



The Monarch Monitor // Spring 2017 // Vol. 4 No. 1

# THE MONARCH MONITOR



*A quarterly look into exciting news and events going on at Monarch!*



## A NOTE FROM ANDY NEWELL

***The first rule at Monarch is to do right by the investor. The second rule at Monarch is when in doubt, refer to the first rule...***

**W**e provide homes to young single people getting started on life's adventure, we provide homes to young families as they navigate the new pressures of providing for the ones that now depend upon them, we provide homes for single parents as they manage their situation the best they can with what they have, we provide homes to individuals that have fallen on hard times and we provide homes to individuals that are starting to enjoy prosperity where they can now afford their own place. We provide homes to over 100,000 residents from different backgrounds and in all sorts of different situations. But the one constant between them all is that we are responsible for the place that they call home.

Whether they come home after a long day's work and just want some peace and quiet or whether they are going to be at home with their children all weekend hanging out and enjoying our amenities, they want to feel safe and secure with their decision to trust Monarch with the place that they call home. It is important to keep in mind

that, while on any given day, our focus might be catching up on paperwork, or taking a training session or leasing units or cleaning and repairing a unit for the next resident, none of that matters to our residents. What matters to our residents is that, day and night, the least of their worries is their home at one of our properties.

So why did I mention the number one and number two rules at Monarch? Because the only way to do right by the investor is by taking very good care of our residents. To do right by the investor we need to keep the property in great physical condition, which in turn, keeps our residents happy. To do right by the investor, we need to keep renewals high, which means that we need to keep our residents satisfied. To do right by the investor, we need to keep collections up, which we can accomplish by addressing the needs of our residents so that they won't leave because they love their home.

So why don't we just say that the number one rule is to take care of the resident? To the extent that the needs of the resident and the investor do not conflict, you can and should have that perspective. But the reason that doesn't work is because the reality is that we

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need to raise rents as aggressively as the market allows, and we can't give residents a free pass on rent or late fees or freely spend money to keep every resident happy. With respect to providing the resident a safe, comfortable well maintained home that they love to return to every night, their needs and doing right by the investor go hand in hand - so in those cases you can and

should focus on taking care of the resident. But to the extent that the investors are the owners and risk takers and need to be rewarded, the residents do need to accept the realities of increasing rents and fair and reasonable fees. So what does all of this mean? For all intents and purposes, on a day-to-day basis, we should focus on keeping residents happy, and by default, we will do right

by the investor. While we may need to raise rents and hold residents accountable for what they owe us, we should never feel ashamed of that as long as we continue to provide our residents with a great place to live, work and play.

## A WORD ABOUT THE 2017 PRESIDENT'S CLUB AWARD

**Lets take a look into this years 2017 President Club Award, and what it takes to attain such an honorable award!**

In 2015, Monarch Investment and Management Group announced the Inaugural President's Club. This is now an annual award given to outstanding property managers. Nominated by their Regional managers, and approved by their Asset managers and Company President, Bob Nicolls, this is an elite award.



President Club members are chosen for their Superior management skills. Standards for selection include NOI, trailing 12, occupancy, low staff turnover and property improvement. Managers have to have been employed with Monarch, in their current role as a property manager for a minimum of 12 months in order to show that their skills contributed the growth and success of the property.

We thank our out-going club members: Carrie Thompson (Clarkston, MI), Kara Pike (Wyoming, MI), Katie Chick (Stephenville, TX), Lisa Gipson (Canon City, CO), Marisa Gordon (Coralville,

IA), MJ Clark (Albuquerque, NM), Misty Johnson (Wichita Falls, TX), Natalie Gibson (Saginaw, MI), Raphael Stevenson (MI Roving Manager), Savannah Prathoumthong (Eden Park, MN) and Brooke Crossley (Boise, ID) for their service to the company, and also their work on several additional projects throughout the year.

Past award recipients will be eligible for nomination every 3 years. This year, we are proud to announce 13 new members. Members each received an all-expense paid trip to Denver to see our corporate location in Franktown, CO and meet and network with the other club members, their accountants, asset managers, and analysts. They heard special presentations from our marketing and law departments, and enjoyed attending special events with company President, Bob Nicolls.



