

Recruiting and Selecting your Property Manager



By Judith Kepner Rose and Jim Stockard

A LISC ASSET AND PROPERTY MANAGEMENT PEER-TO-PEER LEARNING WORKBOOK

*for small self-directed working groups,
brown bag lunches and other
informal gatherings*



BROUGHT TO YOU BY THE LISC ORGANIZATIONAL DEVELOPMENT INITIATIVE



The Peer-to-Peer Learning Workbook Series® is produced by the Organizational Development Initiative of the Local Initiatives Support Corporation (LISC). The series has been developed specifically for the not-for-profit community development industry. Community development corporations (CDCs) are found across the country actively improving their neighborhoods and cities by developing and managing affordable housing.

The Organizational Development Initiative (ODI) is LISC's in-house management consultant, providing a broad array of services and technical assistance to CDCs. ODI designs locally-delivered trainings and business tools for improving both day-to-day operations and strategic thinking and planning.

This workbook is one in a series that has been specifically designed for CDC asset or property managers or other individuals working in not-for-profit housing. There are many ways the workbook can be utilized. Designed specifically for groups of practitioners who may gather to discuss topics of shared interest and common experience, the workbook exercises are crafted to stimulate dialogue and support peer-to-peer learning. They can be used all or in part during "brown bag" lunches, for discussions following more formal trainings and meetings, or even for self tutoring. We look forward to hearing how you have used it!

We invite you to visit our internet site **www.liscnet.org** for more information on LISC, and **<http://www.liscnet.org/whatwedo/programs/odi/#05>** for other ODI resources you can purchase.

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Why is this Topic important to us?

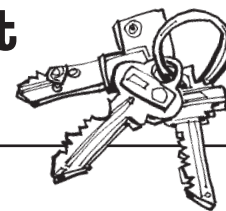
Finding qualified, dependable CDC staff is one of the industry's biggest challenges. Finding property, site or resident managers who are skilled in handling interpersonal, financial, and maintenance situations on a daily basis can be even harder. Sometimes developing and promoting staff from within an organization is the best solution. Other times there needs to be a thorough and creative search for candidates, with ads and job descriptions highlighting the attractive aspects of these positions.

ACTIVITIES IN THIS WORKBOOK

- **HIRING PROPERTY MANAGEMENT STAFF-HOW TO BEGIN?**
- **CAN THIS POSITION BE FILLED INTERNALLY?**
- **WHERE DO WE LOOK FOR CANDIDATES?**
- **HOW DO WE ATTRACT APPLICANTS?**
- **MATCHING JOB EXPERIENCE WITH YOUR NEEDS**

ACTIVITY 1

Hiring property management staff - how to begin?



“We have decided not to contract with an outside property management company so now we need to hire a new staff member to manage our properties. What exactly are we looking for?”

Many not-for-profit housing and community development corporations (CDCs) across the country self-manage their properties. This means that CDC staff members take on the day-to-day work of managing their affordable housing projects, rather than contracting with outside property management companies. Some CDCs with large portfolios have large, internal property management staffs, or spin off their own subsidiary property management companies. CDCs with smaller portfolios may operate with just one or two management staff, who work as site or resident managers supervising a handyman or janitor. (There are also CDCs who share the management with a contracted firm, for instance preferring to handle leasing and maintenance, and contracting out only the financial management.)

To help us in this workbook, we will define some of the management roles as follows:

Property Manager: This title is given either to a person who directly oversees the maintenance and leasing of a specific property or is the person who directly supervises the person or persons who fill that role. A property manager may work fixed hours at a particular site, or could be based off-site in a central office. He or she may oversee one or more properties. A property manager can be employed by the CDC (in-house) or by a professional firm that contracts with the CDC to deliver property management services. In this workbook, we will be focusing on CDC staff members.

Site Manager: Sometimes used interchangeably with the term property manager as defined above. In most cases refers to a person who works out of an office on a particular property and handles day-to-day activities. These activities usually include maintenance management, leasing and depending on the CDC, some fiscal responsibilities. A site manager is usually responsible for only one property and reports to a property manager or a director of property management.

