

Sponsorship Packet

*The secret of success is to do
the common things uncommonly well.
John D. Rockefeller Jr.*



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You, the licensee, are continuously affiliated with the holder of the "site license" (in this case Better Homes and Gardens Ventura Barnett Properties); You conduct all Quantum Home Tours™ in strict accordance with the procedures outlined in the Quantum Home Tour™ Manual. A minimum of two agents participate in the Quantum Home Tour™, each complying with the above standards. Exceptions to this must be in writing by either Quantum Management or Douglas M. Yeaman.

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Entire Agreement

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Signed

Date

Letter From Senior Management

Dear Student:

Welcome to the most intensive—and effective—Real Estate Licensing program you can ever imagine! This is the first step to your successful career in real estate. After you have successfully completed your licensing training, you will be ready to embark on The Journey To Mastery™ Program--the most extraordinary and revolutionary real-estate training and marketing program available.

We are committed to helping you get your license in the shortest amount of time possible. The Sponsorship Program is designed to assist you in the process of becoming a licensed real estate marketing representative. We will guide you through each of the steps, including instruction and certification for real estate licensing, application and preparation for the State Real Estate Exam, and application for the real estate license itself.

In return we ask that you make a personal commitment to the training program and to the accomplishment of your goal to become a real-estate professional.

We have great expectations.

We expect you to complete the three required courses in the minimum possible time. We ask that you study for and then take three practice exams each week, and if you miss one (taking only two tests), then we ask that you make up the third test the following week. We ask that you follow our method of study for the practice exams, and do not deviate from or alter the method even a little bit.

We ask that you let us know if you find yourself falling behind or feel that you are unable to keep up. We ask that you give us permission to contact you if we notice that you are having trouble so that we can encourage you to take the necessary steps to get back on track.

If the results you are producing suggest that you are falling behind in the course, we



Letter From Senior Management

want you to accept an honest appraisal of your performance. We ask that you be willing to hear the truth about how you are doing, and we expect you to make whatever changes are necessary to get back on track. We want you to make a conscious decision about whether to stay with the program. If you are unwilling to commit yourself to the Program, then we ask that you formally withdraw from the Real Estate Principles course, terminate your affiliation with Better Homes and Gardens Ventura Barnett Properties, and repay your promissory note held by Better Homes and Gardens Ventura Barnett Properties (subject to the provisions of your Sponsorship Agreement).

Most importantly, we ask that you let us help you if any problems arise. You can count on us to support you in your commitment to staying on track and to be very encouraging, even laudatory, when you are on track and doing well.

After you have successfully completed the three required courses and have received your real estate license, you will be ready to participate in The Journey To Mastery™ Program. Through this program, you will develop the skills and the knowhow to become a productive member of Better Homes and Gardens Ventura Barnett Properties marketing team.

We look forward to working with you.

Warmest regards,

Tony Ventura
President

Better Homes
Ventura Barnett Properties

and

Gardens



What is Real Estate Really Like?

*Whether you think you can
or you think you can't, you're right
Henry Ford*



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The Plain Facts About a Career in Real Estate

Real Estate

The phrase conjures up soaring property values, solid investments and a shoe-in for those looking for that independent, big-bucks career.

That, however, is the myth. In fact, about half of the people in possession of a real estate license make under \$10,000 a year. The average income is less than \$8,000 per year. And if that wasn't discouraging enough, 75% of the graduates of the licensing program drop out of real estate their first year in the business. Of the 25% that survive, 75% again flee the field in the second year.

With conventional methods of orientation and training, the new agent is unlikely to earn a commission in six to nine months. Very few individuals can afford to work without regular compensation. Therefore, in most companies, there is a high turnover, and of those agents that remain, most are not full-time professionals.

Morale becomes a problem because there is no positive feedback or reinforcement of the right kinds of activity. New agents become disenchanted with the real-estate marketing profession.

Avoiding the Pitfalls

Worse yet, some companies are not very protective of their new agents. The new licensees are sometimes exploited by the senior agents. It is not uncommon for the new agents to do all of the "leg work" in exchange for a small wage, but the rewards and profit are reaped exclusively by the seasoned agent. The new agent never develops his or her own leads or clientele. Even assuming that the typical real estate office does not permit the wholesale exploitation of new agents, there is still the difficult learning curve that must be overcome.

One method of dealing with this slow and difficult learning curve is to work at more than one job, making real estate marketing more of a "hobby" than a profession. This is typical for the industry, but there is another way—a better way—to do things.

Early development is important to your future success. In a 1985 study conducted



The Plain Facts About a Career in Real Estate

by Douglas M. Yeaman, looking at key factors for substantial success in the field of real estate marketing, it was determined that the habits developed in the first six months and the ability to produce quickly were more significant than any other single factor.

The study found that agents who did not open a transaction or write an offer until the second half of their first year were substantially disadvantaged. Less than 15% of the agents in this category ever made it past their first year. It takes 60 to 90 days for a transaction to close. This means that if no transactions are opened during the first 90 days, the agent will not receive a pay check for at least six months. This is typical for the industry.

Fortunately, Not All Real Estate Companies Are Alike

Better Homes and Gardens Ventura Barnett Properties is able to shorten this “learning curve” by enabling Associates to become productive and profitable early on. The program combines intensive sales training and orientation with a unique mentoring program. The program is called The Journey To Mastery™ (“Program”) and it has a proven track record for success.

As an Associate with Better Homes and Gardens Ventura Barnett Properties, you will become integrated with Better Homes and Gardens Ventura Barnett Properties Real Estate Marketing Team. The sales environment will be one of cooperation and mutual support rather than the chaotic, competitive sales environment of the typical real estate office.

However, it takes dedication and commitment. During the most critical period in your career, **you must work three weekends a month** and you will be working between 40 and 48 hours per week. This level of commitment is absolutely necessary for success in the real estate market. Agents need to be prepared and must prepare their spouses and partners for the rigors of the job.

Doug Yeaman, creator of The Journey To Mastery™ Program, in commenting on this states, “I do not make up the rules. I merely describe the reality of the market, and real estate is a weekend game.” There is only one formula for success, and it is one part inspiration and nine parts perspiration.



Choosing The Right Course

Any important decision should be carefully thought out. Starting a new career is probably one of the most important decisions that a person can make. A career, by definition, implies a lifelong commitment. Therefore, a great deal of thought should go into your decision to become part of Better Homes and Gardens Ventura Barnett Properties marketing team.

Self Evaluation: Is a Career in Real Estate Right For You?

Do you work well with people?

Interpersonal skills are necessary in any career, and this is especially true in the field of marketing. Moreover, as a real estate agent, your ability to relate well with people and to form professional relationships with perspective clients is one of the most important attributes you can possess. Although you will learn various techniques for qualifying buyers and conducting market analyses, you will work harder than you ever imagined. The bottom line is that real estate marketing is about people helping people.

Are you willing to take charge of your career?

“Taking charge” means being in control. It is an attitude that generates opportunities for success. However, it requires motivation, determination and self-discipline. You must be willing to take action. In this field, nothing will happen automatically. It requires purposefully directed action—a conscious decision, and then, an affirmative action, to make it work. Sales techniques, knowledge of property law and financing are not enough to ensure success. However, if you have the right attitude and work well with people, then you have the potential for a successful career in real estate starting with Better Homes and Gardens Ventura Barnett Properties Journey To Mastery™ Program.

Are you willing to make a commitment?

Once you have made the decision, you must do everything in your power to make it happen. You must give yourself every opportunity for success. This requires getting the best training available. Better Homes and Gardens Ventura Barnett Properties is the right place to start. Here, you will receive the most effective real estate training course available: The Journey To Mastery™ Program.



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Career Commitment

Find out who and what you are, and
then try to be that, perfectly.

— Douglas M. Yeaman

Career Commitment

Initial Interviews

Your introduction to the program is usually in a group. We ask that you include your spouse or significant other in the interview process. We tell you about us and you tell us about you. This is the time to ask the questions you or your spouse need answers to in order to confirm your commitment to a career in real estate with Better Homes and Gardens Ventura Barnett Properties.

Some real estate companies hire only experienced salespeople. Some hire “anybody” and take a “wait-and-see” attitude: those who make it—fine; those who don’t—fine. At Better Homes and Gardens Ventura Barnett Properties, we hire only those who want a full-time career in real estate and are willing to work from the first day of their association with us. Because of the cost of training, we expect you to have real estate marketing as your primary source of income.

As mentioned earlier, it is important to involve your spouse or significant other in the orientation process. You are going to need his or her support to make the transition to Real Estate as your career. It will require a serious commitment of time and effort. We will ask you to establish and affirm your commitment to your career in real estate and to Better Homes and Gardens Ventura Barnett Properties.

Career Commitment

You will be glad to know we are committed to supporting and training new salespeople! We will pay for the cost of tuition for your Real Estate Pre-License Course and exam preparation (approximately \$379 in value), but only if you agree to work



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Career Commitment

We are also committed to sales training and continuing your real estate training after you have received your license. We are willing to invest in your future with Better Homes and Gardens Ventura Barnett Properties, and therefore, we expect you to work full time with us for one year. We will ask you to sign contracts that say that if you participate in and complete our training but continue in real estate with another firm, then you pay on your promissory note of \$500 (subject to certain exceptions and conditions as set forth in your Sponsorship Agreement, so **please read it carefully**).

Course Commitment

In order to obtain your license, the State of California requires you to complete three courses: Real Estate Principles, Real Estate Practices and an Elective. If you took any of these courses in college and it is on your transcripts you don't need to take it again. The three courses are offered at Better Homes and Gardens Ventura Barnett Properties Sponsored Schools and take about seven to eight weeks to complete. As soon as you have completed the courses, a Certificate of Completion will be issued to you. The Certificate of Completion is necessary to apply for a state exam date and a Certificate of Completion will be required before you can be licensed.



Career Commitment

Real Estate Exam

A score of 70% is required to pass. By the time you are ready to take the State Exam all of your questions about the Exam will have been answered.

While waiting for your license, you will be given the opportunity to participate in our orientation program and to integrate with Better Homes and Gardens Ventura Barnett Properties Marketing Team. This will help you get off to a good start with your new career.

Notification of Results

When you receive the results, and if you find that you did not pass, please do not be discouraged. We will assist you in receiving a new Exam date. The State of California will assess you an additional \$60 and it may take some time to arrange. However, this will ensure that you have ample time to prepare.

When you receive notice that you passed, present your paperwork to your office manager. As soon as your application for your license has been completed and submitted to the appropriate Department of Real Estate Office, you may begin the orientation with us. Welcome aboard! You are now ready to embark on a Journey To Mastery™ where you will receive the finest real estate marketing training available.



