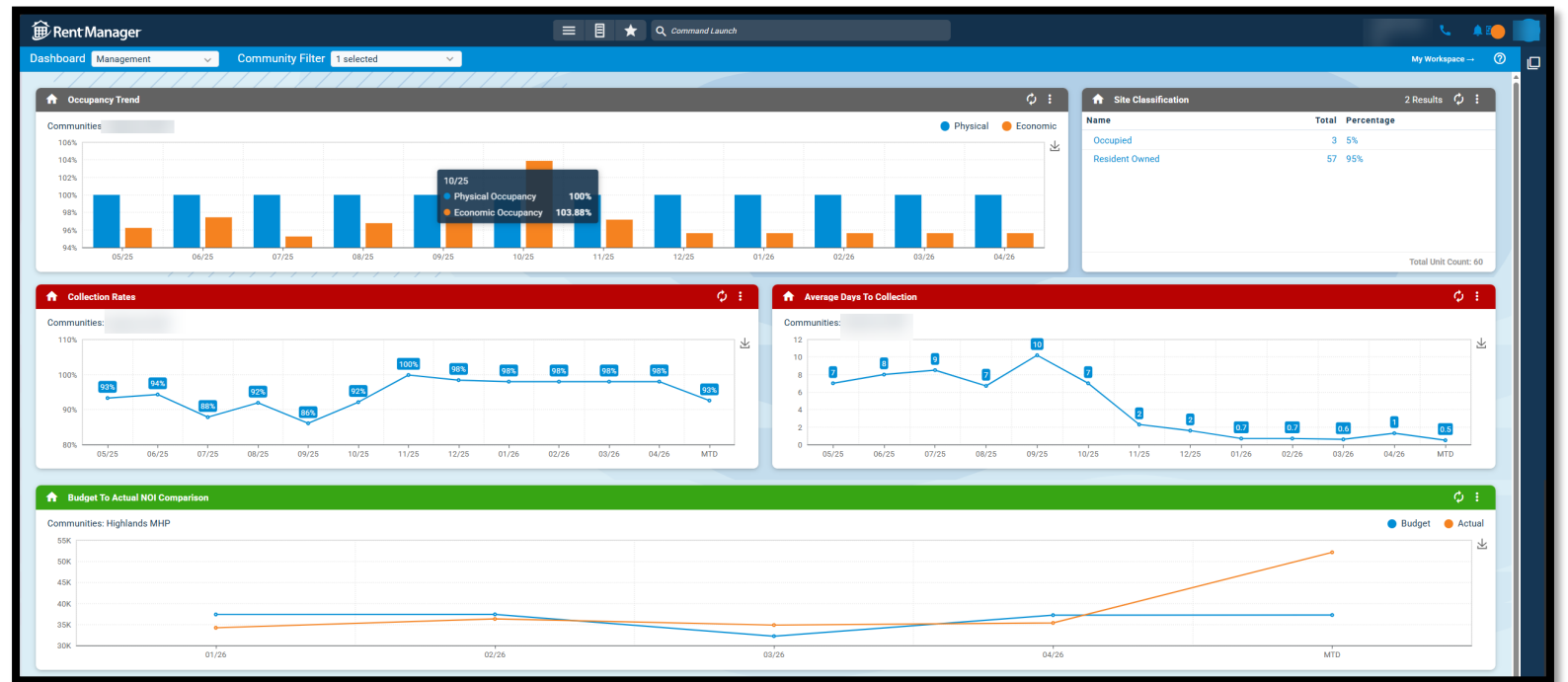
# STRUCTURE



# Visibility Creates Better Decisions

## The CORE Numbers You Should Know

- Collections
- Occupancy
- Revenue
- Expense




# Collections

- Rent is due on the 1st
- Late is late
- Expectations should be clear
- Communication should be consistent
- Follow-up matters
- Accountability starts early

## Collections Require Consistency

*Clear expectations. Consistent communication. Stronger communities.*

### KEY EXPECTATIONS

-  Rent is due on the 1st.
-  Late is late.
-  It's not okay to pay late.
-  Clear communication.
-  Consistent follow-up.

### FOLLOW-UP CADENCE

- 1st** **Rent Due**  
Friendly Reminder
- 2nd** **Late**  
Late Fee Applies – Reminder
- 3rd** **3-Day Notice**  
Pay or Contact Office
- 7th** **Final Reminder**  
Discuss Options
- 14th+** **Legal Process Begins**  
According to Policy

### DELINQUENCY TRACKING OVERVIEW

| RESIDENT     | UNIT | RENT DUE | DAYS LATE | AMOUNT DUE | STATUS         | NEXT ACTION     | NOTES            |
|--------------|------|----------|-----------|------------|----------------|-----------------|------------------|
| Smith, A.    | 102  | May 1    | 0         | \$0.00     | PAID           | –               | Paid on 4/30     |
| Johnson, T.  | 205  | May 1    | 1         | \$1,245.00 | LATE           | Day 2 Reminder  | Text sent 5/2    |
| Williams, R. | 308  | May 1    | 3         | \$1,245.00 | 3-DAY NOTICE   | Call / Email    | Left VM 5/4      |
| Brown, K.    | 412  | May 1    | 7         | \$1,245.00 | FINAL REMINDER | Discuss Options | Spoke 5/7        |
| Davis, M.    | 501  | May 1    | 15        | \$1,245.00 | LEGAL PROCESS  | Send Notice     | Notice sent 5/15 |

