




# CLIENT PROFILE


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 **Houston, TX**  
*(Properties in Houston, San Antonio, Dallas, College Station)*

 **Owner/Operator B2R**

 **7,618 Doors**

 **96 Employees**

 **60% Multi-Family/30% Residential  
/10% Commercial**

## BUSINESS PROBLEM

The client was on a growth trajectory over the previous eight years, adding 20% new doors Year-over-Year. Despite a healthy rental market and budgeted growth expenses, the company struggled to meet financial and operational expectations in its leasing, property management, and maintenance departments.

## WHAT EXPECTATIONS WERE NOT MET?

The departments were spending significant amounts of time discussing process overlap and gaps without making progress toward solutions. The day-to-day tension between teams regularly escalated to leadership with little to no resolution on a repeated basis. In addition, the maintenance department was struggling to proactively manage property conditions, efficiently close out resident service requests, and deliver rent-ready units in time for move-in.

## HOW WE IDENTIFIED THE ROOT CAUSE

RTCS met with a sample set of leadership and employees at all levels to identify the most common pain points and recurring issues. Then, we collected KPI's to quantify and validate feedback.



# HOW WE SOLVED IT

- ◆ Stakeholders for all involved departments hosted the communication kick-off. They also introduced and endorsed RTCS, and we presented the project scope.
- ◆ We formulated proposed solutions along with prioritization, using industry standards and proven models of success. We also cross-referenced the company's overall strategy and mission statement to align solutions with core values.
- ◆ We presented proposed changes and a project plan back to the stakeholders.
- ◆ After gaining consensus, the stakeholders named Internal Change Agents (ICAs).
- ◆ We drove the overall project plan as well as timing and action through working closely with ICAs to restructure roles and responsibilities. We also established reporting and KPIs, rolled out the process changes in phases, and held recurring tollgate meetings to address recurring issues and deploy continuous movement.

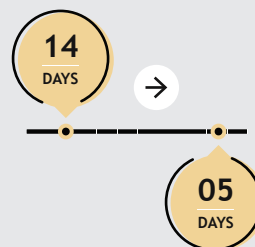
## WORDS FROM THE CLIENT

"RTCS was instrumental from Day One. They approached our business as if it was their own. Their sincere approach allowed our entire staff to be open and honest, which ultimately resulted in gaining buy-in at all levels throughout the project. The results came in both a change in working relationships between departments and improved performance! The role clarity stopped the debates almost immediately, and productivity has notably improved since rollout. Bottom-line, accountability can now be tracked, our occupancy rates have continually improved each month, and we are able to do more with the same headcount."

## RESULTS/DELIVERABLES

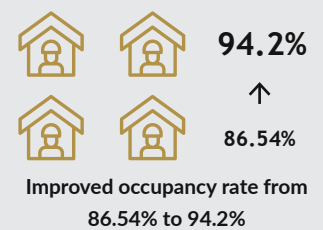
- ◆ Improved Turnover/Make-ready Time
- ◆ Improved Occupancy Rate
- ◆ Established Marketing Expectations
- ◆ Established Standardized Reporting

### IMPROVED TURNOVER/MAKE-READY TIME



Improved turnover/make-ready time from 14 days to 5 days

### IMPROVED OCCUPANCY RATE



### ESTABLISHED MARKETING EXPECTATIONS



Established minimum expectations for property marketing and property conditions

### ESTABLISHED STANDARDIZED REPORTING



Established standardized reporting and KPIs that now used across all departments