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Overview of the Licensing Program

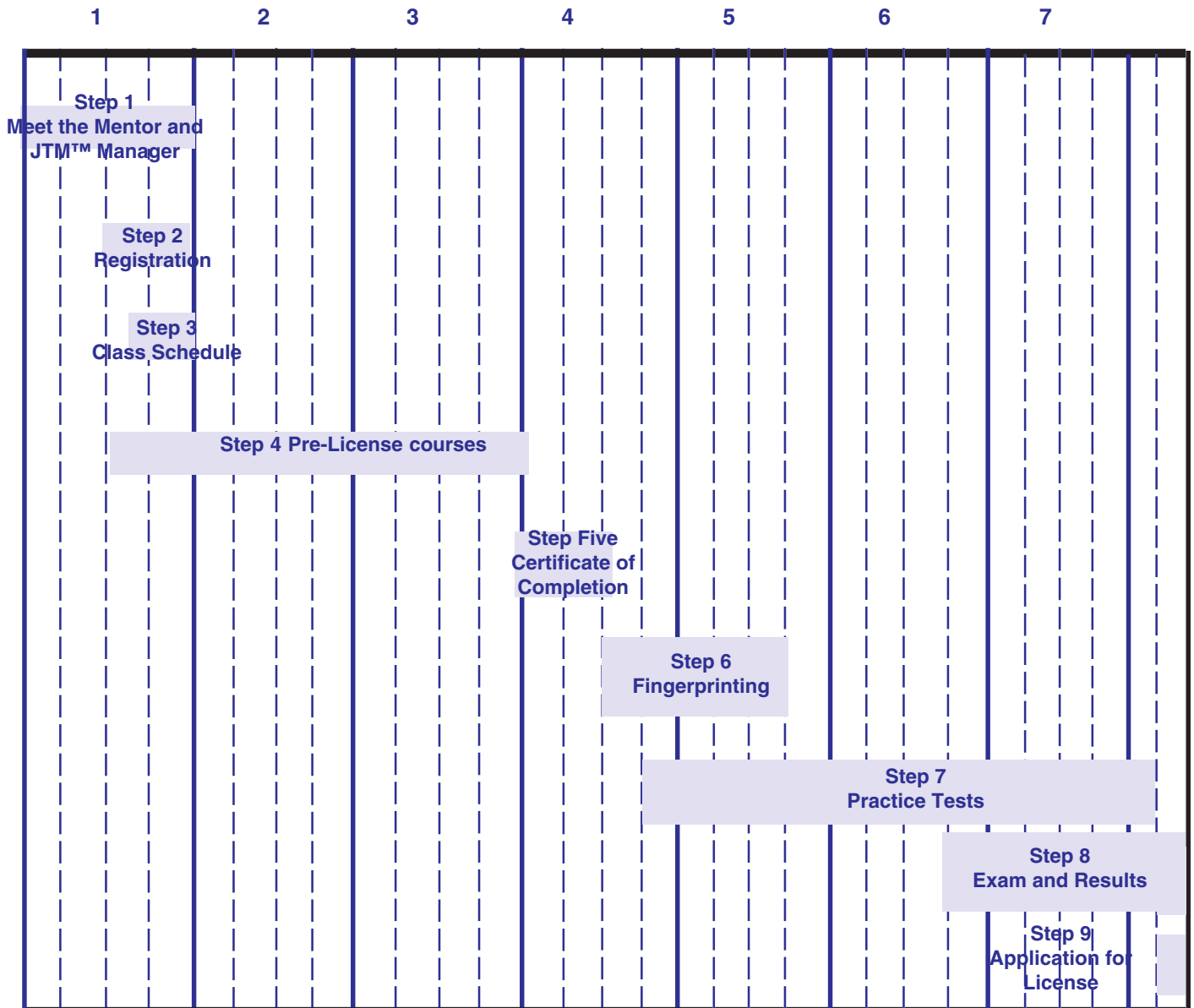
- Step One:** *Meeting with JTM™ Manager*
- Step Two:** *Registration and Application for State Exam*
- Step Three:** *Assignments and Class Schedule*
- Step Four:** *Real Estate Principles - Open Book
Real Estate Practices - Open Book
Elective Course - Open Book*
- Step Five:** *Certificate of Completion*
- Step Six:** *Fingerprinting*
- Step Seven:** *Practice Tests*
- Step Eight:** *The Exam and Results*
- Step Nine:** *Your Real Estate License*

*The Rung of a ladder
was never meant to rest upon,
but only to hold a man's foot long enough
to enable him to put the other somewhat higher.
Thomas H. Huxley*



Pre-License Start-up Timeline

It takes about 7 WEEKS to complete the Licensing Process.



Steps in the Enrollment and Training Process

Step One: Meeting with the JTM™ Manager

You will meet initially with the JTM™ Manager. During this meeting, the appropriate applications and forms will be provided and completed to begin the “in-processing” phase of your enrollment in the Real Estate Licensing Program and your affiliation with Better Homes and Gardens Ventura Barnett Properties. In addition, the Sponsorship agreement must be read, understood, and executed before the certificate can be validated by the Manager. You will receive your name tag and be “briefed” on Better Homes and Gardens Ventura Barnett Properties standards and expectations regarding Pre-license training.

Step Two: Registration for Principles of Real Estate, Real Estate Practice and Elective and Application for State Exam

You will also complete and sign an application for the state exam which will be submitted to the California Department of Real Estate by Better Homes and Gardens Ventura Barnett Properties at the appropriate time. You will be issued a test date that is usually within a 4 to 6 week period from the date this form is submitted.

Step Three: Assignments

You will be given assignments weekly that will keep you on target for completing all the course material within a 2 ½ to 3 week period per course (7-8 weeks total.) You will need to be disciplined in your completion of the chapter exercises and faithfully complete your weekly assignments.



Steps in the Enrollment⁸ and Training Process

Step Four: Real Estate Principles and Practices plus an elective

The Pre-license courses are Independent Study Courses that take 2½-3 weeks apiece (7-8 weeks total.) To successfully complete the principles courses, Better Homes and Gardens Ventura Barnett Properties requires as a condition to your sponsorship and continued affiliation that you complete the course in the minimum amount of time. Therefore, you should dedicate 4 days per week, 3 to 4 hours per day, to the course work.

Step Five: Receiving Certificate of Completion

Upon completion of the home study Pre-license courses, a Better Homes and Gardens Ventura Barnett Properties sponsored school will issue your Certificate of Completion crediting you with the completion of the course in compliance with Department of Real Estate standards. This certificate, which is required before you can be licensed will be submitted to the Department of Real Estate along with your fingerprinting (step six).

Step Six: Fingerprinting

The Department of Real Estate will send you a notice informing you of your test date. Also included with this notice is an application for Live-Scan Fingerprinting. Better Homes and Gardens Ventura Barnett Properties will assist you in finding a location for completion of your fingerprinting and will pay \$75 to the appropriate entity from your advanced fees.

Step Seven: Practice Tests

Better Homes and Gardens Ventura Barnett Properties Sponsored Schools offer the State Exam Review which includes a series of practice exams that are patterned after the most current State Exams. During this portion of your preparation, you will be administered several practice tests. Your results will give you (and Better Homes and Gardens Ventura Barnett Properties) an indication of what is required to successfully prepare for the State Exam. These tests will be graded, and your testing schedule will be based on the results of these tests.



Steps in the Enrollment and Training Process

If you consistently receive a score of 80-90% or higher, you need only take a minimum of 12 practice tests prior to your actual State Exam. If your score is lower than 80%, then you must review those areas that were incorrectly answered, and retake the exams. Each practice exam is similar to the actual State Exam in format and level of difficulty. There are between 150 and 170 multiple-choice questions covering the following areas: encumbrances, contract law, agency, and definitions. It usually requires between 45 minutes and 3 ½ hours to complete each test.

Step Eight: The Test and Results

The test is administered locally (in Northern California) and you must bring the notice mentioned in step six above with you to the test site. The exam consists of 150 multiple choice questions and three hours and fifteen minutes are allowed for the entire examination. The minimum passing score is 70% (or 105 correct answers). Your results will be available when you leave the exam room. Additionally you may access these results which are posted to the Department of Real Estate's website.

Step Nine: Your Real Estate License

It's been a tough road so far, but you did it! Your accomplishments speak for themselves. Now it's time to apply for your California Real Estate License. Better Homes and Gardens Ventura Barnett Properties will assist you in the completion of all necessary paperwork.

Step Ten: The Journey To Mastery™ Program

Congratulations! You are now ready to embark on a Journey To Mastery™. As you know, your training does not stop here. You will be participating in the most effective real estate training program available. It is called The Journey To Mastery™ Program.

The Journey To Mastery™ Program is a unique training program employed by Better Homes and Gardens Ventura Barnett Properties. This program will shorten the "learning curve," enabling you to become productive and profitable early on. The method combines intensive sales training and orientation with a unique mentoring program, which has moved hundreds of sales professionals to be among the top producers.



Examination Techniques

General Instructions

(This is an approximation of the instructions that you will receive at the state examination and are provided so that you may become familiar with the procedure.)

Please read and follow these instructions. Failure to follow instructions may cause dismissal from the examination room.

After the test begins, you are not to converse with anyone. Do your own work. Any questions you have may be quietly discussed with the proctor. The proctor is not allowed to discuss examination or test items.

You will not be allowed to use your cell phone, smart phone or your own calculator. One will be provided.

The exam is handled via computer screens. You will get your results before you leave the exam room. It is graded electronically on the spot.



Examination Techniques

Tips for Taking Your Real Estate Examination

The following tips are designed to insure the success of passing your Real Estate Examination. These basic guidelines will be beneficial if properly utilized.

On Your Mark . . .

Get a good night's rest. If you have your examination scheduled in the morning and you are a slow starter, drink some coffee, but do not eat a heavy meal. Try to plan on arriving for the State Examination about one hour early to avoid traffic problems and sit in your car while you look over your notes for the last time. Relax! There is no serious penalty or jail sentence if you fail. So take it easy and pass the first time.

Pace Yourself

The state examination is composed of 150 multiple choice questions. The time for completing this examination is 3 hours and 15 minutes.. This is a little more than one hour for each 50 questions. If you answer one question per minute you are ahead of schedule. If you go much slower, you will fall behind.



Examination Techniques

Read the Question

One of the most important guidelines both now and for your actual practice as a licensee is: **READ THE QUESTION!** Read the question, read it carefully to make sure you understand what is being asked.



Examination Techniques

Arithmetic

Each examination offers arithmetic problems. The course materials have prepared you to answer the arithmetic questions. The main point to be made in this regard is that there is no substitute for thinking. You should work out each question on your scratch sheet. Do not do the arithmetic in your head. Needless errors are made when we take shortcuts.

Working through each question on the scratch sheet will help to avoid careless mistakes. You are allowed to use a silent, non programmable calculator - do so! Using a calculator will help with arithmetic. Do not take a new calculator you are unfamiliar with to the examination. Take one that you have been using constantly while doing your Principles and Practice Tests.

The best advice for taking the Examination is to simply RELAX. If you have done the work as we suggest, you are among the best prepared students taking that examination. Knowing what you know is an all important element in your success; relaxing before and during the examination will be instrumental in becoming a licensed real estate agent.

After completing the questions in the above mentioned fashion, spend time working on the difficult questions which were initially skipped.

Don't get stuck on one question. Make sure the number on the answer sheet matches the number of the question you are answering! If you do not watch you may skip a number on the answer sheet and end up with the next ten (right) answers in the wrong line on the answer sheet, this will cost you valuable time to correct and may confuse the Scantron machine they use to correct the tests.

Common Errors

When you have completed your examination, go back and look for skipped answers.



Examination Techniques

When in Doubt . . .

Do not automatically pick "c". When you really have no idea as to the answer, try to eliminate two of the incorrect choices. When you guess, the answer is usually one of two close choices or a lengthy statement. If "c" is one of these two remaining choices, then pick "c". Having eliminated the two least likely answers, you now have a 50% chance of getting it right instead of a 25% chance.

If you run out of time, you can use the B-B-B system as a last resort. If necessary, just go down the answer sheet and mark B for every answer.