### COLLECTIONS WORKFLOW



**RENT DUE**  
Rent is due on the 1st.




**LATE**  
Late on the 2nd.  
Late fee applies.



**3-DAY NOTICE**  
Reach out.  
Offer solutions.



**FINAL REMINDER**  
Discuss options.  
Set expectations.



**LEGAL PROCESS**  
Follow policy.  
Protect the community.



Residents should never be surprised by your process.

*Lead with **People**. Strengthen with **Process**. Empower with **Tools**.*

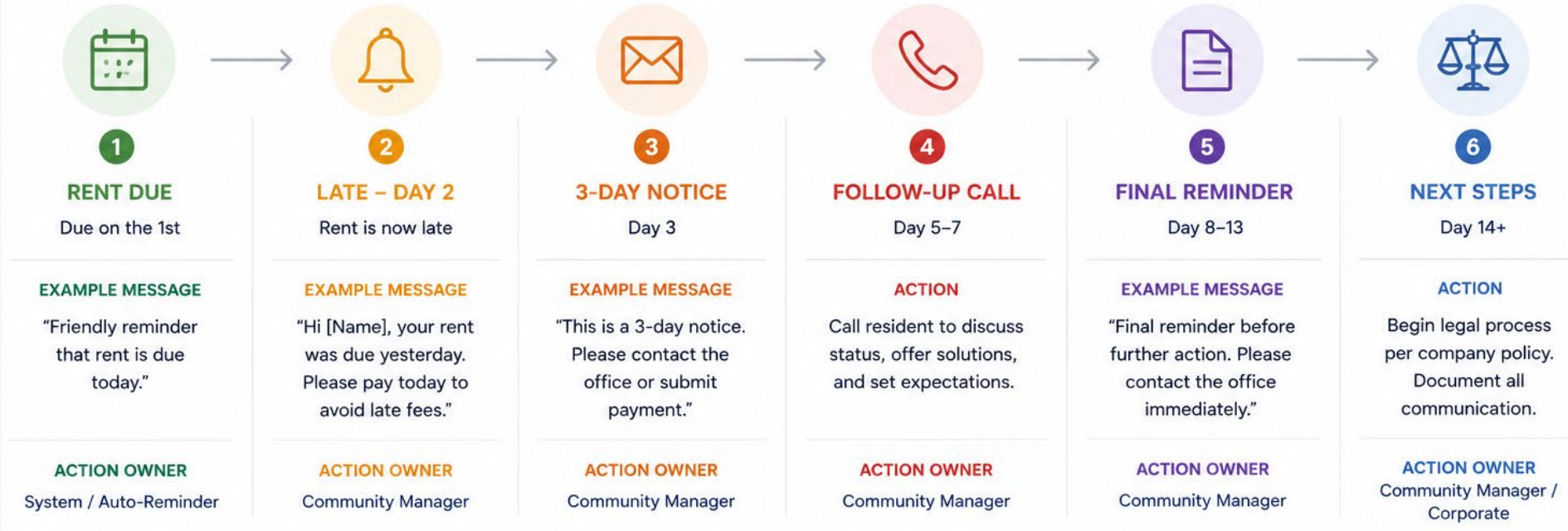


# Visibility Creates Accountability

Know where you stand. Take action early. Drive better outcomes.



## PAYMENT FOLLOW-UP WORKFLOW



### KEY INSIGHTS

- ✓ Consistent follow-up builds trust and accountability.
- ✓ Timely communication prevents larger issues.
- ✓ Document everything.
- ✓ Follow your process every time.

### COLLECTIONS SNAPSHOT



You cannot improve what you do not consistently monitor.

Delinquency should never be a surprise at month-end.

Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# Small Delinquencies Become Big Problems