Resident Manager: This title is sometimes used interchangeably with the above positions. In most cases however, a resident manager is assigned to only one property, and has an office there. They generally also live on the property. Job duties can vary widely.

Property management is a difficult job, and often undervalued by those who do not fully recognize the complexity of the work. In order to perform well, the person filling the role needs to have diverse talents. In general, property managers need well developed people skills, the ability to handle stress and emergencies, be good supervisors, have some accounting or fiscal experience, computer skills, and a thorough knowledge of building maintenance and systems.

Making a decision about the qualifications you need, and their priority, often hinges on multiple issues. You will need to address these issues when conducting a hiring process whether looking for internal or external candidates.

EVERGREEN CDC

Evergreen CDC is about to start lease-up on their project, a 32 unit tax credit townhouse development. Loretta Howard, the Executive Director, needs to hire a staff member to manage it as soon as possible. The new staff member will report directly to her and will be responsible for all leasing and rent collection as well as supervising a part-time maintenance man. There will be a local consultant to work with the new staff member to manage the tax credit compliance portion of the position. The controller will handle the bookkeeping and generating the financial statements.

Loretta doesn't know a lot about staffing a property management position and would like some suggestions from us.



- What skills should her new property manager have? What background or training?
- What other qualifications are there to consider in selecting this new staff member?
- How would your advice differ if the new staff member was being hired to join an already established property management staff?



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ACTIVITY 2

Can this position be filled internally?



“Part of the mission of our organization is to ‘grow’ our staff by promoting from within. Can we do that with this position?”

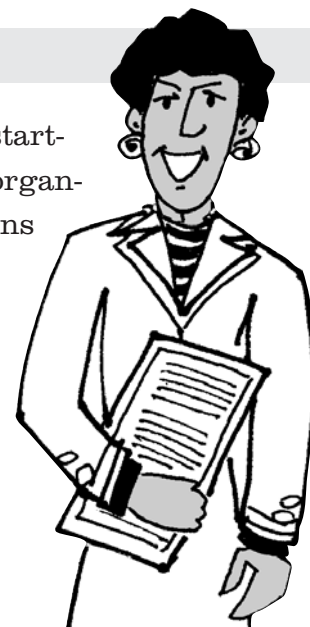
Many grass roots organizations were started by community members who threw their energy at local problems and slowly developed the skills needed to make their organizations effective. As the organizations expand, the philosophy continues, with management encouraging their staff to grow by providing the training and opportunity to take on new roles.

Of course, there is no right answer to the question of whether or not a property management position can be filled from within. Many current property managers started out as administrative assistants or accounting clerks and with the right training became skilled professionals. It is all a function of who the person is and what support they will receive in developing the skills needed.

Maybe there is an interested staff member who isn't entirely ready to take on the job of property management, but with a few more skills or training, could be “grown” into a position. In some CDCs the staffing structure might allow a candidate to be hired into a property management position that they are not yet qualified for because there are people and supervisors available to do “on the job training.” In other CDCs, the best route to a new, higher level job, may be by making a lateral move into a different position that provides them with the opportunity to develop a skillset that they may be lacking.

CAREER LADDERS

When we were talking to Loretta she explained that she started out at Evergreen CDC as a Vista volunteer resident organizer, and after a year was hired on as the Public Relations Coordinator. After several years she was promoted to a Program Director position and finally her current position as Executive Director. She mentioned that many of her key staff have also worked in more than one position in the organization and that they have broader, more valuable views of the operation because of their background.



1

Consider each of the following Evergreen staff members, the skills they probably have and the ones they would need for the property management opening. Based on their current job titles, do you think any of them could assume Evergreen CDC's property management job duties?

Would you suggest Loretta hire from within, based on your answers in Activity One?

Why or why not?