Trick Questions

Most questions require a legal response and always assume that facts presented are proven. Superlative words such as "never," "always," or "must" are usually indicative of an exception. Always look for the one best answer. In some questions all of the choices could be true, but one of the choices is always true. In other questions all of the choices are wrong except for one statement that could be true. In this case the correct response is the statement that could be true. The best technique to use on most multiple-choice questions is to eliminate the wrong statements, rather than look for the right one.



REQUIRED ITEMS

**Better Homes and Gardens Ventura Barnett Properties Name
Tag**

Sponsorship Agreement

Application for Enrollment

Application for Exam Date

Certificate of Completion

Fingerprints

Test Schedule

Application for License



Sponsorship Forms and Agreements

*"One person has enthusiasm for 30 minutes,
another for 30 days,
but it is the person who has it for 30 years
who makes a success of his life."*

Edward B. Butler



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Sponsorship Agreement

I, the undersigned (hereinafter "Licensee"), am applying to Better Homes and Gardens Ventura Barnett Properties ("Better Homes and Gardens Ventura Barnett Properties") for acceptance and admission into the Sponsorship Program. The Licensee understands that this program includes sponsorship for the following training courses offered by Better Homes and Gardens Ventura Barnett Properties Sponsored Schools: Basic Real Estate Principles Course, Real Estate Practices and an elective course and State Examination Preparation. In addition, the Licensee further understands that obtaining a real estate license is only the first step in the real estate career path as an affiliate of Better Homes and Gardens Ventura Barnett Properties.

In exchange for acceptance into the Sponsorship Program, the Licensee hereby agrees to the following terms and conditions:

- A. To sign an interest bearing note in the amount of \$500.00 payable to the order of Better Homes and Gardens Ventura Barnett Properties. The Licensee understands that in the event Licensee voluntary terminates affiliation with Better Homes and Gardens Ventura Barnett Properties, subject to the provisions set forth in Parts F and G below, then Better Homes and Gardens Ventura Barnett Properties may demand immediately payment of the full amount of the note and the entire amount will then become due and owing.
- B. To complete the required course material and to apply for my state test within 7-8 weeks, and to obtain my real estate license within six (6) months. I understand that my sponsorship is subject to cancellation if I do not complete my first lesson within one (1) week of today's date.
- C. To meet with Better Homes and Gardens Ventura Barnett Properties each week for the purpose of receiving support and supervision towards licensing and my career in real estate sales.
- D. As a sponsored agent from Better Homes and Gardens Ventura Barnett Properties, you are unique and have qualified for a very special program. You agree to dress professionally while you are attending classes or taking tests with or working in or around Better Homes and Gardens Ventura Barnett Properties Work Environment. This means and is not limited to: **Dressing like a professional, wearing your Better Homes and Gardens Ventura**



Barnett Properties Name Badge and making a positive image/company statement. (We also believe you will feel better, more successful and will have a definite edge over other students you will meet.)

Sponsorship Agreement

- E. I have paid to Better Homes and Gardens Ventura Barnett Properties \$320 as my advance for the costs of my state fees which include: licensing fees and live-scan fingerprinting fee. I understand this advance is nonrefundable. Upon completion of the basic principles course, Better Homes and Gardens Ventura Barnett Properties will then pay the actual costs to the State of California Department of Real Estate.
- F. The Licensee understands that after continuous affiliation with Better Homes and Gardens Ventura Barnett Properties as a licensed real estate agent for twelve (12) consecutive months after successful completion of The Journey To Mastery™ Program, or until the close of escrow of the Licensee's first six real-estate transactions (whichever occurs first), the note will be forgiven and the obligation will be discharged; Better Homes and Gardens Ventura Barnett Properties will refrain thereafter from taking any action to enforce the Note, including but not limited to filing a notice of default, instituting suit or claim, or contacting credit reporting agencies.
- G. In addition, this Note shall be forgiven and the obligation shall be discharged under the following circumstances:
1. Upon withdrawal from the real estate field for a period of one year and upon execution of a Covenant Not to Compete;
 2. Upon involuntary termination of affiliation with Better Homes and Gardens Ventura Barnett Properties for failure to meet Better Homes and Gardens Ventura Barnett Properties minimum production standards;

I have read and understand the foregoing agreement.

Date: _____

(Signature of Licensee)
Read and Understood by _____



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Promissory Note

The undersigned maker, for value received, hereby promises to pay to the order of Better Homes and Gardens Ventura Barnett Properties the sum of Five Hundred Dollars (\$500.00).

Further, the undersigned maker, hereby promises to pay interest as specified below on the unpaid principal at a rate of 6% percent per annum. Interest will accrue at the above-specified rate beginning on _____ and continuing until said principal and interest have been fully paid.

In the event maker leaves Better Homes and Gardens Ventura Barnett Properties earlier than 12 months from date license is initially placed with Better Homes and Gardens Ventura Barnett Properties then payment in full of the above-specified sum (plus any accrued interest) is due and owing on or before one (1) month from date below. Failure to pay the amount due and owing on that date will constitute a default.

The maker will be liable and consents to renewals, replacements and extensions of time for payment hereof before, at or after maturity, and waives presentment, demand and protest and the right to assert any statute of limitations. A married person who signs this note agrees that recourse may be had against his/her separate property for any obligation contained herein. If any action is instituted on this Note, the undersigned promises to pay attorney's fees in the amount determined by the court.

Date: _____

(Signature of Maker)



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Letter of Application

Please accept my application into the Licensing Sponsorship Program and for my affiliation with Better Homes and Gardens Ventura Barnett Properties. I understand you are concerned about my meeting certain requirements and my responses are as follows:

1. **How do you plan to transition out of your current profession and into your new profession full time, keeping in mind that real estate is a career and requires a full-time commitment?**

RESPONSE:

2. **Because real estate is primarily a weekend business, it requires changes in your personal habits, family routines, and leisure time, how will you accommodate these changes?**

RESPONSE:



Letter of Application

3. Because of the expected changes and the impact on family, friends and social life, it is critical that you have the support of your family and significant others. Have you discussed these issues with them? What were their reactions?

RESPONSE:

4. Understanding all of these implications, do they support you in this decision? How do they plan to accommodate your schedule?

RESPONSE:

(Signature of Applicant)



The Journey To Mastery™ Program

Today's preparation determines tomorrow's achievement.



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The Journey To Mastery™

The Road to Results

We help you build client relationships for results. Our new agents consistently outsell other new agents, and where it usually takes new agents six to nine months to begin producing, some of our agents begin opening transactions their first month or two on the job! Better Homes and Gardens Ventura Barnett Properties has enjoyed unparalleled success with the training of new agents in The Journey To Mastery™ Program.

"In less than 30 days I had real clients that turned into real buyers." - Mary Fran McMahon, New Agent October 1999.

Getting on Track with The Journey To Mastery™

The Journey To Mastery™ Program has helped hundreds of sales professionals to become top producers. One of the first things you will discover is that real estate marketing is not just about making sales, it is about developing relationships.

As the statistics of the real estate industry demonstrate, the top producers make most of the money, while 80% of all sales professionals in the industry make less than \$35,000 per year. If you're in the underpaid majority, we believe there are better ways to spend your time, and in one year we can prove it to you. Success may be closer than you think. Why not spend a year mastering your career?

What is Quantum?

Quantum Management Systems is a full-service management consulting firm. We have a proven track record in boosting executive effectiveness, employee performance and corporate profits. Through The Journey To Mastery™ Program, Quantum trains sales associates and professionals to manage time effectively, generate new clients and make the money they want within the targeted time period.

Douglas M. Yeaman, President and founder of Quantum Management Systems, is a nationally renowned management consultant and an inspirational leader. Having worked with more than 140,000 professionals, he is known for his remarkable ability to motivate and train people within an organization,



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The Journey To Mastery™

Here's the Secret

In the face of the gloomy statistics surrounding the real estate industry today, a Park City, UT and Las Vegas, NV based management consulting firm has had a remarkable impact on the success of many real estate organizations. Under its founder and president, Doug Yeaman, Quantum Management Systems offers a unique training program for new agents in real estate. The training is called The Journey To Mastery™ Program. And in a survey of beginning real-estate agents, its graduates outsold other beginning agents four to one.

What is Quantum's secret? A lot of it, according to Yeaman, lies in revealing a little-known truth about the industry. "Most people in real estate think they're selling houses. That's not what they do."

If this sounds unusual, Yeaman explains it in a way that makes sense: "Successful agents are actually engaged in supporting people in making their own decisions around their real estate needs. A successful career in sales is not really about selling. It's about establishing relationships that are mutually beneficial." As Quantum sees it, sales are a by-product of these relationships.

When a person makes a career choice to become an independent real estate agent, a painful fact has to be faced. New business is slow business. Over 90% of new agents fail within the first two years, and nearly all suffer a long period of no-growth before they start becoming profitable.

Typically brokers expect their new agents to take nine to twelve months to close their first escrow. Shortening the time for a new agent to become productive is one of the ways Journey To Mastery™ helps beginning agents.

Another way is by providing them business consulting services for the entire start-up period of their careers. "Most sales trainings," states Janice Rannick, a trainer with Quantum, "lasts for a week or two and are crammed with facts and techniques. We keep only one fact in mind. That is that the top 20% of sales professionals do 80% of the business. We teach our people everything they need to know to function like the 20% who are making the money."



The Journey To Mastery™

An established business has a lot of operational support. This includes all its administrative systems, advertising, legal and financial help—as well as an established client base.

Smooth Selling

The Journey To Mastery™ Program focuses sales professionals in two main areas that maximize professional relationships. These are: setting standards for what is productive, and managing time. In Journey To Mastery™, sales professionals learn exactly what to do to establish a productive client relationship.

Encountering clients from the standpoint of what's productive means letting go of prospective buyers who don't meet the standards. As Yeaman explains, "There are three standards that give agents results: (1) they are getting an agreement to an exclusive agency relationship; (2) assuring that the client is able to buy; and (3) assuring the client is ready to buy. Without these standards, time spent with a client is not income-generating."

Quantum has a similar philosophy in terms of time management. It teaches agents to analyze their work time in terms of what is productive, what is nonproductive, and what is indirectly productive. A specific ratio of time spent in these areas lets agents produce their desired results.

According to Sharon Swanton, "The Journey To Mastery™ Program supplies the resources it takes a successful producer three-to-seven years to acquire on his or her own. And they're available at the most critical part of the business cycle...at the beginning."