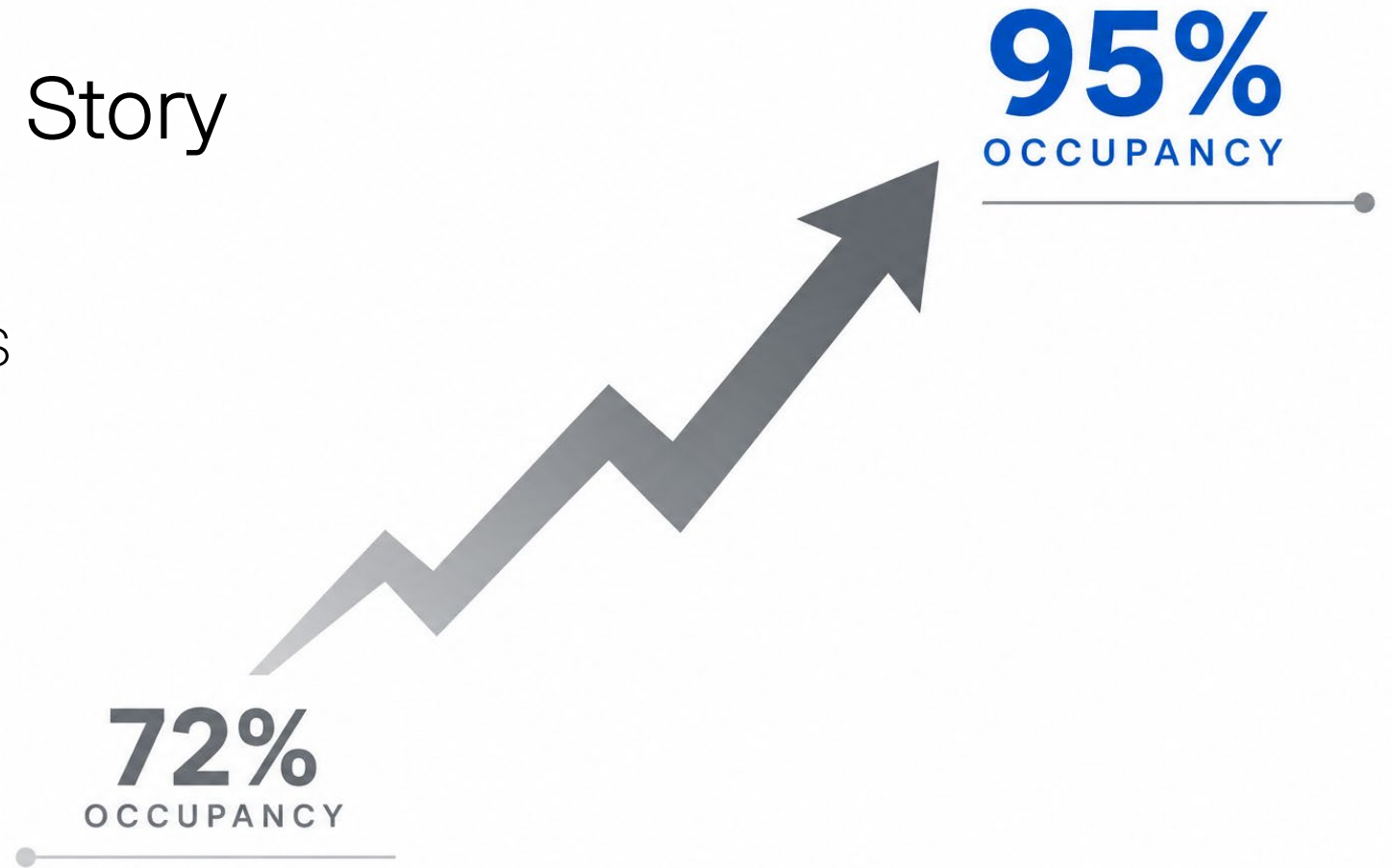
- Early communication matters
- Consistency matters
- Delayed follow-up creates larger problems
- Accountability protects community health
- Small balances grow quickly