Harvey Johns, *Custodian*

Clark Corr, Bookkeeper

Jen Cuomo, *Administrative Assistant*

Allayna Anders, Resident Organizer

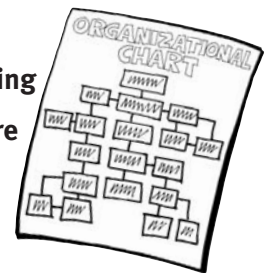
Jose Perez, Handyman

David Dunn, Asst. Project Developer

Ana White, Receptionist

2

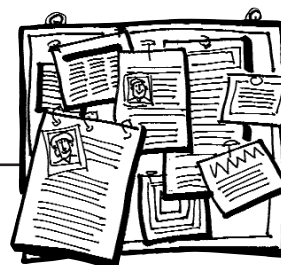
If any of the staff are not “ready” at this point but are interested in developing themselves over the long run into a property management position, are there other, possibly lateral, positions in a typical CDC organization where they could gain the skills they need before taking on a property management position?



3

ACTIVITY 3

Where do we look for candidates?



“We don’t have anyone on staff to take over our new property management position. Just where do you find a property manager? Where can we go to find the best applicants?”

Property managers come essentially from all walks of life. And some of the best have literally walked in off the street! But frequently you need to seek candidates through multiple avenues, using both traditional and high-tech outreach vehicles.

Bulletin boards and newsletters are found in physical and virtual realms, and are good places to leave postings. Explore all the options in your area.

Word of mouth is also a successful way of finding candidates. Your CDC’s contacts at local intermediaries, foundations, or state or city government housing agencies may be able to assist your hunt.

Contact any professional associations that have chapters in your area such as Institute of Real Estate Management (IREM), or the International Facilities Management Association (IFMA) for their recommendations. A chapter president may know members who are seeking new employment. Also talk to the Career Development office at your local university. They may be able to refer candidates or suggest new avenues for your search.

Newspapers are the traditional “help-wanted” outlet and should not be dismissed as an outmoded vehicle for your search. Take advantage of the smaller newspapers that target ethnic or cultural populations, especially if you are seeking special language skills.

THE SEARCH BEGINS...

● Loretta decided that she needs to cast a wide net in search of her property management candidate. Where should she start? Think about all the places in your area where you could outreach to candidates.

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ACTIVITY 4

How do we attract applicants?

HELP WANTED:

Manager for affordable housing project.
Salary commensurate with experience.
Call Loretta at 212-888-1000.

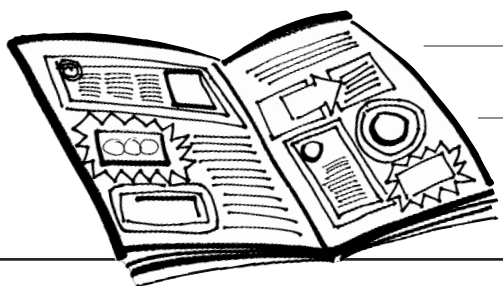
What information needs to be in a “help wanted” advertisement?

There is no exact formula. Some employers limit their ads to the job title, its requirements and hours, and a contact person. Others may include in their ad a short blurb on who the company or organization is and what it stands for.

In tight labor markets, or for “difficult to fill” positions, the employers may list any extra benefits, bonuses, or anything intangible that might make the position more attractive. They try to reach out to job seekers who may never have even considered property management, but have a good mix of skills and background. It often helps to detail specific skills required for a position, especially if you have decided that you do not want to consider candidates who lack those particular skills.

CATCHING THE CANDIDATE'S EYE

● Loretta placed an ad for the new position in the help wanted section of the local paper. So far, she has received only a couple of responses, and they were from firms offering headhunter services! She is sure that if she just could write an eye-catching ad, the battle would be won. Can we help her? What can we use to entice a response?



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ACTIVITY 5

Matching job experience with your needs



“We have lots of good resumes, but none of them has experience that exactly fits our needs. What should we do?”

By the time you have begun receiving resumes for a position, you probably have a good feel for what skills and qualities you are looking for in a candidate.

Finding those skills and qualities in the resumes you receive is not always so easy, especially if a candidate does not have a real estate background. Consider each position they have held and ask yourself “what does this type of job have in common with my opening?” Review your required skills, such as supervision, data entry, or handling stress. These skills are common to many positions.