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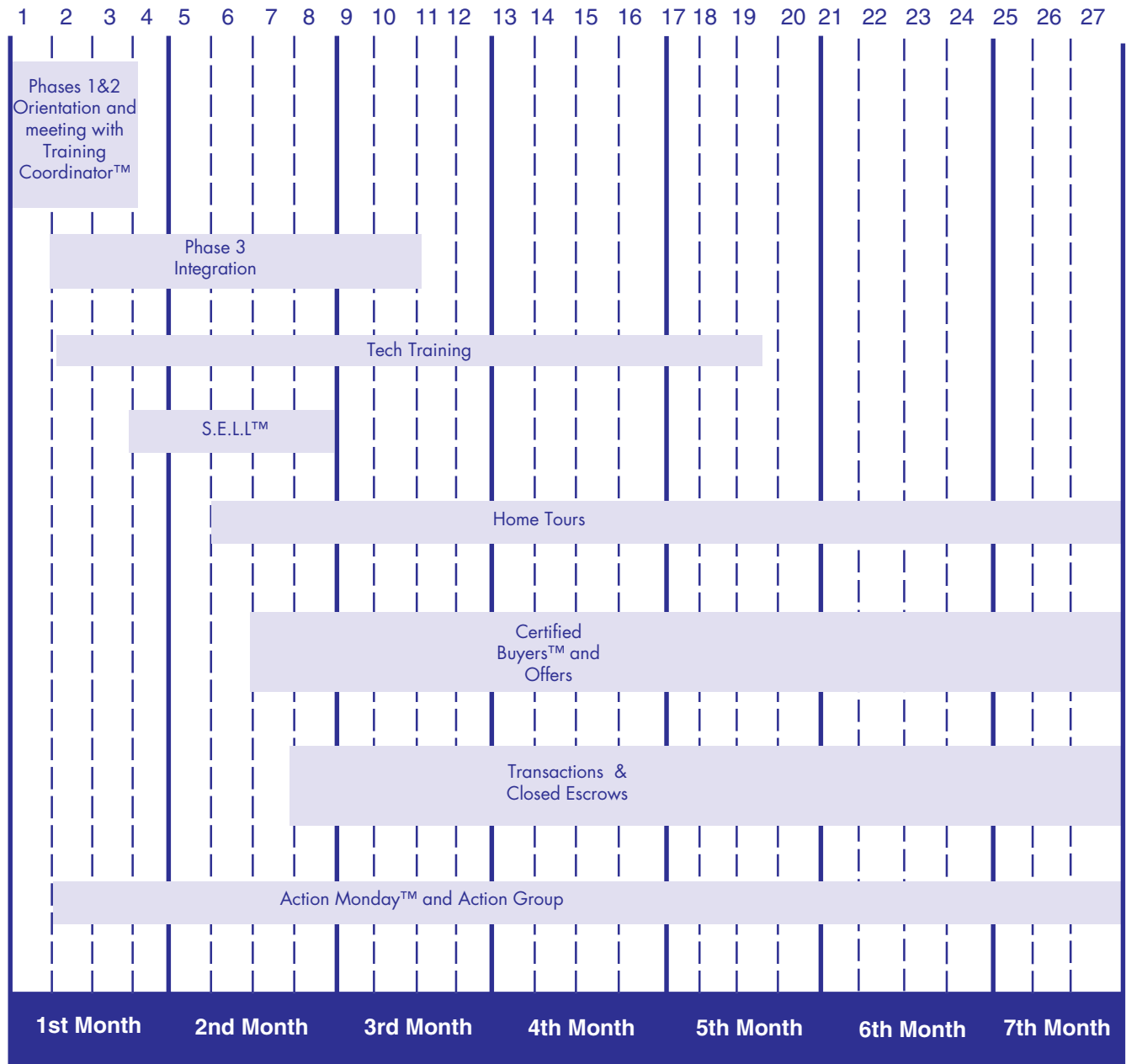
6 Month Timeline

Things may come to those who wait, but
only the things left by those who hustle.
— Abraham Lincoln

New Agent Start-up Timeline

It takes approximately four to nine months of directed activities for a new agent to become a producing member of the Better Homes and Gardens Ventura Barnett Properties Team.

Weeks:



Key to Agent Start-up Timeline

Phase One: Initial Orientation and Introduction
 Phase Two: Meeting between Agent and Manager of New Agent Development
 Phase Three: Integration of Associates with the Journey To Mastery™ Team

S.E.L.L.™ Training: Sales Environment Learning Laboratory (S.E.L.L.™) is an intensive training program that all new Associates are required to attend. It contains three separate segments: Basic S.E.L.L.™ Training, Prestige Home Tour™/Quantum Home Tour™ Certification, and Probing™ Certification.

Begin Prestige/Quantum Home Tour™: The Prestige Home Tour™/Quantum Home Tour™ is the central marketing technique for obtaining buyer and listing leads and establishing clientele.

Associates, in preparing for the Quantum Home Tour™, are required to identify comparative active properties, tour all of the for-sale-by-owner (FSBO) properties and expireds, and prepare a report on the home's location relative to schools, shopping and amenities of the neighborhood.

- Area tour, preview properties and prepare buyer CMA
- Prepare sign maps.
- Obtain permission to place signs.
- Deliver flyers and invitations.
- Phone invitations to any friends, relatives, potential leads or prospects.

Certified Buyers™ and Offers: Working with potential buyers involves what is referred to as Buyer Certification™.

- Client time: Probing™, showing properties, writing offers and negotiating.

Transactions & Closed Escrows: Working with committed "certified" buyers pays off. The Program helps to screen out those not genuinely interested in purchasing a home.

Action Monday™ & Action Groups: Weekly meetings where commitments are made, logistics of home tours are planned, statistics are gathered, and progress is reported.



Weekly Schedule

The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.
—Vince Lombardi



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Weekly Schedule

Week Begins _____

Name _____ Office _____

Date	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday				
7:00					Day Off						
8:00											
9:00	Action Monday™	Office Tour <small>verify day for local market</small>	Property Tour <small>optional</small>	Tech Thursday		Day Off	Quantum Home Tour™ or Client Listings				
10:00											
11:00											
12:00											
1:00											
2:00	Action Monday™										
3:00											
4:00											
5:00		Jelly Bean Jar™ Workshop									
6:00											
7:00											
8:00											
9:00	Daily Planning and Preparation for Next Day										

ASSIGNMENTS FOR THE WEEK:

1. _____
2. _____
3. _____
4. _____

DETAIL:



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Weekly Training Schedule

Weekly Training Schedule Key

- Phase One: Initial Orientation and Introduction
Phase Two: Meeting between Agent and Manager
Phase Three: Integration of Associates with Marketing Team
- S-Time: S-Time is that time spent studying the scripts. S-Time takes priority over “A” Time and “B” Time.
- T-Time: T-Time (not to be confused with “tee-time”) is short for Training Time. T-Time includes both formal and informal training (see “Formal Orientation Class” and “Step Three: Integration”).
- B-Time: Preparation for Quantum Home Tours™ is what is referred to as B-Time. The following activities are included in B-Time.
- Agents, in preparing for the Quantum Home Tour™, are to conduct CMAs, to tour all of the for-sale-by-owner (FSBO) properties and all of the expireds, and to prepare a report on the home's location relative to schools, shopping and amenities of the neighborhood.
 - Doing sign mapping.
 - Getting permission to place signs.
 - Sending out flyers and invitations.
 - Phone invitations to any friends relatives or potential leads or prospects.
 - Client time: Probing™, showing properties, writing offers or going on listing presentations with Mentor.
- A-Time: A-Time typically involves participation during the Quantum Home Tours™ as an assistant or “third-person”. The following list of activities are included in the A-Time category and is in the order of priority:
- Host or hostess or guest at someone’s Quantum Home Tours™
 - Training Quantum Home Tours™
 - Full participation on a team
 - When there are three Certified Buyers™, showing property



New Agents Initial Orientation



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New Agents Initial Orientation

“Get Acquainted” Meeting

The Director of Recruiting meets with you initially. Here, the following administrative matters are taken care of:

- A. Review Recruiting Packet
- B. Begin the administrative induction process
 - 1. Provide “vital statistics”
 - 2. Assignment to Journey To Mastery™ Manager
- C. Receive a copy of the telephone scripts. Make sure you memorize the entire script. Memorizing the scripts are prerequisite to certification in the areas of training. Anyone can do it. Here is how:

Begin by reading the scripts and carefully preparing “flashcards,” that is, three-by-five cards listing key words in the script. These are used as “cues” to help recall the content of the scripts.

- D. Many of the documents contained in the Better Homes and Gardens Ventura Barnett Properties Independent Contractor file, including the Association of Realtors paperwork, must be reviewed carefully and then signed. The following list includes many of the documents that must be read and signed as part of your "in processing."

- 1. Commitment Agreement for Journey To Mastery™ Program
- 2. Independent Contractor Agreement including commission agreement and schedule.
- 3. Association of Realtors Application



New Agents Initial Orientation

Meet Your JTM™ Manager

While a participant in the program, you will be working closely and under the direct supervision of the JTM™ manager.

Integration

The Planned Integration with The Better Homes and Gardens Ventura Barnett Properties Team is accomplished by attendance at regularly scheduled meetings and debriefings, including but not limited to the following: Action Mondays™, Action Meetings, Quantum Home Tours™, Quantum Home Tour™ Training, and Target Intensive Training. This continues until formal S.E.L.L.™ training program begins.

- A. Planned Visits to a Quantum Home Tour™. You will Assist in putting up signs, passing out flyers, etc. However, primary objective is to observe—you do not share the responsibility for running the Home Tour.
- B. Attendance at special training workshop on Quantum Home Tour™ which will be conducted each month. You will participate and observe.
- C. Schedule yourself to all training programs and create calendar for next 4 months.



New Agents Initial Orientation

Training Assignment

A. The procedure for your training assignment is as follows: Your attendance at all meetings and training is required.

1. You will receive a current training schedule.
2. Your name is added to the list of candidates for Quantum training.
3. You must make a commitment to attend all sessions. There is no provision for missing any part of any Sales Environment Learning Laboratory (also known as S.E.L.L.TM), S.E.L.L.TM Training, Quantum Home TourTM; and, ProbingTM Certification.

B. Sales Environment Learning Laboratory (S.E.L.L.)TM :

Sales Success Training is an intensive training program that all new associates are required to attend. It contains three separate segments: Basic S.E.L.L.TM Training; Prestige Home TourTM/Quantum Home TourTM; and, ProbingTM Certification.

Memorization of Script

Memorizing the scripts are prerequisite to certification in the areas of training.



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Sales Environment Learning Laboratory (S.E.L.L.)™

A positive attitude removes the rust from the mind, lubricates our inward machinery, and enables us to do our work with fewer creaks and groans.
—Helen Keller



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Sales Environment Learning Laboratory

Sales Environment Learning Laboratory (S.E.L.L.)™

Working harder at something that doesn't work, still doesn't work. That is why we emphasize the process through which behavior is modified so the techniques taught in the program will be correctly applied. Merely teaching the theory behind the techniques does not immediately result in productivity gains. However, good techniques, combined with the ability to apply them in the market place, does.

We have identified the key areas that substantially affect an agent's productivity. These include the following: organization and time management; effective telephone and prospecting techniques; and decision shaping in one-on-one situations with clients. The behavior modification process, which is integrated with the learning of techniques, is an essential element.

The training deals specifically with techniques that are critical to success:

- Organization and Time Management (*which give a way of measuring your progress*)
- Effective Prospecting Techniques
- Converting Leads Into Sales
- Probing (*one-on-one sessions with clients*)
- Developing Exclusive Buyer Relationships
- Increasing closing ratios
- Decision Shaping (*structuring problem-free transactions*)



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Sales Environment Learning Laboratory

The Sales Environment Learning Laboratory (S.E.L.L.)™ has been designed for real estate agents. S.E.L.L.™ training teaches these individuals specific techniques that, if correctly utilized, will have a direct impact on productivity. In addition, S.E.L.L.™ training creates an environment in which the participants utilize these techniques and can modify their behavior so that the benefit of these techniques is fully realized.

Organization and Time Management:

The participants are introduced to an organization and time management system that is designed to allow salespeople to measure very specifically how they spend their time in relation to productive activities and how they can therefore restructure their activities so as to be more productive. This study in time is conceptual, as in reviewing the difference between productive and indirectly productive time and the laws of work expansion and triviality; and it is also practical, in that a system with forms and procedures for its use is introduced to the participants.