# Occupancy

## Occupancy Tells a Story

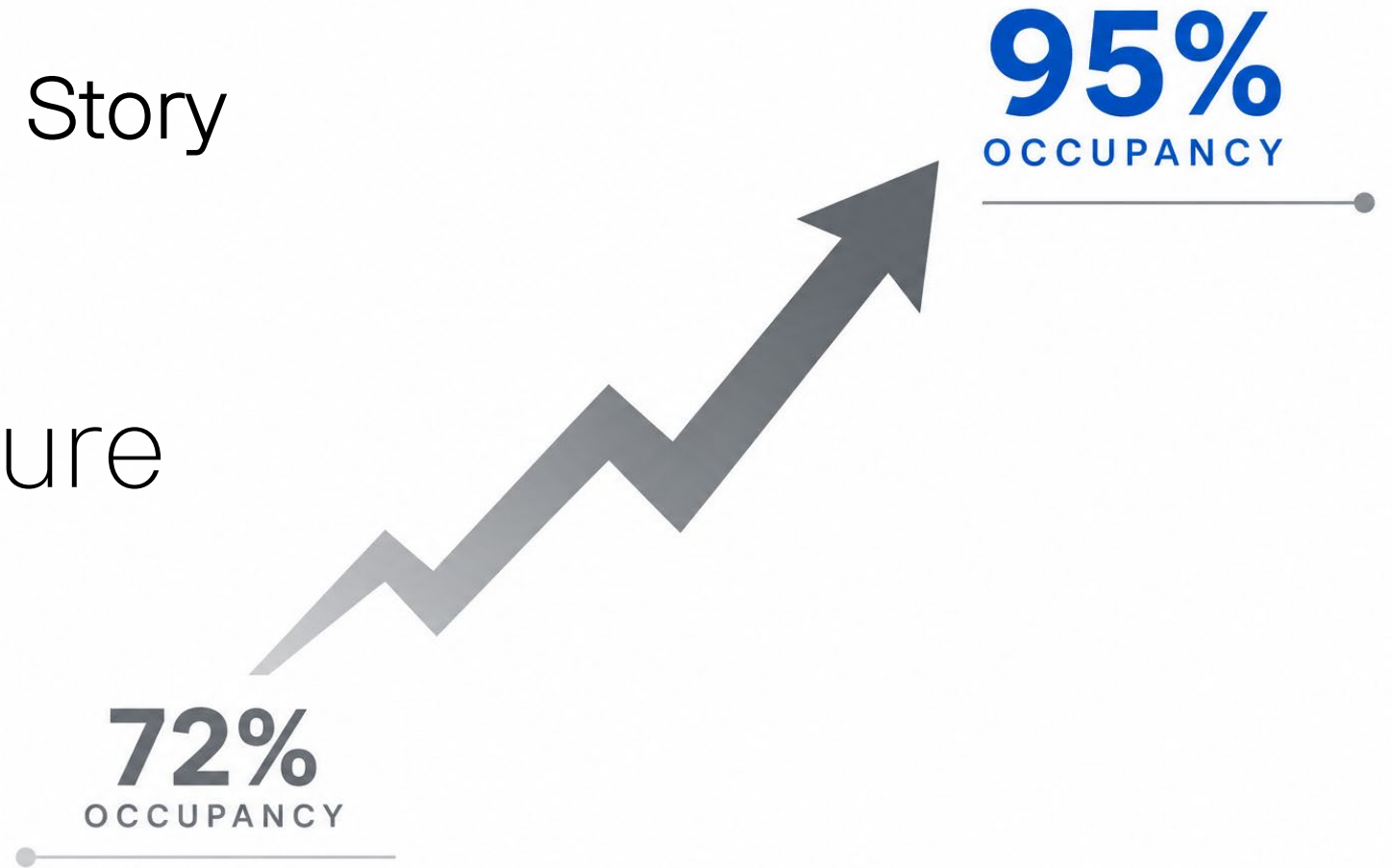
- Pending move-outs
- Evictions in process
- Make-readies
- Marketing pipeline
- Sales trends
- Leasing velocity



# Occupancy

Occupancy Tells a Story

- Future exposure

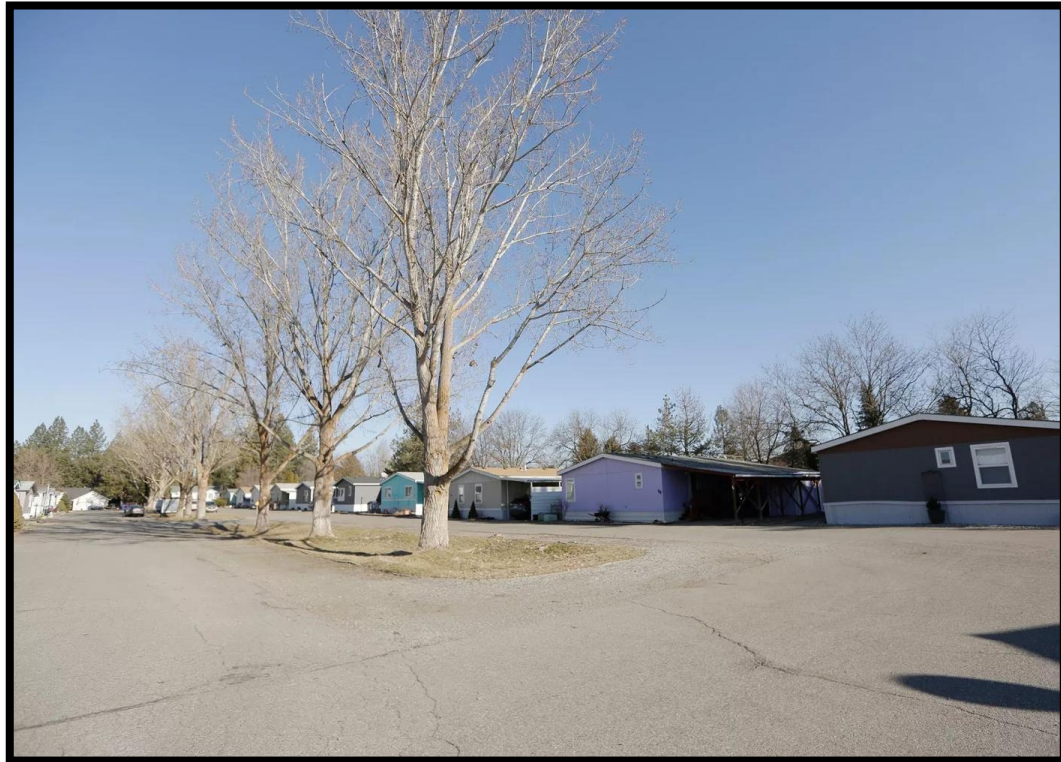


# What should you really know?



- How many homes are at risk?
- How many homes are coming back?
- How long do make-readies take?
- What's sitting too long?
- What inventory is not market-ready?
- Are we reacting or forecasting?