Don’t limit your review to just employment history. Look at volunteer work, as well as hobbies. A candidate may renovate houses on the side or have served as treasurer for their church for 20 years.

If a candidate seems at all interesting, invite them in for an interview. A good property manager must have people skills; the same ones that would be used during an interview. The applicant needs to be a good communicator, to make eye contact, to be at ease and put you at ease. If there is a skill that appears to be lacking, ask how the applicant proposes to develop that skill.

You may also try to do a reference check on your best candidates, but keep in mind that these days getting any information beyond tenure of employment has become increasingly difficult. If you are able to find someone who will talk, try to probe into these areas:

- **Would they hire them again?**
- **What kind of relationships did they have with residents, maintenance workers, and outside authorities?**
- **What type of record keeping and documentation were they asked to do?**
- **How many staff did they supervise in maintenance, leasing or accounting?**
- **How well did the candidate handle emergencies or stressful situations? Can they provide examples?**

REVIEWING RESUMES

Loretta sifted through the pile of resumes on her desk. None of the applicants were ever property managers but in her area's job market she is not surprised. Maybe, if she can arrange to have a consultant or private management firm help set up the office and provide some mentoring and training, one of these candidates may work out.

Let's see how we feel about the candidates she finds interesting. What are their strengths or appropriate skills and what areas would need to be developed if they were hired? What things do we need to ask them during interviews to help us make these determinations?

RESUME FOR AMY BECKWITH

Applicant for Property
Manager Position —
Evergreen CDC



● **Mid Town Family
Service Center —**

Senior Counselor. Supervised three coun-
selors in family division. **1978-Present**

● **Big Sisters of Middlesex County —** social
worker. **1977-1978**

● **State Welfare Department —** entry level
management. **1975-1977**

BA and Master of Social Work Degree
Wendell State University 1975
Wendell High National Honor Society

RESUME FOR CARL DOBSON

Applicant for Property
Manager Position —

Evergreen CDC



- **Wendell City
Temporary Labor Services
2001-current**
 - **Wendell City Housing Authority —
Maintenance Supervisor. Responsible for
electrical and plumbing crews. 1995-2001**
 - **Wendell City Housing Authority — Mechanic
1983-1990**
 - **Wendell City Housing Authority — Laborer
1980-1983**
- Graduated Wendell VoTech engineering
program 1980**

RESUME FOR PAT MARSHALL

Applicant for Property
Manager Position —

Evergreen CDC



- **Wendell City Accountants:
Specializing in real estate
work for non-profits. Auditing,
operating budgets, accounting systems,
technical assistance 1996-Present**
 - **Cooper and Howell — Management Trainee
1995-1996**
 - **Astor Assc Property Management Company
1993-1994**
 - **Cooper and Howell — Summer intern 1994**
- Middle State University — BA in Accounting
1995**

Manager's Tips

Determining the skills you need in a property management position can be difficult. You need to look closely at the organizational and portfolio needs.

Areas to consider:

- **SIZE AND EXPERIENCE OF OTHER STAFF:** If the balance of the staff, especially the supervisor, is experienced and/or long tenured, it is often easier to take on a new staff member who may be weaker in some areas. However, if a CDC is building a property management staff from the ground up, or this staff person will be working alone, prior experience in the job becomes critical. Also keep in mind that if the position includes supervising multiple staff members, the candidate should have some experience in people management under their belt.
- **AGE OF BUILDINGS:** Older buildings or those that have been poorly rehabbed often face greater maintenance challenges. A new property manager who has less maintenance experience might be able to learn “on the job” with a new facility, but an older facility may call for someone who has substantial knowledge of roofs, boilers and hiring contractors.
- **TYPE OF HOUSING:** Different types of housing include elderly, family, special needs, mixed use (with commercial), and partial market rate mixed income. Each of these types of facilities comes with its own set of challenges. Each applicant needs to be reviewed with that property in mind. A mixed-use facility might benefit from a manager with some business or retail experience, while a family project will often require someone who has the ability to balance compassion with firmness for enforcement of the rules.
- **RESIDENT NEED:** In some cases a property manager needs to also play the role of social service provider. Just what services are you asking your property manager to provide? Do they need knowledge of government programs, or do they need to be versed in dealing with families in crisis? Can one person fill all the roles required by the property (leasing, maintenance supervision, and social service management?) If not, what are the priorities?
- **INTO THE FUTURE:** When hiring, look at your pipeline and the potential growth of the portfolio. The candidate may have adequate background for the size and type of portfolio you have right now, but will this person be able to handle the lease up of the new 200 unit facility in development?
- **NOT FOR PROFIT EXPERIENCE:** Some CDCs prefer to hire staff who have demonstrated a commitment to not-for-profit work, or to the community development world in particular. This may come from volunteer work or previous employment history.