The resulting benefits of an implemented organization and time management system are to increase productivity through a redirection of time spent to include more productive and indirectly productive activities and less with nonproductive activities. Just as important a benefit is the control of time, resulting in more high priority activities and tasks being completed and more confidence because the day's events run smoothly.

Telephone and Prospecting Techniques:

It is Quantum Management Systems' belief that an organization will benefit substantially through proper use of the telephone by the agents. Productivity is increased because less time is spent procuring appointments. More leads are converted into appointments, and if set up properly on the phone, will yield sales.

We work with the participants in the S.E.L.L.™ Program so that they are fully equipped in prospecting techniques; we also emphasize the continual use of these techniques by modifying their perspective towards this type of activity.



Sales Environment Learning Laboratory

Decision Shaping™:

Through proper understanding and use of communication structures in a one-on-one situation with a client, agents can increase their closing ratios and also structure the transactions to be more problem-free.

We start in this area with a conceptual look at why people buy things, from a behavioral point of view, and then structure a presentation so that the agent is, above all, helping the client to crystallize their needs.

The sales people are brought to an understanding of what benefits are, and of how to convert features to benefits. The selling process matches benefits to needs, getting agreement on points through the presentation and “shaping” the client’s decision, leading into an effective close.

The sales people become more directional in their approach with a client, having objectives in mind for every face-to-face meeting, and are genuinely helping the client in filling their own needs. This is a counselor approach to selling, which results in greater rapport with the client, more referrals, and a higher closing ratio.

The Program employs role-playing as a learning tool, using audiovisual equipment to facilitate change.

It also results in more solid business, because through these techniques associates are taught to weed out clients who do not represent “workable transactions” and spend extra time, by prospecting, to find clients who do represent good business. Once again, productivity is increased, which is the Quantum Management Systems objective.



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Sales Environment Learning Laboratory

The Behavior Process:

Herein lies the process through which behavior is actually changed. In every module, the agents are asked to make a minimum of three commitments, such as using the organization and time management system diligently and in a very specified manner for the duration of the program, and making an ambitious number of phone calls (they set the number, as long as it is ambitious) using the new structure every working day between the beginning and the end of the program, and using the new structure in every face-to-face selling situation, for a few examples. By the fourth or fifth meeting it is evident which sales people keep commitments and to what degree. It is at this point we discuss what the differences are between a sales person who is in a failure pattern and one who is in a success pattern.

Simply put, an agent who keeps commitments is in a success mode and gets what s/he wants (goals), whereas the degree of failure (not reaching goals) is dependent upon the degree to which commitments are broken. The participants have been set up through this process to see themselves in relation to success/failure modes. Very clearly, they cannot avoid realizing what keeps them from reaching their goals, and through discussion, come to an understanding of exactly and specifically what they must do to establish a success mode.

Logistics:

The Program is structured over a four day period, and meetings are scheduled for eight hours each. This may seem like a rigorous schedule, but it is essential to the program training. From a behavioral point of view, a minimum of twenty-one days is required in order for a change to occur in behavioral and attitudinal patterns. The learn-by-doing methodology provides a vehicle for reinforcement, and therefore techniques must be practiced before moving on to the next phase in the training.



Sales Environment Learning Laboratory

Summary:

To tie it all together into a cohesive experience, participants will be asked to interactively demonstrate and describe the techniques they have learned.

Simulations are conducted to achieve a sense of realism. Successful real estate agents, working with Quantum principles, will act as facilitators. By sharing their experiences, participants will get firsthand exposure in how to deal successfully with the varied situations they are likely to come across in their daily quest for more sales and listings.

Using the principle of commitment, we lead the participants to an extensive time-management-system methodology. Its impact is to give the freedom to set and reach goals, measure progress, and allow agents to fully enjoy the work that they do.



Standards

Every job is a self-portrait of the person who did it.

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Journey To Mastery™ Standards

By agreeing to participate in the Journey To Mastery™ and its foundation statement, I understand that the following minimum standards of activity must be met during the 90 day period to assure my success and continued affiliation with Better Homes and Gardens Ventura Barnett Properties :

- Any member who misses more than 4 meetings may no longer participate as a member in The Journey To Mastery™ Program or Better Homes and Gardens Ventura Barnett Properties. More than four misses signifies the participant has elected to voluntarily leave the program.
- Every 2 times that a member is late, it shall count as 1 missed meeting.
- Agents agree to hold Quantum Home Tours™ 3 weekends per month until they have and maintain three Certified Buyers AND 6 Productive appointments every week, or have completed The Journey To Mastery™ Program.
- All participants in the program shall attend both an afternoon "Triage" support meeting on Mondays and a Jelly Bean Jar workshop as it is scheduled. A participant may elect to skip either of the workshops ONLY when he/she maintains 3 Certified Buyers™ AND 6 Productive appointments every week.
- All participants in the program shall use a time management system for each work day including but not limited to the weekly schedule.
- All buyers are to be certified and sign an "Exclusive Right to Represent" agreement.
- Associates agree to the following 90 day bench marks:

1st 90 days (3 months)

- 3 Certified Buyers
- 1 Written Offer
- 1 Certified Listing Appointment

2nd 90 days (6 months)

- 1 Buyer Transaction
- 2 Written Offers
- Another 2 Listing Appointments
- 1 Listing Taken

3rd 90 days (9 months)

- 3 Buyer Transactions in Escrow
- 3 Total Listings Taken



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Office Standards

Each office has specific standards for production which will be reviewed quarterly. Only agents producing this amount shall be retained by Better Homes and Gardens Ventura Barnett Properties.

The specific standards for production for Better Homes and Gardens Ventura Barnett Properties are as follows:

- 4 Transactions

[Note: Managers select the applicable basis and standard for the company. Each branch manager reserves the right to quarterly reviews.]

Agents not meeting the minimum production standard of the company, but in whom the manager has a fundamental confidence, will be given the opportunity to achieve that amount through participation in a support system called Action Groups. This support system is reserved for agents who have demonstrated a winning attitude, a willingness to produce, the character to achieve, and the integrity consistent with The Better Homes and Gardens Ventura Barnett Properties.

(Associate's signature)

(Date)



Willingness List

As part of my participation with *Better Homes and Gardens* Ventura Barnett Properties in *The Journey To Mastery™* Training, I agree that I am willing to:

1. Be personally responsible for my promissory note which I understand will be forgiven under certain conditions:
 - Graduation from JTM Program and remain in good standing with Ventura Barnett for 1 year after graduation.
 - I am terminated from the program or the company.
 - Leave the practice of Real Estate for a period of one year.

Additionally, I understand that I will be evaluated by Quantum Management Systems before I can be accepted in the training. I agree that in the event I leave *Better Homes and Gardens* Ventura Barnett Properties prior to completion of *Journey To Mastery™* and 12 months continuous affiliation and go to work in any real estate related field my full \$3500.00 note will be immediately due and collectable.

2. Be accountable and receive feedback on my actions.
3. Attend all sessions. This includes:

Action Mondays™/Transaction Tuesday	Technical Training
S.E.L.L.™ Training*	Jelly Bean Jar Workshop
Probing™ Certification*	M.L.S. Trainings
Quantum Home Tours™**	Office Sales Meetings
Target Workshops (as Scheduled)	Broker's Open House
Win Forms Training	
*Repeated while still in the program	
**Repeated while still responsible for 3 QHT each month	
4. Have Real Estate as my primary source of income—FULL TIME—upon being accepted into the *Journey to Mastery™* Program.
5. Participate in prospecting activities that will yield MINIMUM production standards established by *Better Homes and Gardens* Ventura Barnett Properties (up to 20 hours of prospecting activities and three home tours per month).
6. Be flexible around schedule, time and location changes due to the needs of the training. I will be given adequate notice and I am willing to manage my schedule accordingly. (S.E.L.L.™ and Probing™ Certification Training dates and times will not change, locations may.)
7. Handle issues as they arise within 48 hours and be willing to talk to the person and not about the person at issue. This means issues with my partners I will handle with my partners, issues with my cluster I will handle with my cluster, issues with Quantum Management Systems I will handle with Quantum Management Systems, and issues with my Manager I will handle with my Manager.
8. Meet my office or branch minimum production standards.
9. Work on issues of production and productivity. These include prospecting, organization and time management, committed clients (buyers only), and transaction management.
10. Participate fully at 100% in *The Journey To Mastery™* Training knowing that it is NOT Real Estate training.
11. Use a monthly calendar to define my activities and be held accountable to adhere to this schedule.
12. Be present at ALL *Journey To Mastery™* training sessions.
13. Understand that there are costs inherent to doing business in the real estate industry and I am responsible for these costs and fees as well as any other real estate related expenses, except as specifically agreed to otherwise, in writing. (e.g. MLS fees, errors and omissions insurance, business cards, listing fees and listing related advertising, etc.).
14. Understand that I am being licensed to conduct Quantum Home Tours™ and that the system and information is proprietary and may be revoked by Quantum for failure to conduct properly or upon leaving *Better Homes and Gardens* Ventura Barnett Properties .



Promissory Note

The undersigned maker, for value received, hereby promises to pay to the order of Better Homes and Gardens Ventura Barnett Properties the sum of three thousand five hundred dollars (\$3500.00).

Further, the undersigned maker, hereby promises to pay interest as specified below on the unpaid principal at a rate of 6% percent per annum. Interest will accrue at the above specified rate beginning on _____ (termination date) and continuing until said principal and interest have been fully paid.

Payment in full of the above specified sum (plus any accrued interest) is due and owing on or before four months from date above. Failure to pay the amount due and owing on that date will constitute a default.

The maker will be liable and consents to renewals, replacements and extensions of time for payment hereof before, at or after maturity, and waives presentment, demand and protest and the right to assert any statute of limitations. A married person who signs this note agrees that recourse may be had against his/her separate property for any obligation contained herein. If any action is instituted on this Note, the undersigned promises to pay attorney's fees in the amount determined by court.

The Licensee understands that after continuous affiliation with Better Homes and Gardens Ventura Barnett Properties as a licensed real estate agent for twelve consecutive months, after the successful completion of The Journey to Mastery™ Program, the note will be forgiven and the obligation will be discharged; Better Homes and Gardens Ventura Barnett Properties will refrain thereafter from taking any action to enforce the Note, including but not limited to filing a notice of default, instituting suit or claim, or contacting credit reporting agencies.

In addition, this Note shall be forgiven and the obligation shall be discharged under the following circumstances:

1. Upon withdrawal from the real estate field for a period of one year and upon execution of a Covenant Not to Compete for 12 months from date of withdrawal.
2. Licensee has continuously shown up; not missed more than 4 scheduled Action Mondays™ or scheduled trainings in any 6 month period, and becomes involuntarily terminated from affiliation with Better Homes and Gardens Ventura Barnett Properties for failure to meet Better Homes and Gardens Ventura Barnett Properties minimum production standards.
3. Return of all keys, signs and other materials delivered to me.

I have read and understand the foregoing agreement.