### THE PRESIDENT'S CLUB IN ACTION!

Maureen Damon brought us a wonderful teacher last fall. Brooke Crossley came to visit us in Denver with a slide show she created to improve our property Facebook pages. Brooke walked us through how to add interesting posts and how easy it is to boost those posts to reach more people. She also helped us respond to our popcard traffic more efficiently by adding templates for us which we use daily. Brooke also downloaded her training files for us, with excellent examples for training and resident issues.

I was very impressed with how willing she is to help and what a skilled teacher and mentor she is. Thanks Brooke for what you taught us. We use it every day! -Beth Riofredo

# WINNERS OF THE 2017 PRESIDENT'S CLUB AWARD

We are proud to honor these outstanding property managers and welcome them into the President's Club family!



**Adam Deuel**  
Retreat at Walnut Creek  
Kansas City, MO

Adam joined Monarch in September of 2015 and was quickly promoted to Property Manager. At the time, WCMO was struggling to meet budget and occupancy goals. Adam helped organize a great team and since then the property's performance has greatly exceeded our expectations, while often sharing his staff with sister properties in need of additional resources.

**Chrystal Escobar**  
Greenmar  
Fenton, MO



Chrystal Escobar started with no previous apartment experience at GMMO. Chrystal transferred to Suson Pines where she became an Assistant Manager. Through her experience in the position, she had the opportunity to go back to Greenmar and lead the team as the Property Manager – all of this happening in three years. Chrystal is very organized and leads her team in a proactive way that generates results both for the investors and her team members.



**Melisa Garrett**  
Eastland  
Kentwood, MI

Melisa has been very instrumental in the cohesive, team atmosphere that is in place at Eastland. She rolled out utility bill backs for water/sewer and trash at the community which will result in a \$76,568 gain in additional revenue at the property. Melisa has also done a tremendous job on collection efforts and has the patience to deal with extremely difficult situations. She is able to see the vbig picture and how her day to day decisions impact the company as a whole.

**Cindy Roberson**  
Fairfield  
Little Rock, AR



Cindy joined Monarch in October 2015 with the acquisition of the Little Rock 4. She quickly led the Fairfield team to achieve their occupancy and NOI goals. Cindy takes pride in her property's appearance and goes above and beyond to provide the best experience for her residents. As such, Fairfield continues to have the highest renewal percentage in Little Rock. Her staff and residents always appreciate her positive attitude and willingness to pitch in wherever help is needed.



**Lee Ann Habner**  
The Heights  
Madison Heights, MI

Lee Ann is a great example of dedication. She takes her job very seriously and shows it by researching topics before bringing them to the table, motivating her team for a weekly goal, asking questions, going the extra mile for the residents, and adjusting easily to change. Lee Ann craves a challenge and consistently achieves her property goals by meeting NOI goals, delinquency goals, and turning a new acquisition to a stable, well-running property.

**Melissa Emery**  
Woodland Ridge  
Spring Lake, MI



Melissa managed a team through a devastating building fire that accounted for 5% of the units on property. She has created a solid team at Woodland having only a few positions turned over in the 2 years she has been with the community. She continuously challenges her team and motivates by incorporating monthly goals, property challenges, and staff appreciation seamlessly into everyday life at Woodland.

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## MONARCH'S NALP WINNERS

Congradulations to Becca Battles and Melissa Caudle, Monarch's two 2017 NALP Award Winners.

MIMG is always happy to celebrate with team members who go the extra mile to build their skills. If you are interested in growing with us, please discuss our skills training and tuition re-

imbursement programs with your supervisor. And to those of you who have earned additional certification and training, let us know so we can post your success story too!



**Jessica Ward**  
Camelot  
Wichita Falls, TX

Jessica began working with Monarch in September of 2015. She immediately showed her growth potential and was quickly promoted to Property Manager. Jessica is an extremely well rounded individual. She is very confident and proficient when enforcing policies and procedures. Jessica strives to maximize income growth and stay within budget on expenses. She also works extremely hard to capture new leases and renew current residents to maintain the highest occupancy possible.

**Aimee Pavek**  
Northgate  
Waukegan, IL



Aimee Pavek has been with Monarch since October 2009 when we acquired Northgate Apartments; Monarch's very first property in the Midwest! Aimee has exhibited strong leadership skills overseeing her staff, four of whom have also been at the property since Monarch took over in 2009. Aimee has also demonstrated a willingness to help with other properties, as she helped us with the acquisition & takeover of two neighboring Waukegan properties (Harbor Lake & Fox Crest) in late 2015.