Notes for Facilitators



These Facilitator Notes have been developed to help you guide your working group. The most important aspect of your facilitation role is not lecturing or teaching; your role is to keep the conversations going, collect ideas, and to add new thoughts if others do not bring them up.

We offer guidance in the workbook exercises and discussion topics, but you are in no way bound by them. You may find that working on just one or two do the trick.

When planning how you will use the exercises consider how much time you have — if you only have an hour, you will probably only want to do one or two exercises in order to allow time for sharing of experiences. If you have a couple hours, you may want to use the entire workbook or add topics of discussion that are pertinent to your local area. The entire workbook could also be done over several sessions, if that works better for your group.

The individuals who gather to discuss this topic may be quite expert, new to the field or a mix of both. The exercises start out at a basic level, however there is no limit to where the conversations can go. It is your role to encourage those more expert to share their ideas and experience, and the less knowledgeable to ask their questions. This is what peer learning is all about!

We suggest that you take a trial run through the exercises that you plan to use, and work any of the math problems ahead of time, so that you are able to field questions.

ACTIVITY NOTES:

ACTIVITY 1 Hiring property management staff – how to begin?

This is a good warm up exercise that allows participants to compare their own definitions of differing property management roles while providing an opportunity to reflect on the many skill sets needed for the positions. It is best done as a large group discussion but if you have a large number of participants, break into smaller groups, asking each to record their list on a piece of flip chart paper to then share with the larger group.

ACTIVITY 2 Can this position be filled internally?

In some cases, internal candidates for property management positions are passed by because they don't have the right mix of skills. In small groups or pairs, ask the participants to consider what skills each candidate may have, and what might be lacking. For the second part of the exercise, push them to be creative in helping a staff member "grow." Maybe a maintenance person can intern as receptionist or accounting clerk for a few months. Or maybe a social service person can assist in the maintenance department. Share ideas with the entire group.

You may also want to use this as an opportunity for sharing other ways of developing staff, such as reference material or particular trainings that have been useful.

ACTIVITY 3 Where do we look for candidates?

Brainstorm as a large group all the advertising venues in your area. First the participants should share the avenues that they have traditionally used, then push them to think beyond where they have always looked. Ask them to share web site information also.

ACTIVITY 4 How do we attract applicants?

This exercise is the most fun if done in pairs. Encourage them to use the requirements and skills they discussed on Activity 1 or suggest that they work on an ad for a real position at their own organization. If you have time, take phrases or pieces from the ads everyone likes best and to create one "super" ad.

An added twist: Ask the participants to use their ad copy to design fliers that they could post in some of the places they suggested in Activity 3. Supply lots of colored markers and flip chart paper.

ACTIVITY 5**Matching job experience with your needs**

The resumes are fairly brief, so they could be read together out loud, or you can ask everyone to read them for themselves. Break into small groups to discuss the strengths and weaknesses and come up with interview questions.

An added twist: Ask one or more participants to play the role of the applicants and ask the group to interview them.

Here is some insight on the characters.



Amy Beckwith can fill a conversation with social work terms and jargon, as well as compassion for the residents. This will hide the fact that even as a supervisor she had no contact with numbers, budgets, and has absolutely no maintenance knowledge.