The Journey To Mastery™ Program is designed to assist me in becoming productive (with 3 closed escrows) quickly. I understand my association with Better Homes and Gardens Ventura Barnett Properties and my participation in the program requires my commitment to the following:

1. Attendance to each and every Action Monday™ and the associated Action Group Meeting ["Triage"].
2. Attendance on time for all meetings and appointments.
3. I will hold Quantum Home Tours™ 3 weekends per month on both Saturday and Sunday until completion of the Program or until I have and maintain three certified buyers, and 6 Productive appointments per week.
4. I will distribute a minimum of 100 flyers for each upcoming Quantum Home Tour™ unless stipulated in writing by my manager and I will do this in a timely manner, meeting each person I hand out flyers to.
5. I will invite 25 people from my personal network to upcoming Quantum Home Tours™.
6. I will ask permission of a minimum of 100 neighbors, in writing, to place home tour directional signs on their property and have them sign the permission form.
7. I will preview, prior to a Quantum Home Tour™ the available active listings in the neighborhood.
8. I will obtain as many completed surveys as possible from guests at the Quantum Home Tour™.
9. I will attend all company meetings.
10. I will follow up on all buyer leads I obtain, ask for and get appointments, and get all the buyers I work with certified. I will reserve one designated time slot every week [determined by the JTM™ manager] to complete follow-up calls to guests from the home tour registers and/or my buyers.
11. I will obtain all necessary training and be responsible to know how to operate the phone system and computer equipment before using them or taking floor time.
12. I will graduate from the program when I have completed 6 transactions.
13. I will be on time for all Quantum Home Tours™, bring all equipment and materials necessary, cleanup and put away all such equipment after the Quantum Home Tour™. I am personally responsible for the signs in my possession. I will replace any missing signs so that I have a minimum of 20 QHT signs. [Replacement signs are \$10 each]
14. I know I will be working up to 48 hours per week but I agree to take one day off during the week for rest or recreation.

Signature _____ Date _____

Journey to Mastery™ Agreement

Reciprocal Duties

Better Homes and Gardens Ventura Barnett Properties agrees to provide to you (the Agent) the following training:

S.E.L.L.™ training, which is a technical, results-oriented training program; Action Group™ Meetings; and Action Mondays™.

Probing training focuses on communication skills that help determine the needs of buyers and sellers and creates relationships that are key to business success.

Quantum Home Tour™ is a proprietary licensed marketing event. Managed by a team of certified agents, this event creates attendance at the weekend Quantum Home Tour™ that far exceeds a typical open house. This marketing event typically results in the sale of a property within 2-3 weeks of the event, as well as providing additional business for the team members.

The Journey To Mastery™ Program, an innovative and intensive advanced individual training which includes a unique mentoring relationship with experienced, top-producing agents.

In exchange, you (the Agent) agree to the following terms and conditions:

You will remain active in the training until it is successfully completed, and you will commit the time and effort necessary to attend and participate fully in The Journey To Mastery™ Program.

You understand that you will graduate from JTM™ upon the closing of your sixth transaction with a buyer or seller [leases don't count] The commission of these closings will be at a 45% of the gross commission income on the transaction.



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Journey to Mastery™ Agreement

It is understood that the company will capitalize any listing costs it incurs, which will be deducted from your commission at close of escrow. The company will bear the cost of advertising and for the installation of a sign.

You further understand that in the event that you are unable to complete the training because you voluntarily terminate your affiliation with Better Homes and Gardens Ventura Barnett Properties, subject to the provisions set forth below, Better Homes and Gardens Ventura Barnett Properties may immediately demand payment of the full amount of any promissory notes or other expenses incurred by you or on your behalf by Better Homes and Gardens Ventura Barnett Properties. You do hereby authorize Better Homes and Gardens Ventura Barnett Properties to withhold from any open escrow any amount owed by you at that time.

After continuous affiliation with Better Homes and Gardens Ventura Barnett Properties as a licensed real estate agent for twelve consecutive months after the close of escrow of your first six real-estate transactions, the promissory note held by Better Homes and Gardens Ventura Barnett Properties will be forgiven and your obligation to reimburse Better Homes and Gardens Ventura Barnett Properties for costs of training will be discharged.

In addition, the obligation shall be discharged under the following circumstances:

Upon withdrawal from the real estate field for a period of one year and upon execution of a Covenant Not to Compete;

Upon involuntary termination of affiliation with Better Homes and Gardens Ventura Barnett Properties. This does not include your exceeding 4 missed meetings.

I have read and understand the foregoing provisions and I willingly accept the terms of this agreement.

Signature: _____

Date: _____



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Operations Manual

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I. INTRODUCTION

The purpose of this Handbook is to set forth basic guidelines for the day-to-day operation of the Company. It is not intended to cover every situation or circumstance, nor to answer every question about Company procedures. Any question not covered in this Handbook should be referred to Office Management, who will decide and be guided in such decision-making by personal experience, Ventura Barnett Properties corporate policy and procedures, the REALTOR Code of Ethics, Multiple Listing Service rules, and regulations of the State of California Real Estate Commission, as well as applicable State and Federal laws.

A. REFERENCES

Ventura Barnett Properties is referred to in this Handbook as "Broker," "Office," "Company" or "Management." Sales Associates are referred to as "Associates" or "Salespeople."

B. INDEPENDENT CONTRACTOR STATUS

1. The relationship of Associates to Broker at all times is that of Independent Contractor; no employer/employee relationship exists or is to be implied from any title, provision or language used in this Handbook. The terms and conditions of this Independent Contractor relationship are set out in a written agreement between Management and every Salesperson.
2. Under Real Estate License Law, the Broker is responsible for the acts of his/her Salespeople; therefore, all Associates must follow California Real Estate Law and the REALTOR Code of Ethics to the letter. Associates are not partners, joint ventures or employees of the Broker and have no authority to bind the Broker or Company without approval.
3. Since Associates are Independent Contractors, Management shall have no obligation to withhold any payroll taxes from commission checks, and will not do so.

C. EQUAL OPPORTUNITY EMPLOYER

Ventura Barnett Properties is an equal opportunity employer. All employment decisions and decisions related to independent contractors, including hiring, promotions and raises are made without regard to race, religious creed, color, national origin, ancestry, protected disabilities, marital status, gender, sexual orientation, age or veteran status. We seek a workforce which reflects the diversity of our community.

D. PROHIBITION ON HARASSMENT AND DISCRIMINATION

State and federal law protects job applicants, employees and independent contractors at VENTURA BARNETT PROPERTIES from harassment or discrimination based upon race, religious creed, color, national origin, ancestry, physical disabilities, medical condition, marital status, sex, age, sexual orientation, or veteran status. Harassment of any employee on the above basis is strictly prohibited. Likewise, no individual will be discriminated against in decisions related to hiring, promotions, raises, and the like upon those bases.

With regard to sexual harassment, the following conduct is prohibited:

1. Verbal conduct such as epithets, derogatory jokes, comments, slurs, unwanted sexual invitations or comments.
2. Visual conduct such as derogatory or sexually oriented posters, photographs, cartoons, drawings, gestures, emails and the like thereof.
3. Physical conduct such as assault, unwanted touching, blocking normal movement, and the like thereof.
4. Threat or demands to submit to requests of a sexual nature as a condition of obtaining or keeping employment, receiving benefits or promotions, or to avoid loss of the same.
5. Retaliation for having reported or threatened to report harassment.

If you believe that you have been unlawfully harassed, you should immediately provide a verbal or written complaint to the Operations Manager, Office Manager, or to the President as soon as possible. If your complaint involves your supervisor, manager, or a member of management of the Company, please report the incident to any manager with whom you feel comfortable speaking. Your complaint should include the details of the incident or incidents, the names of the individuals involved, and the name of any witnesses. Supervisors must refer all harassment complaints to the Operations Manager or the President of the Company. The Company will immediately undertake an investigation of the allegations of harassment.

If the Company determines that unlawful harassment has occurred, appropriate action will be taken to prevent further harassment and to remedy any direct loss caused by the harassment. Any employee determined by the Company to have engaged in unlawful harassment will

be subject to appropriate disciplinary action to and including termination. A Company representative will advise all parties concerned of the results and conclusions of the investigation. The Company will not retaliate against you for filing a complaint and will not tolerate or permit retaliation by management, employees or co-workers.

The Company encourages all employees to report any incidents of unlawful harassment.

II. OVERALL GOALS AND OBJECTIVES

The fundamental business objective of the Company is to render only the highest standards of professional service to the public, and to operate competitively and fairly with other real estate professionals.

An equally important business objective of the Company is to make a profit; in order to accomplish this, it is the desire of Management to make available both marketing and management support to each and every Salesperson.

To help ensure these common objectives, certain standards of productivity and professional practice should be maintained by all persons associated with the Company.

III. BROKER RESPONSIBILITIES

- A. Broker is duly licensed as a real estate Broker by the State of California. As such, Broker will maintain an office properly staffed and equipped for the proper operations of business.
- B. Broker agrees that Salespersons may share with each other all the facilities of the office.
- C. Broker agrees to make available to Salespersons all information regarding all current listings in the office.
- D. At Salesperson's request, Broker agrees to furnish such advice, information and full cooperation as Salesperson shall reasonably request. Broker agrees that he/she obtains no authority or right to direct or control Salesperson's actions except where specifically required by law and that Salesperson assumes and retains discretion for methods, techniques and procedures in soliciting and obtaining listings and sales of listed property.
- E. In no event shall Broker be personally liable to Salesperson for Salesperson's share of commission not collected, nor shall Salesperson be entitled to any advance or payment from Broker upon future commissions, Salesperson's only remuneration being his/her share of the commission paid by the party or parties for whom the

service was performed. Nor shall Salesperson be personally liable to Broker for any commission not collected.

- F. Broker shall not be liable to Salesperson for any expenses incurred by Salesperson for any of his/her acts except as specifically required by law. Expenses that must, by reason of some necessity, be deducted from gross commission income, shall be paid by the parties (Broker and Salesperson) in the same proportions as provided for herein concerning the division of commissions.

III. OFFICE POLICIES

A. OFFICE HOURS

The official office hours shall be Monday Through Friday 8:30 through 5:30. During this time period, a receptionist shall be on duty in the receptionist station. However, Sales Associates shall be able to access the office at all times with a key issued by the company.

B. HOLIDAYS

The company will observe the following legal holidays: New Year's Day, Easter Sunday, Memorial Day, Veteran's Day, President's Day, Independence Day, Labor Day, Thanksgiving (and the day after) and Christmas. There will be no receptionist on duty on these holidays.

C. VACATIONS

Since the sales staff consists of independent contractors who receive no vacation pay, Sales Associates may regulate their own vacations; however, Sales Associates should arrange for another Associate to look after their business during their vacations, illnesses, or extended absences. Otherwise, the Manager may assign someone to do their work and share in the commission.

D. CLOSING THE OFFICE

The last person to leave the office in the evening shall be responsible for:

1. Turning off lights.
2. Turning off the coffee machine.
3. Locking the door.
4. Activating the office alarm.

E. OFFICE ORDER

It is important that the office always appear neat and orderly. All Sales Associates and employees are, therefore, urged to be conscious of this fact: desks should be kept clean at all times.

F. USE OF BREAKROOM AREA

The Breakroom area has been provided for the enjoyment and convenience of all Associates who, on occasion, may want to remain in the office for a meal or snack. All food (except coffee, soft drinks, etc.) is to be consumed in the Breakroom only. This will insure a sanitary condition for the rest of our office areas and will be appreciated equally by our staff and clients. **Please do not bring food into the conference rooms.**

G. POSTAGE COST

All postage relating to an agent's real estate transaction shall be paid by the Company. An Associate may not mail farming materials and/or personal mail through the office.

H. COPY MACHINE

The Company will pay for all copies necessary for the completion of a transaction, or for the general business use of the salespeople. Copies of documents not pertaining to Company business will not be permitted.