# 95% Occupied... Or Were We?



- 🚨 6 homes in eviction
- 🚨 2 deals fell through
- 🚨 No active marketing pipeline
- 🚨 4 Homes not market-ready
- 🚨 No onsite manager
- 🚨 Occupancy trending downward

# Revenue



Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# Revenue Leakage Happens Quietly

- Revenue Leakage Happens Quietly
  - Vacant inventory delays
  - Utility underbilling
  - Failed follow-up
  - Inconsistent marketing
  - Delayed make-readies
  - Missed collections



Communities don't usually lose revenue because of one catastrophic event.

They lose it slowly through operational inconsistency.

# Expense

- Reactive Spending

- Emergency repairs
- Overflowing invoices
- Panic purchasing
- “Just buy it”

- Strategic operations

- Preventative maintenance
- Organized inventory
- Vendor comparison
- Repair planning

# Small Decisions Create Big Expense Problems

## THINK LIKE AN OWNER

Intentional spending today protects tomorrow.

You don't need the full budget to make a big impact on expenses.



### REVIEWING BIDS



### MAINTENANCE PLANNING BOARD



**COMPARE BIDS**  
Don't settle for the first price.



**MANAGE VENDORS**  
Build relationships. Negotiate value.



**PLAN AHEAD**  
Preventative maintenance saves money.



**BUY SMARTER**  
Consider used, bulk, or alternative solutions.



**EVERY DECISION COUNTS**  
Small choices today protect tomorrow's budget.

Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# Raise your hand if...

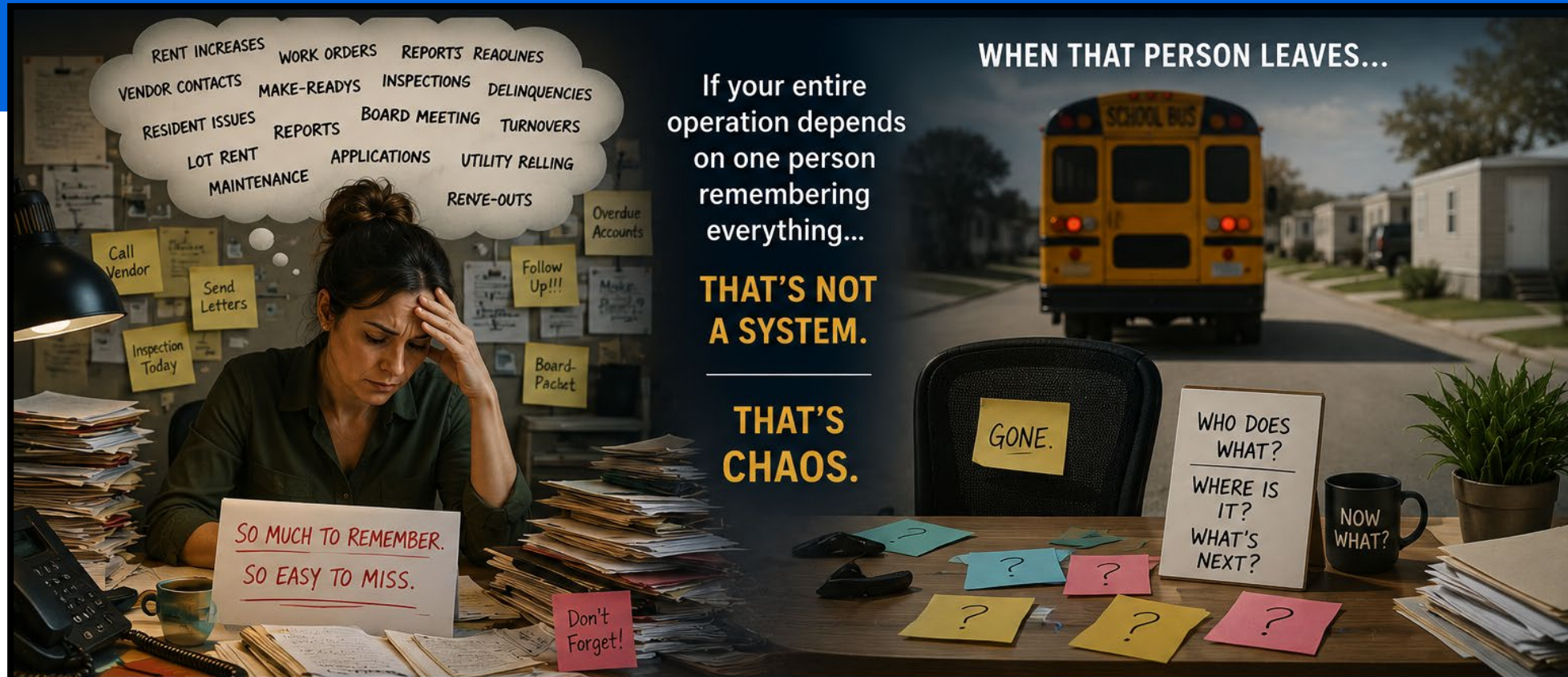
- You've ever paid more because something became an emergency
- You've had multiple vendors charging wildly different prices
- You've discovered duplicate purchases
- A repair turned into a replacement because it waited too long

# CORE Is Operational Awareness

When Collections, Occupancy, Revenue awareness, and Expense management start working together...

