

**To:** jeevacation@gmail.com[jeevacation@gmail.com]; Jeffrey Epstein[jeevacation@gmail.com]  
**Cc:** [REDACTED]  
**From:** Mark Tollison  
**Sent:** Fri 10/25/2013 5:31:28 PM  
**Subject:** RE:  
9 E Manual Draft 10.13.doc

Sir,

Per your request is an attached is the draft of the manual I have completed so far for 9E. If you remember you requested that I complete for your review first the housekeeping and maintenance areas with schedules which are completed and are part of the attached. As you can see I am in process of completing the rest and will do so as soon as possible. Necessary photos and lists will be added upon completion. It will be reviewed with all staff after your approval and will be updated quarterly when completed.

A comprehensive manual (in hard copy only currently for my review- have asked for in WORD to work with) exists for Zorro Ranch which I have reviewed in detail, am updating with Karen and Brice, and will standardize.

A comprehensive manual (in hard copy only currently for my review- have asked for in WORD to work with) has been started by Anna for LSJ and I have discussed in person and followed up via email the standard areas that have to be used and incorporated.

This position of Director of Residences should create and maintain the highest standard of service with your preferences incorporated for all of your properties. This level of service requires structure, organization, training, consistency, regular review, and oversight. The manuals will be instrumental in achieving this since they will delineate the areas, standard, your preferences, and the tasks with schedules necessary.

For each property the areas that will be covered are as listed below to create and maintain the highest level of service for you. These areas listed are the ones taught and used by the premier international estate management institutes- Starkey International Institute and the International Butlers Academy. I used them as well in my consultative site visits to the properties of billionaires while CSO for Starkey International Institute to create or fix the high standard of service for them- which involved creating comprehensive service plans, manuals, required staff descriptions, hiring said staff, training them, and reviewing service bi-annually or annually as desired.

Areas:

Administration  
Housekeeping  
Valet (Clothing)  
Culinary

Entertainment  
Maintenance  
Grounds  
Travel & Transportation  
Safety & Security  
Guest, Elder, Child, and Animal Care

The table of contents for the manuals of all properties will be as follows:

### **Table of Contents**

Location  
Residence  
Residents  
Principal Preferences  
Principal Schedules  
Staff  
Staff Duties  
Staff Schedules  
Vendors

Areas ( to be maintained- administration, housekeeping, valet, culinary, entertainment, maintenance, grounds, travel & transportation, safety & security, guest, elder, child, and animal care).

Note that some properties will have extensive sub areas within these standard ones listed above. All will have upon completion extensive preferences identified for the Principal and any Guests desired.

If budgets with capital improvements area also desired for the properties they will cover these areas as well. A proposed 2014 budget with capital improvements identified has been created and submitted to you for Zorro Ranch. I plan on creating budgets (with capital improvements) for all properties as desired.

In the past I have created and maintained the highest level of service for the principals I served

for their the properties using manuals and budgets. I involved the estate/household managers in the creation of both so they could understand their respective purpose and application. Manuals and budgets were reviewed and updated quarterly. New budgets were prepared every year.

I have set up weekly calls with the managers of Zorro and LSJ to review operations. Weekly reports will be continued and maintained. Managers of these properties are/will be communicating and directing staff and vendors daily.

Daily sign off sheets are to be implemented by staff for managers with managers signing off on as well.

At 9 E, I am updated by household and maintenance staff verbally about what is being and has been done. I also receive an update weekly from maintenance and from housekeeping on major items.

Best regards,

Mark

Mark Tollison

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Date: Fri, 25 Oct 2013 08:14:12 -0400  
Subject:  
From: jeevacation@gmail.com

To: [REDACTED]

please provide me a status of manuals to date, with copies to steve hanson

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Jeffrey Epstein

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