J. LONG-DISTANCE CALLS

Long-distance telephone calls may be charged to the Company for business purposes only. No personal long-distance calls will be allowed. Each Sales Associate shall be required to utilize their company provided personal access code when making long distance calls.

K. FAXES, MESSAGES

All faxes and messages for Sales Associates received by office personnel will be placed in the Associate's appropriate message box. It shall be each Associate's responsibility to pick up these messages upon entering the office and to service all calls immediately. Associates shall be notified by office personnel when they have received a fax.

IV. SALES ASSOCIATES RESPONSIBILITIES

- A. Sales Associates must provide Ventura Barnett Properties with proof that they have obtained a Sales or Broker License from the California Department of Real Estate. Additionally, Sales Associates must maintain their real estate license in good standing and must immediately report any discipline or change in license status to the Company.
- B. Sales Associates, prior to being authorized to represent the Company, must agree to and sign the Broker-Agent Contract.
- C. Each Sales Associate, prior to being authorized to represent the Company, must read and agree to abide by the Code of Ethics established by the National Association of REALTORS (see addendum), and abide by the rules, customs, and practices as outlined by the local Board of REALTORS.
- D. Each Sales Associate, prior to being authorized to represent the Company, must also read and agree to the office guidelines as contained in the OFFICE OPERATIONS HANDBOOK.
- E. Sales Associates should, within their time limits and abilities, support the Board programs and activities and attend educational programs whenever possible.

V. GENERAL WORK AGREEMENTS

A. SALES ASSOCIATES

- 1. Management will not be liable for the DEBTS of Sales Associates. All orders (NOT APPROVED BY THE BROKER) for materials or services placed by the Associate directly with the supplier; shall be the sole responsibility of the Sales Associate.
- 2. Where applicable, the Sales Associate should make his or her personal check out to the supplier. When local, state or national Realty Board dues are due, Sales Associates should make their checks payable to the Board.
- 3. In general, Associates pay for personal business expenses such as insurance, M.L.S. dues, license fees, trade association memberships, personal sales promotion items.
- 4. **AUTOMOBILE INSURANCE:** Salespeople shall furnish the Broker with a certificate of insurance showing the name of company with which insured, policy dates, type of coverage and limits of liability for personal injury and property damage. Minimum coverage of \$100/300,000 is required. Broker shall be named as "Co-insured" and be provided with a copy of the endorsement.

B. BROKER AGREEMENTS

1. Ventura Barnett Properties shall be responsible for providing all Sales Associates with their first order of 500 business cards.
2. Ventura Barnett Properties will reimburse for Open House Signs for each new Sales Associate from the proceeds of the first escrow closed with the company, the cost of 6 signs. Signs must be personalized with their own name and office number to be reimburse.
3. Ventura Barnett Properties shall provide each new Sales Associate with a corporate name badge.
4. Ventura Barnett Properties, Inc., maintains all required insurance coverage for the operation of the business and the contents of the offices. Personal property of the Sales Associate is not covered by any insurance policy carried by Ventura Barnett Properties
5. Ventura Barnett Properties maintains Errors and Omissions Insurance Liability Insurance. Cost of the E&O premium to the Sales Associate will be based upon attendance and compliance with the Company's Risk Management Program.

C. OFFICE MEETINGS

The office will conduct a business meeting each Tuesday, unless notified otherwise. They will begin promptly at 9:00 a.m. and generally last for no more than one hour.

We try to keep meetings to a minimum; however, for our organization to function and work effectively, it must keep its lines of communication open. In selling, particularly, the only way to be sure that all Sales Associates are up to date on the latest company policies and procedures, market conditions, selling techniques, etc., is to have scheduled business meetings.

We believe the successful Salesperson is open-minded, enthusiastic, willing to participate in Company activities and has the desire to learn anything that may help him/her to become more successful and professional in the real estate business.

You will be notified of scheduled meetings and are requested to attend. Your presence at these meetings is an essential part of building the enthusiasm and team spirit necessary to a successful operation.

During the meeting, you are requested to turn off all cellular phones and pagers or set them to vibrate mode.

To ensure that all Associates have access to the information given in the meeting, the minutes will be published and distributed for the benefit of

those unable to attend. It is the responsibility of each Sales Associate to keep informed.

D. OFFICE TOUR

When a listing is taken by a Sales Associate, every effort should be made to schedule a showing by our office during the Company office Tour. The office tour shall take place immediately following our weekly office meeting.

Agents that have properties scheduled for the office tour will be a designated driver for that weeks tour. If you are unable to drive, it will be your responsibility to find a replacement driver. If you don't drive or have a replacement driver your property will not be toured. All other drivers, if needed will be taken from the office roster in alphabetical order.

It is up to the listing Salesperson to schedule a tour and to:

1. Set up the appointment.
2. Provide access to the property.
3. Conduct the tour and answer questions.
4. Introduce the other Salespeople to the owner, if applicable.
5. Report back to the owner on the same day in general terms and thank the owner.

E. FLOOR GUIDELINES

"Floor Time" is for the mutual benefit of the Company, our Associates and our clients. All guidelines regarding the "Floor System" are to be determined by the Office Manager.

All Associates are encouraged to take advantage of Floor Time. We all want our listings properly and professionally represented when there is a floor call from another Agent or from a prospective Buyer.

Participation in the monthly floor schedule is voluntary. The floor time schedule is made available to Agents prior to the start of a new month. Please review your assigned dates immediately upon receipt of said schedule and book them into your monthly planner. They are appointments not to be missed.

It is recommended that no appointments be made by the "floor person" during floor-duty hours. However, if a listing or prospect call is received

during floor duty, then these calls should be serviced immediately. It shall be the responsibility of the floor person to find a replacement, if the designated back-up floor person is not on duty.

If, for any reason, you are unable to take your assigned floor time, it is your responsibility to inform the Office Administrator so that it can be covered by another Associate (72 hours notice is requested). If you miss your scheduled floor time and fail to get the shift covered, you may not be eligible for future floor opportunities.

If you would like additional floor time, let your Office Administrator know that you are willing to be called on short notice as a possible substitute for an Associate who needs his or her floor time covered. You are eligible for substitute floor time in any Ventura Barnett Properties office.

VI. LISTING POLICIES AND GUIDELINES

- A. Ventura Barnett Properties policy is to charge 6% for all listings. Any deviation from this policy must be approved in **WRITING** by Management.
- B. ALL listings taken by Ventura Barnett Associates **MUST** be submitted to the office within 24 hours (or at the beginning of the next working day) and **MUST** be reviewed and accepted by management before submission to the multiple listing system. The Office staff will handle all processing of listing information and submission to the MLS system.
- C. All listings must be an **EXCLUSIVE RIGHT TO SELL**.
- D. All listings must be taken for 90 days or longer. The listing agreement needs to also cover the time needed for the escrow to be complete.
- E. Listings must be priced within current market value as established by a written Competitive Market Analysis (C.M.A.)
- F. Listings must specify financing terms agreeable to owner.
- G. The listing Salesperson is responsible for the accuracy of all information placed on the following documents:
 - (1) ESTIMATE OF SELLERS' CHARGES
 - (2) LISTING CONTRACT

All Listing Contracts and associated material must be turned in to the Manager within 24 hours after the seller signs the Listing Contract or at the beginning of the next working day.

It is the responsibility of the listing Salesperson to obtain all pertinent information regarding the listing to establish the file, including but not limited to square footage, schools etc.

- (3) SIGN INSTALLATION INFORMATION
- (4) REFERRAL FORM (if applicable)
- (5) MLS PROFILE SHEET

The listing Salesperson shall not enter any information on the MLS Profile Sheet that has not been verified with the seller. Any errors on the MLS Profile Sheet could result in the listing Salesperson losing his/her listing commission. The listing Salesperson must never underestimate the importance of a properly filled out MLS Profile Sheet. If for any reason the seller does not want a lockbox, the MLS Profile Sheet must indicate so.

- (6) GENERAL LISTING INFORMATION CHANGES

Changes in price, terms, or other vital information of a listing *must be in writing* and shall be reported to the Office Administrator by the listing Salesperson. He/she will make the proper changes on the contract. The Office Administrator shall make the proper changes on the contract and on the MLS system.

Expenses caused by a Salesperson's negligence in completing the original MLS Profile Sheet may be charged back to the Salesperson.

Expenses caused by a Salesperson on behalf of a Seller, WITHOUT WRITTEN AUTHORIZATION FROM THE SELLER, to include a statement of Seller's Liability for expense, WILL BECOME THE OBLIGATION OF THE SALES ASSOCIATE.

- H. Canceling Listings: No listing can be withdrawn or canceled by a seller without Management approval. Before a listing can be terminated, the listing Salesperson must obtain the same signature(s) which appear on the listing agreement.
- I. Reporting Sales
 - 1. It is the responsibility of the listing Salesperson to submit a sale to the Office Administrator within 24 hours for proper follow-up.
 - 2. Deposits

All deposits received by Ventura Barnett Properties agents are to be made out to the title company and given to the Office Administrator within 24 hours after execution of the contract.
- J. Cancellation of Sale

Once a sale has been reported to the office, the Sales Associate must notify Management of any intent to cancel by the Seller or Buyer.

A signed purchase or exchange agreement properly executed by both parties to the transaction constitutes a valid contract. If the Salesperson is informed by one of the two parties to a contract that he/she does not wish to proceed with the transaction and wants the contract canceled, the selling Salesperson should explain to the party that the Salesperson has no authority to cancel the contract inasmuch as he/she is not a party to that contract.

The Salesperson shall inform his/her Broker of all pertinent facts regarding the matter and every effort will be made by the Broker/Manager involved to solve any difficulties that have arisen.

Sellers requesting a cancellation must sign a cancellation form. Such form is to be prepared by the Salesperson for seller's signature. If approved by Management, one copy will be retained by seller; one copy will be returned to office.

K. Basic Standard of Care (see addendum).

There will be a Ventura Barnett Properties Basic Standard applicable to each real estate transaction. This Basic Standard will be needed to be met in order for the agent to obtain the full "zero deductible" E&O coverage benefit. Where the claim is made against this company and/or one of its agents stems from a failure of the agent to meet one or more of these Basic Standard requirements, the agent will be expected and required to participate (on an "agent/company split" ratio) with the company in the payment of defense and settlement costs, up to the total commission split amount otherwise payable to the agent up to the amount of the Company's E&O deductible.

VII. OFFICE RECORDS

All transaction contracts, agreements and all subsequent documents (including the C.M.A) pertaining to the listing or sale of a property are the sole property of the Broker. Under the Department of Real Estate regulations, the Broker maintains the sole responsibility and liability for all transactions entered into by the Sales or Broker Associates working under his license. The office transaction must be maintained by the Broker for 4 years.

A. Office Transaction File: The Escrow Administrator is responsible for maintaining the office transaction file. However, the Sales Associate is responsible for providing all documentation to the Escrow Administrator in a timely and complete manner such that the Broker/Manager can pull the file at any time and know, within 24 hours, the exact status of the transaction.

The primary office transaction file may NEVER leave the office. Associates may not access the primary office file without the approval and supervision of the Office Administrator, Manager or Broker.

- B. Original Documents/Original Signatures: All original documents (those documents originated and/or created by Ventura Barnett Associates) must be maintained in the Office Transaction File. Every effort should be taken to obtain the original signatures on all documents. Fax copies of signatures are acceptable, if absolutely necessary, only if the fax document is completely legible. Any faxed copies must be stabled to the original or corresponding document.
- C. 24 Hour (or Next Working Day) Rule: Office transaction files must be opened within 24 hours (or the next working day) of a listing taken or a purchase contract ratified. NO EXCEPTIONS.