**Cassidy Uptergrove**  
Stephenville 6  
Stephenville, TX

Cassidy joined MIMG when the Stephenville portfolio was acquired in 2014. In her most recent role as Manager over the 5 downtown Stephenville properties, Cassidy developed and led a successful team. She brings awesome leadership and positivity to any team she is a part of. Continually striving to maximize income growth and stay within budget on expenses. Cassidy has recently been promoted to Assistant Regional Manager over the Amarillo area and we are excited to see her perform in the new role.



**Casondra Mosier**  
Central Square  
Columbus, OH

Casondra started with Monarch in June 2015 as a manager at Wake Robin and was promoted to the Manager at Central Square the following year. If there is an issue a property could have, this property has had it. Before Casondra became manager, the property had experienced over 400% staff turnover including going through 6-8 managers and supervisors.

Since her promotion to property manager at Central Square, staff turnover has reduced drastically and she has increased Total Income by 14% (\$443k) and NOI by 47% (\$477K) from the previous year.

**Cherie Mingione Hanson**  
Executive Towers &  
Commodore Perry  
Toledo, OH



Cherie has worked for Monarch for over 4 years. In the past 12 months, while overseeing 2 assets, she has clearly demonstrated an ability to do more and be a high achiever. The T12 at both properties shows consistent improvement month over month.

Cherie has assisted in Omaha and throughout Northern Ohio, filling in when managers are away, training leasing agents, and even assisting with maintenance and cleaning. Cherie could be put on any property and in any neighborhood, and succeed.



**Charles Stephens**  
Ramblewood  
Fort Collins, CO

Prior to becoming the property manager at Ramblewood, Charles had proven himself with exceptional results as the Property Manager of Village Green Apartments in Greeley.

He has been largely successful in each role, and we are very pleased with his performance, growth and commitment to his properties, staff, residents and Monarch. Charles has the ability to execute big picture ideas at the site level while instilling confidence and top-notch morale among his entire staff.

**Kaelin Snider**  
Van Buren Village  
Kettering, OH



Kaelin started with Monarch in March 2015. In December 2015, Kaelin was moved to Van Buren Village, another new acquisition of 500 units in Dayton. Kaelin's efforts at both Woodman Park and Van Buren Village have helped them achieve tremendous financial success in a short amount of time, reaching Monarch's original investment goals in a shorter than anticipated time.

Kaelin has a low associate turnover and has been a huge asset to Monarch. She is very dedicated and has been a huge part of training and developing leasing agents, assistant managers and managers. Her keen business sense and a can do anything attitude has proven results with her property's performance.

## CREATIVE OUTREACH AT ITS BEST

Marketing Specialist Antonio King capitalized on the St. Patrick's Day holiday by dressing up as a leprechaun for his marketing visits. He was welcomed with laughter and photo requests at every

business he visited, and was invited inside to the Arkansas State Capitol. We appreciate your out of the box approach to marketing!



# MONARCH MILESTONES

*Congratulations to our Milestone Anniversaries from 1st quarter of 2017! We value all of our team members and appreciate your years of service.*

## 16 YEARS

Barbara Sanchez

## 10 YEARS

Cindy Aragon

## 5 YEARS

Neal Cusick  
Connie Bryant-Paynter  
Sebastian Dominguez  
Lesli Conway

## 1 YEAR

Kirstin Heard  
Karina Olvera  
Paul Hubbs  
Alicia Doyle  
Markus Johnson  
Hali Balint  
Carole Gittings  
Laverne Simpson  
Heather Jenkins  
Lauren Dockery  
Alicia Savage

Tessa Pesch  
Alfred McKinley  
Melanie Cole  
Wyatt Johnson  
Sanford Stagg Sr  
Wayne Stewart  
Monterel Bryant  
Terrence Faller  
Courtney Galster  
Emilio Gonzales  
Kalli Chan  
Chelsea Lacey  
Eric Ball  
Jordan Spindler  
Mark Ostler  
Millie Rodgers  
Eric Williams  
Jamie Bryan  
Kevin Pfeiffer  
Alex Starrett  
Henry Ampomah  
Jesse Cope  
John Hawkins II  
John Miscavage