... operations become intentional instead of reactive.

# Simple Systems Survive Turnover



**Document. Standardize. Share.**

Simple systems create clarity, consistency, and continuity—no matter who's in the seat.



DOCUMENT  
PROCESSES



TRAIN  
YOUR TEAM



USE  
CHECKLISTS



BUILD  
CONTINUITY

**SYSTEMS DON'T DEPEND ON PEOPLE. PEOPLE DEPEND ON SYSTEMS.**

*Lead with People. Strengthen with Process. Empower with Tools.*

# What Are You Using Today?

- Raise your hand if:
  - You still rely heavily on paper systems
  - You use spreadsheets
  - You use a property management software solution
  - You have workflows or recurring tasks built into your systems

# The Best Systems Are the Ones People Actually Use

**PEOPLE**  
**PROCESS**  
**TOOLS**

One Team.  
One Plan.  
One Purpose.

WHAT MATTERS TODAY?

- ☑ Residents
- ☑ Community
- ☑ Team
- ☑ Growth

REMEMBER:  
Eat That Frog First!

**EAT THAT FROG AGENDA**

FOCUS. PRIORITIZE.  
GET IT DONE.  
365 DAYS OF PURPOSE

**CUSTOMIZED FOR EVERY ROLE**  
Tasks. Checklists. Tools. All in One Place.

**WHAT'S INSIDE:**

- ✓ **CUSTOMIZED DAILY TASKS**  
Role-specific priorities keep everyone focused.
- ✓ **CHECKLISTS THAT DRIVE CONSISTENCY**  
Step-by-step guides for every key process.
- ✓ **POLICIES & PROCEDURES AT YOUR FINGERTIPS**  
Quick reference. Always accessible.
- ✓ **TRACK IT ALL EVERY DAY**  
Notes, follow-ups, calls, issues & more.

**INSPIRED BY BRIAN TRACY'S EAT THAT FROG!**

"If it's your job to eat a frog, it's best to do it first thing in the morning."

**TACKLE THE BIGGEST. GET THE MOST IMPORTANT DONE FIRST.**

**WEDNESDAY June 12**

**TOP 3 PRIORITIES (Eat That Frog!)**

1. Follow up on delinquencies
2. Complete move-out inspection
3. Prepare board packet

**TASKS**

- ☑ Resident calls
- ☑ Work orders
- ☑ Check emails
- ☑ Vendor follow up
- ☐ Inspection today

**NOTES**

- ☑ Call John re: payment plan
- ☑ Follow up - HVAC quote

**FOLLOW UPS**

Jane D. - payment plan  
Tom B. - work order

**MAINTENANCE ISSUES**

# 1234 - AC not cooling  
# 1235 - Leak under sink

**NOTES / IDEAS**

Remember:  
People first,  
Process always!

**RENT COLLECTION POLICY**

Rent is due on the 1st of each month and considered late on the 6th.  
Late fees will be assessed on the 6th.  
Payment arrangements must be documented.  
Consistent enforcement.  
Respectful communication.  
Solutions focused.

**DAILY TRACKER**

CALLS / EMAILS

FOLLOW UPS

MAINTENANCE ISSUES

NOTES

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PEOPLE. PROCESS. TOOLS.



**CLARITY**  
Know what matters most each day.



**CONSISTENCY**  
Standardized processes create reliable results.



**ACCOUNTABILITY**  
Track it. Own it. Follow through.



**CONFIDENCE**  
Policies at your fingertips. Decisions made easy.

Lead with **People**. Strengthen with **Process**. Empower with **Tools**.



# Reduce Mental Overload

**CHAOS CREATES STRESS.**  
Too much to remember. Too easy to miss.

**PEOPLE**  
**PROCESS**  
**TOOLS**

TOO MUCH. NOT ENOUGH TIME.

**THINGS TO REMEMBER**

- Follow up on leaks
- Inspection reports
- Call back Emily
- Budget meeting
- Work orders
- Vendor invoices
- Resident complaints
- Fire inspection
- Lease renewals
- Training

Missed Tasks  
 Constant Firefighting  
 Duplicated Efforts  
 Information Silos  
 Stress & Burnout  
 Reactive, Not Proactive

**CLARITY CREATES CAPACITY.**  
Simple systems. Clear focus. Better results.

**PEOPLE**  
**PROCESS**  
**TOOLS**

FOCUS. PLAN. EXECUTE.