The Sales Checklist, contract and escrow timelines must be followed and the appropriate document or entry must be made within 24 hours of completion. Any exceptions or extensions must be noted in the office transaction file.

- D. Complete Office Transaction File: If the transaction is ever subject to litigation at any time in the future, the file must stand a lone as a true and complete documented record of exactly what transpired during the transaction. This may be our only protection in the event of a lawsuit, since proper file documentation of the case may be our only defense. REMEMBER: IF IT'S NOT IN WRITING, IT NEVER HAPPENED!
- E. Associate Transaction Files: All Associates are encouraged to maintain their own personal transaction file and to create a system of document management. AT THE CONCLUSION OF THE TRANSACTION, ALL COMMUNICATION LOGS, DOCUMENTS, LETTERS, EMAILS, ETC., MUST BE TRANSFERRED TO THE OFFICE TRANSACTION FILE.

VII. OPEN HOUSE POLICY

A. OPEN HOUSE SCHEDULING

It is the policy of the Company to encourage open houses. Vital person to person contacts will be made; you may secure potential buyers or listing leads.

A Salesperson may hold open houses when desired; however, he/she must have permission from the owner. Suggested minimum time for an open house is three (3) hours. The open house appointment should be scheduled at least three days in advance.

If you are unable to hold an open house for your listing, contact the Office Administrator to find another Ventura Barnett agent who would be willing to hold the house open for you.

B. OPEN HOUSE ADVERTISING

When a date and time for an open house have been determined, the Salesperson may submit an open house ad to the Office Administrator in accordance with the Company's advertising procedures and deadlines.

C. OPEN HOUSE SIGNS

The Salesperson should predetermine the number of open house signs needed and, upon reaching the property, post signs properly and lawfully. Sales associates are responsible for knowing the various sign policies (number of signs allowed, placement, size, etc.) in the cities in which they may be holding an open house. This information is available at the local Board online site.

VIII. ADVERTISING AND PROMOTION

A. GENERAL POLICY

The Company is working toward a balanced advertising program. To accomplish this, the Company must not be bound by sellers who expect, or demand, special advertising on their individual properties. It is with this thought in mind that we define our General Policy.

Salespeople should not promise to advertise any specific, individual property, but to advertise such properties as will aid in securing prospects for all listings.

The Company reserves the right to see and use advertisements that will fit into a well-balanced program. It is a policy of the Company to advertise only those properties for which the Company has an Exclusive Right to Sell listing. Our first obligation must be to the sellers who have entrusted us with their properties and, in all fairness, we believe that these sellers are entitled to receive the maximum benefit of the Company's advertising dollar.

B. BUSINESS CARDS & NAME BADGE POLICIES

1. **DESIGNATIONS OR TITLES:** Each Sales Associate may use the designation, "Licensed Real Estate Salesman," "Sales Associate," "Realtor-Associate," "Licensed Real Estate Associate, Licensed Real Estate Sales Associate," "Licensed Real Estate Salesperson (or Broker)," "Broker Associate," or "Licensed Real Estate Broker

Associate." No other designation parties may be used without the express permission of the Owner/Manager.

2. LOGO REGULATIONS: Business cards and name badges will be ordered from a Ventura Barnett Properties approved supplier or other supplier who will print in accordance with the Ventura Barnett Properties logo rules and regulations. In no case will there be any deviation from the Ventura Barnett Properties approved layout, format, logo, design, color or paper stock as specified in the Corporate Identity Guidelines (See Addendum).

C. PROPERTY SIGNS

The most effective and inexpensive way to promote prospect inquiries and to advertise is by the use of signs. Unless the property owner refuses a yard sign, all listed properties are to have an approved Ventura Barnett Properties Colonial-post yard sign which must be placed within 72 hours of seller's signing of the listing agreement.

1. Installation: The Company employs an individual to erect and remove all residential "For Sale" signs. The Office Administrator is the only person authorized to order the installation of a sign after the listing has been submitted to the M.L.S.
2. Installation Costs: The cost of employing an individual to erect and remove the "For Sale" signs will be paid by the Associate directly to the supplier.
3. Salesperson's Name Riders: Salespeople are encouraged to attach their name riders to the signs on their listings. The owner and the neighbors can then direct the honor and reward for a good job to the deserving Salesperson. The Salesperson will pay for personal name riders.
4. General Procedures. If any of the following are not being done properly, please inform your Manager immediately:
 - (a) Signs must be kept clean and straight.
 - (b) When the property sells, the listing Salesperson is responsible for placing a "Sold" or "Sale Pending" rider on the "For Sale" sign.
 - (c) Signs must be promptly removed after the sale has been closed or the listing has expired. It is the Office Administrator's responsibility to notify the sign installer when a sign is to be removed.

- (d) No sign of any kind is to be placed on any property without the owner's permission.
- (e) IMPORTANT -It is the Salesperson's responsibility to be aware of all local sign ordinances controlling the placement of signs.

IX. COMPUTER TECHNICAL SUPPORT GUIDELINES

At Ventura Barnett Properties we are pleased to offer on-site computer technical support to all of our agents for a monthly support fee. Our computer support technicians are on-site during the hours posted at each office. To ensure prompt response to your computer questions and issues, please follow these guidelines:

PROBLEMS REGARDING SHARED COMPUTERS IN THE WORKROOM:

A. During Office Hours 8:30-5:30

1. First try to determine if the problem you are experiencing is isolated to the computer you are working on or if all the shared computers are experiencing the same problem.
2. If the problem is isolated to the computer you are working on, please report the issue to the Administrative Staff in the office you are working in. They will report the issue to technical support and post repair information at that computer station.
3. If the problem is experienced by all shared computers, please report the problem to the Administrative Staff and they will immediately contact our technical support team and provide the office with repair information updates.

B. After Office Hours

1. First try to determine if the problem you are experiencing is isolated to the computer you are working on or if all the shared computers are experiencing the same problem.
2. If the problem is isolated to the computer you are working on, please email help@vbprop.com with the name of the affected computer (i.e. ALM-Share1) and a description of the problem and then use an alternative computer.
3. If the problem is systemwide **and is not an emergency** please email help@vbprop.com with a description of the problem. Some examples are:
 - One of the network printers are down, but the other network printers are working properly
 - One agent's logon ID and password are not working, but other agent's logon ID and password are working properly
4. If the problem is systemwide and an emergency, please call the after hours emergency phone number (408) 454-4150 and leave a message describing the problem. Some examples are:
 - Homeworks or Metroscan or Winforms are down on all shared computers
 - All Internet Browsing is down
 - All network printers are down

C. PROBLEMS INVOLVING INDIVIDUAL AGENT COMPUTERS

1. Email help@vbprop.com to schedule an appointment to be connected to the VBP office network for easy and convenient connection.
2. If you are experiencing a problem with your individual computer, and it is directly related to the VBP office network (see examples), you may report your problem* to the technical support person if they are on-site. If a technical support person is not on-site, email help@vbprop.com. Some examples are:
 - All Internet Browsing is down on your computer
 - Your computer cannot print to a Network Printer
 - Your computer cannot access the "P:" drive

** When contacting a support technician while they are on-site, please note that they are also on-site to accomplish pre-scheduled activities during each visit. They may need to allocate your problem report amongst a larger list of office priorities and/or previously scheduled work requests. In all cases, if you do not receive service on that same day, you will receive an email which will indicate when your problem report will be serviced.*

3. If you are experiencing a problem with your individual computer, and it is not related to the VBP office network, or if you want help regarding personal computer questions, email help@vbprop.com to schedule an appointment and receive a computer repair/support quote.

PLEASE DO NOT CALL THE AFTER HOURS PHONE NUMBER UNLESS IT IS AN EMERGENCY INVOLVING THE ENTIRE VBP OFFICE NETWORK

X. VENDOR POLICY

In the course of a real estate transaction the Realtor, Buyer and Seller depend on a number of recognized specialist for information regarding the property, for reports, inspections and other services.

If asked for a vender referral by a client, whenever possible please provide your client with several sources for venders. Ventura Barnett Properties maintains a Vendors Book at the Office Administrators desk.

SALES ASSOCIATES BECOME LIABLE FOR ANY COSTS THEY INCUR ON BEHALF OF THEIR CLIENTS IF THERE WAS NO WRITTEN CLIENT AUTHORIZATION.

XI. COMMISSIONS GUIDELINES

A. COMMISSION AGREEMENT

All commissions earned are subject to allocation pursuant to the Broker-Agent Agreement.

B. REDUCING COMMISSIONS

From time to time, It may be necessary to change the commission to other than what the written policy calls for. In the event an Associate finds it necessary to reduce a prior agreed-upon commission WITHOUT MANAGEMENT APPROVAL, that reduction will be treated as offering a bonus and will be deducted entirely from the Salesperson's share of the commission.

C. OFFICE COMMISSION SCHEDULE

When a commission check is received, it shall be reviewed by the Office Manager to ensure that the check received is correct and in accordance with the broker demand. The check will be processed by the Operations Manager and returned to the Office Administrator. If ALL REQUIRED TRANSACTION PAPERWORK HAS BEEN RECEIVED by the Office Administrator, they will notify the Associate that the commission check is available for pick up. The company will make all reasonable efforts to ensure that this process take no longer than two business days from the date the commission package is received.

- D.** In the event that multiple agents are involved in a transaction, all agents who agree to a commission should have a clear understanding of how the commissions and fees are to be divided. Such an understanding should be reached at the beginning of the transaction and SHOULD BE IN WRITING whenever possible. Allocation of commission should occur at the time the Company receives payment. An extended holding of commissions without agreement or proper cause is unprofessional and unethical.

XII. TERMINATION PROCEDURES

A Sales Associate who terminates his/her association with the Company, either voluntarily or involuntarily, should be thoroughly aware of the following termination procedures in advance:

A. LISTINGS UNSOLD

All such listings shall be presented to the Broker. The Broker will assign the listings to Salespeople in the office to service.

B. LISTINGS PENDING CLOSING

Broker may make arrangements with another Salesperson in the office to perform the required work, and the Salesperson assigned shall be compensated for completing the details of such pending transactions. Each transaction will be handled on an individual basis. No terminated Salesperson will be allowed access to any of the office files without permission of the Broker/Manager. NO EXCEPTIONS!

C. PERSONAL INFORMATION FOR GAIN

A Salesperson shall not, after termination, use to his/her own advantage, or the advantage of any other person or corporation, any information gained for or from the files or business of Broker.

D. RETURN OF EQUIPMENT/SUPPLIES

Upon termination, all equipment (including open house signs), supplies, reference material, and keys must be returned to the Office Manager.

E. NOTIFICATION TO COMMISSIONER

The Broker shall immediately notify the Real Estate Commission, in writing, when a Salesperson terminates or is terminated.

F. PAYMENT OF CHARGES

Upon termination, Salespersons shall pay all charges owed to the office, if any.

OFFICE OPERATIONS HANDBOOK AGREEMENT

My signature below signifies that the Company has given me a copy of the OFFICE OPERATIONS HANDBOOK and explained it to me.

I understand and agree that this Handbook is confidential and is for my own personal use only. I agree not to copy, allow copies to be made, or to show or divulge all or any portion of its contract to any person not associated with the Company.

Upon my termination with the Company, I agree to return the Handbook to the office in its entirety.

Agent Signature

Date

Print Name

Sales Manager

Date