Kristen Mooney  
Matthew Previch  
Terence Nealy  
Peggy West  
Melissa Caudle  
Oreste Oliva-Fernandez  
Everett Hawkins  
Luella Garcia  
Sara Levandowski  
Andrea Selby  
Delores Greer  
Ruby Johnson  
Andre Nutall  
Yuki Ruiz  
Terry Plesha  
Karl Stebbins  
Shana Hamilton  
Sharon Marks

Steven Newman II  
Joseph Rojek  
Joshua Lovato  
Mohamad Bazzi  
Brianna Gibson  
Amber Pickett  
Joshua Shumbat  
Kandice Piper  
Raul Bustillos Lopez  
Abigail Lynch  
Tyeshia Smith

# BRENDA'S SQUIRREL TRAP

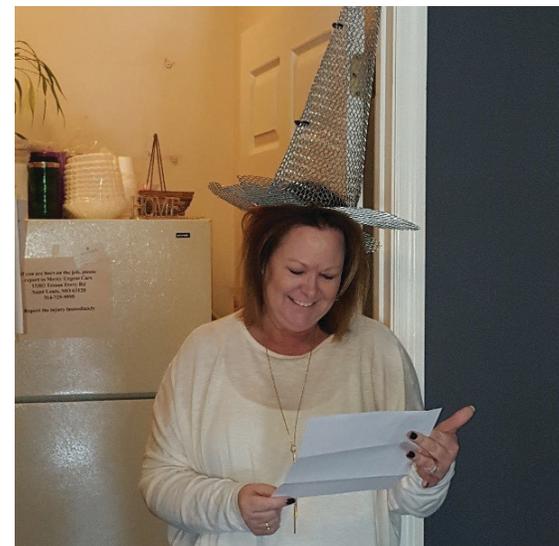
*Brenda Conway, Regional Manager for St. Louis, shows off an unlikely hat.*

In the past, issues with squirrels in St. Louis have been a troublesome. With the help of one of our Maintenance Rovers, Rob, he was able to make traps that a squirrel can exit from a building, but can't enter back into. They work pretty well too!

Regionals wear many hats as you might know. This afternoon working at Southpointe

Brenda Conway found herself in quite a nest! She placed what she thought was a funny looking hat on her head, only to find out that it was a squirrel trap! In the drop of a hat, we busted into a nutty laughter.

The look on her face when we broke the news that it was indeed a squirrel trap. Priceless!



# RECOGNIZING PAST PRESIDENT CLUB MEMBERS

## You've been nominated for the President's Club. What's Next?

Monarch loves to recognize all our top talent! Our first company-wide recognition program started in 2015, when we brought out 7 Property Managers from across our portfolio who exemplified Monarch's values. Six of those first 7 are still with the company, sharing their expertise and knowledge with others. Two have even moved on to other roles within MIMG.

This is now an annual award given to outstanding property managers. PC members are chosen for their superior management skills. Standards for selection include NOI, trailing 12, occupancy, low staff turnover and property improvement. Managers have to have been employed with Monarch and in their current role for at least 12 months, in order to show that their skills contributed to the growth and success of the property.

Once the President's Club gets together at the corporate offices in Franktown, CO they are presented their award and then wined and dined! However, we also pick their brains while they

are here, getting them to divulge all their secrets to success! We've found that they are very happy to do so and are anxious to learn from one another.

We then set them up to network with one another and give many opportunities to share their experience with others, if they choose to do so. We are happy to announce our third group of club members! But first, a few words from 2 of last year's crew. Members are asked to choose an ambassador, who will travel to Colorado with the new group and help transition them into their role. This year's ambassador is Central Pointe Apartments Manager, Brooke Crossley. Her helpful, can-do attitude won her the spot. Congrats to Brooke and all our past and current members. Thank you for living the mission!