Carl Dobson is a naturally shy person. He has loved doing his job and is very good, but never goes out of his way to make conversation. Carl has never done any administrative work but believes it cannot be harder than fixing a boiler.



Pat Marshall can construct an entire operating budget and proforma plan going out 10 years, but has never really dealt with the face to face issues of someone who is unhappy about the heat in their apartment. In fact, as an accountant, Pat has not had to develop much in the way of people skills at all.



Sally Wong saw the flier you posted at the grocery store. Doesn't know much about formal property management systems but in the flier you offered free housing. She is very good with people and numbers. Grew up in a large apartment building where her father was superintendent.

Resource Suggestions

Build a Manual Software Series, Operating Procedures Manual [Computer Program].

New York: Local Initiatives Support Corporation. 1998

Hecht, Bennet, Local Initiatives Support Corporation, and James Stockard. *Managing Affordable Housing.*

New York: John Wiley & Sons, Inc. 1996

Holland, Barbara Kamanitz. *Managing Single Family Homes.*

Chicago: Institute of Real Estate Management. 1996

Holland, Barbara Kamanitz. *Successful Residential Management, the Professional's Guide.*

Chicago: Institute of Real Estate Management. 1990

Kelley, Edward, M. *Practical Apartment Management.*

Chicago: Institute of Real Estate Management. 1995

King, Carol Stone, Gary Langendoen and Lynn H. Hummel. *The Successful On-Site Manager.*

Chicago: Institute of Real Estate Management. 1984

Lapides, Paul D. *Managing Residential Real Estate.*

Boston: Warren, Gorham and Lamont. 1986

O'Donnell, Michael, ed. *A Guide to Comprehensive Maintenance and Repair.*

New York: Urban Homesteading Assistance Board and Local Initiatives Support Corporation. 2001

Stockard, Jim. *Asset Management Training Curriculum.*

New York: Local Initiatives Support Corporation. 1997

Stockard, Jim. *A Guide to Comprehensive Asset and Property Management.*

New York: Local Initiatives Support Corporation. 1996

Stone, Bob. "A Guide to the Roles and Responsibilities of an Asset Manager"

LISC Asset Management, Occasional Paper Series No. 3 (December 1997)

TRACKIT! Asset Management Software [Computer Program].

New York: Local Initiatives Support Corporation. 1998

Wallstein, Joan. "Selecting a Management Firm; a Workbook and Sample Forms"

LISC Asset Management, Occasional Paper Series No.2, (November 1997)

Websites

Consortium for Housing and Asset Management

The Enterprise Foundation

Handsnet

HUD Homes and Communities

HUD Office of Community Planning and Development

Institute for Real Estate Management

Local Initiatives Support Corporation

Neighborworks

www.cham.org

www.enterprisefoundation.org

www.handsnet.org

www.hud.gov

www.comcon.org

www.irem.org

www.liscnet.org

www.nw.org

ORGANIZATIONAL DEVELOPMENT INITIATIVE

2001 PUBLICATION LIST

● ***A Guide to Comprehensive Asset and Property Management: A Manual for Building Communities through Good Asset and Property Management, Second Edition 1997***

This 250-page guide describes an approach to the oversight and management of residential properties that stretches beyond simple rent collection and lease enforcement to incorporate a range of services aimed at supporting the growth and development of residents. It will be useful to CDCs and other non-profit and community based organizations that own or plan to own affordable housing; to lenders, equity partners, subsidy providers and intermediaries who have interests in developments they do not oversee on a daily basis; and to resident groups as a good reference point for discussions with the owners and managers of their properties.

● ***A Guide To Comprehensive Maintenance and Repair: A Practical Maintenance Manual For Affordable Housing Professionals***

This guide is designed to assist CDCs and their staffs, whether they self manage or contract out property management services, in project maintenance and operation. The information in the manual is carefully presented in six easy to follow chapters covering: How Your Buildings Work, Introduction to Strategic Maintenance and Repair, Maintenance Reporting and Tracking, Managing Maintenance Staff and Contractors, Capital Planning, and When Your Maintenance System Fails: Turning Around Poorly Managed Projects. Additionally, the manual will contain a glossary of important maintenance terminology and an addendum of useful maintenance forms. The book is designed to be very user friendly and is organized so the reader can easily find specific information required to help them do their job.