**TODAY'S DASHBOARD**

**TASKS**

16 Total

- Completed
- In Progress
- Pending

**CALENDAR**

|                     |          |
|---------------------|----------|
| Team Meeting        | 9:00 AM  |
| Property Inspection | 11:00 AM |
| Vendor Call         | 2:00 PM  |
| Budget Review       | 3:30 PM  |

**WORK ORDERS**

|             |    |
|-------------|----|
| New         | 4  |
| In Progress | 7  |
| Completed   | 18 |

**FOLLOW UPS**

|           |    |
|-----------|----|
| Due Today | 5  |
| This Week | 12 |
| Overdue   | 0  |

**SYSTEMS SUPPORT SUCCESS**

**POLICIES & PROCEDURES**

**CHECKLISTS**

**WORKFLOWS**

**TRAINING & RESOURCES**

**DAILY PLAN**

Top 3 Priorities

1. Leasing Follow-Up
2. Inspection Reports
3. Work Orders

**TODAY'S SCHEDULE**

|       |                     |
|-------|---------------------|
| 9:00  | Team Meeting        |
| 11:00 | Property Inspection |
| 2:00  | Vendor Call         |
| 3:30  | Budget Review       |
| 4:00  | Follow Up           |

**TASKS**

**Recurring Tasks**

- Work Orders Review
- Resident Follow-Ups
- Leasing Activities

**Weekly Tasks**

- Inspections
- Reports
- Team Meeting

**Monthly Tasks**

- Budget Review
- Owner Report
- Safety Checks

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PEOPLE. PROCESS. TOOLS.

VS.

Your systems should support people  
NOT OVERWHELM THEM.

**PEOPLE**  
Empower Your Team

**PROCESS**  
Drive Consistency

**TOOLS**  
Make It Easy

**Parish Consulting**

PEOPLE. PROCESS. TOOLS.

Lead with **People**. Strengthen with **Process**. Empower with **Tools**.









# Operational Simplicity



Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# The Future is Already Here

## TECHNOLOGY TODAY CAN HELP:

-  Automate Reminders
-  Track Follow-Up
-  Organize Workflows
-  Standardize Communication
-  Reduce Duplication
-  Support Training

## RESOURCES THAT EMPOWER YOUR TEAM:

-  AI ASSISTANCE
-  AUTOMATION
-  RECURRING WORKFLOWS
-  TEMPLATES



## HOW MANY OF YOU ARE ACTUALLY USING AI TODAY?

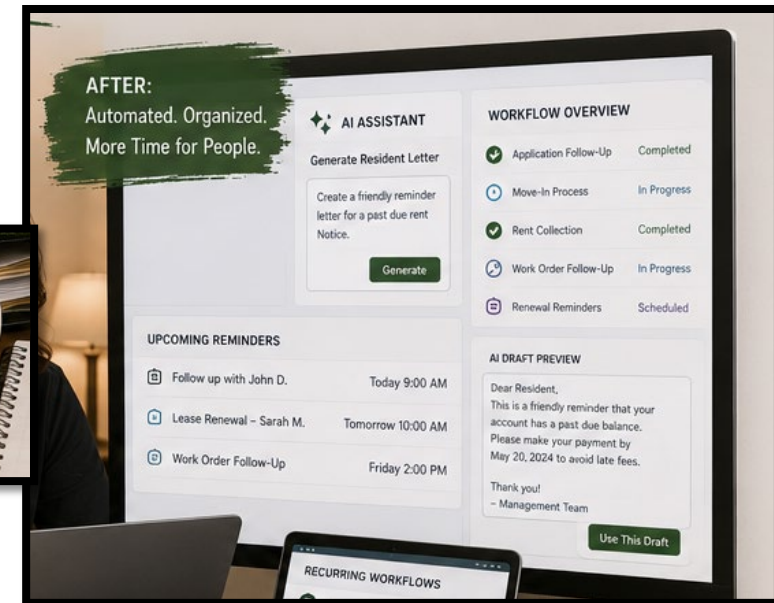
Raise your hand if you use any of these:

- ChatGPT
- Smart Email Responses
- Auto Reminders
- Predictive Text



Built-in AI functionality helps you:

- Draft letters & email templates
- Reduce repetitive work
- Save time & increase consistency
- Focus more on your residents



Lead with **People**. Strengthen with **Process**. Empower with **Tools**.

# Simple Operations Scale. Chaos Doesn't.

- Build systems people can actually follow.
- Use technology to reduce friction.
- Standardize what matters most.
- Create consistency before complexity.
- Stay open to better ways of operating

# Simple Operations Scale. Chaos Doesn't.

The operators who thrive over the next decade will not necessarily be the most sophisticated.

They will be the most adaptable.

# Accountability & Review

*Audit Lightly, But Regularly.*

Visibility. Consistency. Follow-Through. | Strong Operations. Stronger Communities.

## PEOPLE. PROCESS. TOOLS.



### PEOPLE

The right team with the right mindset.



### PROCESS

Clear systems create consistency.



### TOOLS

Smart tools support better decisions.



## REVIEW RHYTHM

- Weekly: 15-Minute Ops Review
- Monthly: Performance Deep Dive
- Quarterly: Strategic Alignment
- Annually: Goal Setting

WHAT GETS REVIEWED GETS RESPECTED.