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*I cannot express my gratitude enough for the privilege of being in the President's Club! I have enjoyed the learning experiences along with friendships I have made throughout this process!*

*I would like to nominate Brooke Crossley for President's Club Ambassador. I was holding meetings, but turned things over to Brooke to run the show. She has dedicated much time and effort in ensuring the meetings are held and continuously encourages the entire group to be active and share their opinions. I am proud to know Brooke and know she would do great things being the Ambassador for next year's group.*

**-Katie Chick**

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“

*What an awesome company we work for! Monarch has always gone the extra mile in recognizing their employees, even as the company continues to grow. I always say we are now a large company, but with a small company vibe. I had the great honor of being a Presidents Club member in 2016 and what I have gained from that nomination has been priceless.*

*As a member of the Presidents Club I was able to attend the 2016 AIM conference. What I took from that conference not only helped the property I currently manage, but also allowed me to take that education and share with other regions in the Monarch portfolio. To have the support from other President Club members, as well as allowing me to mentor other staff members all over the country, is something that can never be replaced. What are your goals? Strive to succeed, strive to be the best, and know that Monarch will recognize that and will help in your continued success. I look forward to seeing the next generation of Rock Stars.*

**-Brooke Crossley**

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## Our President's Club Family

### 2015

Angela Gartee  
Art Bandera  
Cathy McCoy  
Jordan Mochty  
Leslie Murrary  
Michelle Barnell  
Teresa Vander Myde

### 2016

Brooke Crossley  
Carrie Thompson  
Kara Pike  
Katie Chick  
Marisa Gordon  
Lisa Gipson  
MJ Clark  
Misty Johnson  
Natalie Gibson  
Raphael Stevenson  
Savahn Prathoumthong  
Michelle Barnell

### 2017

Casondra Mosier  
Aimee Pavek  
Adam Duell  
Cassidy Uptergrove  
Charles Stephens  
Chrystal Escobar  
Cherie Hanson  
Cindy Roberson  
Jessica Ward  
Kaelin Snyder  
Lee Anne Habner  
Melisa Emery  
Melissa Garrett

## MEET YOUR TEAM: BARBARA SANCHEZ

On our recent site visits, Employee Relations team members Michele Stockman, Anthony Petrone, and Kathy Nicolls, were thrilled to have the opportunity to chat with so many awesome team members across the state.

At Foxhill, in Golden, Colorado, we sat down with long term leasing agent, Barbara Sanchez. Barbara started with us when Bob and Jon Olson purchased LaMar Kendall, back in 2000.



**ER:** Barbara, you've been with us for a very long time. What would you like to tell people?

**Barbara:** This is the best company I've ever worked for!

**ER:** With so much experience, do you have any words of wisdom?

**Barbara:** You have to work as a team. If just one member is slacking, the whole team will go down.

**ER:** Do you have a favorite leasing trick?

**Barbara:** Be myself. I'm not very professional, but I love my job and if you ask me for something, I'll get it. I love people and I'll do anything for them.

**ER:** What's your best upgrade here at Foxhill?

**Barbara:** Oh, we have everything here, but that's not why our apartments rent. I have a whole list of move ins who haven't even seen their apartment yet. We have a friendly staff, and we treat them like family when they move in.

**ER:** Do you have a wish list?

**Barbara:** Just that I can keep going. I have to for my grandkids. (Barbara has 28 grandchildren!)

**ER:** You must have some pretty good stories after so many years leasing apartments.

**Barbara:** Well, I'll never forget the first time I met Bob, but I didn't really meet him. We had a long deep closet in the leasing office. You had to crawl inside to get things out. I was way inside the cupboard, cleaning things out when Jon, Bob and Jermaine Yates came in on their final walk-through. They didn't see me and the cupboard was open. Someone just closed it. I was so scared, I stayed in the cupboard until they all left.

**ER:** Barbara, I'm sure we speak for everyone when we say, we are glad you overcame your shyness. Thank you for 16 years of service!!

## TRAINING CORNER

*I hated every minute of training, but I said, 'Don't quit. Suffer now and live the rest of your life as a champion.'*  
-Muhammad Ali

Our Monarch Training Department creates, promotes and fosters individual and organizational effectiveness by developing and offering an array of training programs.

These programs are conducted to enhance on the job skills and to enable the employees to pick up valuable soft skills. Take advantage of all the learning opportunities we have to offer:

- VisionX (learning management system)
- Monthly Training Calendar (webinars)
- Monthly Safety Topic
- Monthly Employee Handbook Topic
- In-Person Training

Feel free to email Lorraine Vega your suggestions at [lvega@monarchinvestment.com](mailto:lvega@monarchinvestment.com)!