● ***"Selecting A Management Firm: A Workbook and Sample Forms," Occasional Paper Series, November 1996***

Choosing a management firm is among the most important decisions that the owner of a property will make. Taking the time and expending the effort to choose carefully and wisely can prevent major problems down the road. This Workbook is intended as a companion piece to chapter five of the *Guide to Comprehensive Asset and Property Management*. It is designed to take the reader through the key steps for selecting a manager using a competitive process, identifying some common pitfalls along the way and providing sample "tools" (documents, questionnaires, checklists, forms). All of the sample tools are available on computer disk to make the process of using and modifying them as easy as possible.

● ***"Roles and Responsibilities of an Asset Manager," Occasional Paper Series, December 1997***

This paper defines the roles and responsibilities of an asset manager at each stage of a development's life — from acquisition to disposition. Both comprehensive and practical, it details the broad range of activities performed by the asset manager including their roles during pre-development and construction; in deciding to contract out for property management or to self-manage; in developing management policies and performance standards; and in designing and implementing monitoring systems. To facilitate this important work, the paper also includes a computer disk containing checklists, forms and schedules that can be used to complete many of the tasks described.

TRAINING RESOURCES:

● ***Asset Management Training Curriculum: Volume I***

This is the first volume of LISC's asset management training curriculum and contains our most frequently requested modules, including: Elements of Asset Management; The Initial Proforma and the 20-Year Spreadsheet; Building A Property Management Plan; Contracting Out vs. Managing For Yourself; Selecting the Right Management Firm; Performance Standards for Asset Management Reporting and Monitoring; Planning and Managing Maintenance; Asset Based Budgeting; Financial Workouts, Refinancing, and Disposition Roles for the Board, Staff, Management and Residents in Asset and Property Management.

SOFTWARE PRODUCTS:

● ***TRACKIT! Asset Management Software***

This user-friendly Excel-based software was created to assist CDC staff in tracking and monitoring portfolio performance, and generating asset management reports for senior staff and Boards. It quickly and easily organizes and processes asset management data, and prepares the charts and reports needed to identify critical trends, spot problem areas and, ultimately, improve performance. Utilizing data collected each month from property management reports, *TRACKIT!* calculates 15 ratios that are critical to determining the health of the portfolio including occupancy, turnover, and collection rates; tenant receivables/unit, cash flow/unit, and average vacant unit turnaround times. These performance indicators can then be charted or graphed over time to highlight significant trends.

● ***The Build-A-Manual Software Series: Property Management Operating Procedures***

This interactive Build-A-Manual Software was developed in response to numerous requests from CDCs managing their portfolios in-house for a customized operating procedures manual with sample forms. Typically, consultants have charged from \$7,000 to \$20,000, per organization, to produce such a manual of policies and procedures. By answering 35 key questions concerning your property management operation, you can easily create a fully editable manual which includes chapters on financial management, leasing, tenant relations, rent collection and lease enforcement, maintenance, administration and tax credit compliance. The manual software is further supplemented by over 75 useful forms, checklists, schedules and sample letters that can be useful in managing your portfolio.

● ***EaSy: Making Sense of Your Financial Statements***

EaSy is a tool that uses your Community Development Corporation's (CDC) financial statements to analyze fiscal health, status and trends quickly, accurately, and efficiently. Using your data to generate user-friendly graphs and tables, *EaSy* helps high performing CDC boards and staff to strengthen organizational financial management. You can analyze up to four years of financials through three routes: ratio, trend and compound analysis. *EaSy* is able to generate eleven ratios for liquidity, efficiency, leverage and profitability of your organization and present numerous trends — all conveyed through individual graphs or tables. You can even insert comments on those tables for presentations or record keeping.

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