## WEEKLY REVIEW

- Occupancy
- Delinquency
- Work Orders
- Make-Ready
- Resident Experience
- Vendor Performance
- Follow-Ups

FOCUS.  
REVIEW.  
IMPROVE.

## Review Cadence

- Weekly ✓
- Monthly ✓
- Quarterly ✓
- Annually ✓

## PROPERTY WALK NOTES

- Strengths
- Curb appeal looks great
  - Resident events well attended
- Opportunities
- Speed to complete make-ready
  - Follow up on landscape
  - Playground maintenance

## OPERATIONS PLAYBOOK

Parish Consulting

PEOPLE. PROCESS. TOOLS.

Lead with People. Strengthen with Process. Empower with Tools.



# What Gets Reviewed Gets Respected

- When things are reviewed consistently:
  - Standards improve
  - Follow-up improves
  - Priorities stay visible
  - Teams stay aligned
  - Problems surface earlier



# Oversight vs Micromanagement

- Oversight
  - Consistent review
  - Clear expectations
  - Coaching
  - Accountability
  - Support
- Micromanagement
  - Constant interruption
  - Reactive criticism
  - Control
  - Anxiety
  - Distrust

# The 15-Minute Weekly Operations Review



- Weekly Review Topics:
  - Occupancy changes
  - Delinquency status
  - Open work orders
  - Make-ready progress
  - Resident escalations
  - Vendor issues
  - Upcoming move-ins/move-outs

# Small Problems Become Expensive Problems

- Missed or incorrect notices
- Delayed make-readies
- Unreviewed delinquency
- Expired insurance
- Unresolved resident complaints
- Deferred maintenance
- Incomplete follow-up



# The 4 Pillars of Operational Stability

- **Predictability**
  - Weekly rhythms create consistency.
- **Visibility**
  - You can't improve what you can't see.
- **Simplicity**
  - Simple systems survive turnover.
- **Accountability & Review**
  - What gets reviewed gets respected.

# Better Communities Don't Happen By Accident.

They are built through consistent **people**,  
intentional **processes**, and practical **tools**.

# Take This Back to Your Community!

**PARISH**  
CONSULTING

**Community Manager Operational Reset Checklist**  
*If your operation feels chaotic, start here.*

**1. Daily Visibility** *Things you should know every day:*

| Checklist Item  | Comments / Notes |
|---|------------------|
| <input type="checkbox"/> Occupancy                                |                  |
| <input type="checkbox"/> Vacant home status                       |                  |
| <input type="checkbox"/> Delinquencies or open eviction workflows |                  |
| <input type="checkbox"/> Active work orders                       |                  |
| <input type="checkbox"/> Pending applications                     |                  |
| <input type="checkbox"/> Upcoming move-ins and move-outs          |                  |

**2. Create One Consistent Workflow** *Create repeatable systems for routine operational tasks:*

| Checklist Item   | Comments / Notes |
|--|------------------|
| <input type="checkbox"/> Move-in and move-out checklists |                  |
| <input type="checkbox"/> Delinquency workflow            |                  |
| <input type="checkbox"/> Vendor approval process         |                  |
| <input type="checkbox"/> Maintenance follow-up           |                  |

**3. Centralize Information** *If it only lives in your head, the operation is fragile.*

| Checklist Item   | Comments / Notes |
|--|------------------|
| <input type="checkbox"/> Stop relying on sticky notes and memory |                  |
| <input type="checkbox"/> Create one tracking system              |                  |
| <input type="checkbox"/> Use shared folders or shared tools      |                  |
| <input type="checkbox"/> Document recurring procedures           |                  |
| <input type="checkbox"/> Keep communication in one place         |                  |

**4. Create the Weekly Rhythm** *Identify priorities and create recurring operational cadence:*

| Checklist Item  | Comments / Notes |
|---|------------------|
| <input type="checkbox"/> Monday priorities              |                  |
| <input type="checkbox"/> Weekly delinquency review      |                  |
| <input type="checkbox"/> Make-ready review              |                  |
| <input type="checkbox"/> Vendor follow-up day           |                  |
| <input type="checkbox"/> Resident communication cadence |                  |
| <input type="checkbox"/> Weekly reporting               |                  |

**5. Use Tools That Reduce Friction** *Technology should support operations, not complicate them:*

| Checklist Item  | Comments / Notes |
|---|------------------|
| <input type="checkbox"/> Excel or shared trackers               |                  |
| <input type="checkbox"/> Microsoft To Do or Planner             |                  |
| <input type="checkbox"/> Recurring reminders                    |                  |
| <input type="checkbox"/> Property management software workflows |                  |
| <input type="checkbox"/> Shared calendars                       |                  |
| <input type="checkbox"/> AI-assisted templates                  |                  |

**Start Small. Stay Consistent.**  
*You do not need perfect systems to create better operations.  
Focus on incremental operational improvement.*

*Lead with **People**. Strengthen with **Process**. Empower with **Tools**.*



# Thank You!



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