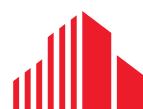


# RECOVERY READINESS

## A HOW-TO GUIDE FOR REOPENING MULTIFAMILY

GUIDELINES, CONSIDERATIONS  
AND RESOURCES FOR LANDLORDS  
AND PROPERTY MANAGERS

Version 1.0



**CUSHMAN &  
WAKEFIELD**

# EXECUTIVE SUMMARY

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As the country recovers from the COVID-19 pandemic and stay-at-home restrictions are lifted, our Cushman & Wakefield teams are modifying operational procedures. Thoughtful consideration is being given to many pressing questions related to the reopening of our multifamily workplace. This document is not intended to create a definitive blueprint, which is impossible to do given the idiosyncrasies of each property and various federal, state and local requirements. Rather, it establishes the foundation of ideas and recommendations upon which we can begin to facilitate customized plans.

# PHASED APPROACH TO REOPENING THE MULTIFAMILY WORKPLACE

We recognize the urgency and desire to return to normal operations; however, it is critical that the transition is safe, efficient, effective and aligned to the needs of our organization and our people. Before advancing into the implementation of each phase, client approval of a readiness checklist will be required.

With the safety and well-being of our team members, residents and vendors in mind, a strategic phased reopening approach is outlined below.

Before reopening phases begin, two critical areas are being considered:

1. Review of any Federal, state and county government restrictions
2. The availability of PPE and cleaning/disinfecting supplies

## PHASE I: ISOLATED WORK RESPONSE PLAN

- Offices Closed to Public: Virtual Leasing Interactions Only
- Limited Team Members Onsite
- Emergency Work Orders
- Amenities/Common Area spaces closed
- PPE & Social Distancing Policies Active
- Mandatory Work-From-Home Policy for Corporate Leadership

## PHASE II: LIMITED CONTACT PLAN

- Offices Open to Limited Capacity: Virtual Leasing + Appointment Only or Self-Guided Tours
- Increased Team Members Onsite

## PHASE III: FULLY OPEN WITH CARE PLAN (NO STATE RESTRICTIONS)

- PPE & Social Distancing Policies Active
- Full Team Onsite and Offices Open to Residents and Prospects
- Maintenance Work Orders Fully Functioning
- Preventative Maintenance in Units Resume
- All Amenities/Common Spaces Open with Limited Capacity
- Consider resuming in-person resident functions with capacity limitations
- Resume Turn Process Without Entry Waiting Period





## MULTIFAMILY RECOVERY READINESS ESSENTIALS

In the next phases of recovery, a handful of focus areas we call Multifamily Recovery Readiness Essentials will be applicable to each multifamily property:

1. **Prepare the Team Members:** Provide and train on PPE; Implement social distancing best practices; Review team schedules; Encourage frequent cleaning and disinfecting
2. **Prepare the Property:** Create 6 feet social distancing plan using capacity calculation; Review pre-checks for reopening including supplies and PPE; Post signage and determine traffic flow; Follow maintenance checklist and cleaning protocol; Communicate plan to residents and team members
3. **Property Access:** Determine protocols for resident package and deliveries; Create social distancing recommendations for elevators; Communicate site access guidelines to vendor partners
4. **Leasing, Marketing & Resident Experience:** Communication of visitor guidelines; Conduct tours virtual, in-person and self-guided; Utilize enhanced marketing communication methods and larger scale digital marketing options; Implement virtual resident engagement events and consistent communication with residents
5. **Maintenance:** Transition from expanded emergency work orders to all work orders; Follow vacant unit protocol for make-readies; Encourage mobile maintenance for reduced touchpoints; Continue property checklist tasks
6. **Technology:** Ensure new standards for property leasing and operations technology and resident management

## FINAL THINGS TO NOTE

The Centers for Disease Control and Prevention (CDC) and government bodies within the country are the primary sources for guidance on COVID-19 and other health-related issues. Phase changes will be triggered by the executive order of state governors or by changing state or local health department guidance. In the event of conflict between this Recovery Readiness Document and any governmental order, the more restrictive policy should be followed.



# PREPARING FOR DAY ONE





# PREPARING THE TEAM

This section will provide an understanding of what the workplace will look like upon reopening.

## TEAM MEMBER SAFETY AND WELLBEING

Cushman & Wakefield's properties will advance through these phases at different times.

### **TEAM MEMBERS SHOULD EXPECT AT REOPENING:**

- To receive appropriate PPE and training on proper fitting, wearing, safe removal, sanitizing and disposal.
- To follow social distancing best practices.
- To greet others with an alternative to handshaking.
- To wash hands frequently and thoroughly.
- To refrain from sharing or borrowing phones, desks, offices or equipment, when possible.
- To frequently clean and disinfect highly touched surfaces and equipment in the workplace.
- To follow separate and varied work schedules to limit capacity and maintain social distancing.
- To follow a modified meal break plan strategy.
- To see increased signage throughout the property for new recommendations and guidelines.
- To substitute in-person team meetings for online options, when possible.

## TEAM SCHEDULE OPTIONS

We will continue supporting social distancing efforts for our residents, prospects and vendors as the offices open.

### PHASE I

Follow Isolated Work Response Plan for Team Schedule.

### PHASE II

Increase onsite teams to accommodate more traffic in the leasing office and package management

### PHASE III

Continue social distancing rules while bringing team members to work onsite.

## FLEXIBLE SCHEDULE OPTIONS

### ADMINISTRATION TEAM

When appropriate, staggered scheduling options can be discussed with managers and clients to encourage social distancing and assist with service provision for the property and customers. The following are some of our considerations; however, note that each property is unique and scheduling option recommendations may vary.

	PROPERTY MANAGER	ASSISTANT MANAGER / SENIOR ASSISTANT PROPERTY MANAGER	LEASING AGENTS / LEASING MANAGER
<b>OPTION A</b>	Normal Office Hours	Normal Office Hours	Normal Office Hours
<b>OPTION B</b>	Flexible schedule such as a 10-hour/4-day work week in the office.	Reduce total hours to 30 hours per week; must be in the office. No additional hours offered.	Reduce total hours to 30 hours per week; must be in the office. No additional hours offered.
<b>OPTION C</b>	Work remotely from home 1-2 days per week or at another asset with additional space.	Implement a Senior AM position to oversee multiple assets within a market, available to travel to each site as needed per schedule. Work remotely from home 1-2 days per week or float between assigned properties. This option would be used to fill an open position.	Reduce full time leasing hours to part time.

\* Must not go below 30 hours a week to prevent insurance disruption for full time positions.

\*\* Depending on the property, it is possible that a mix and match of options/role could be recommended.



**MAINTENANCE TEAM**

	MAINTENANCE SUPERVISOR	ASSISTANT TECHNICIAN & MAINTENANCE TECHNICIAN	MAKE READY	HOUSEKEEPER, GROUNDSKEEPER / PORTER
<b>OPTION A</b>	Normal Office Hours	Normal Office Hours	Normal Office Hours	Normal Office Hours
<b>OPTION B</b>	—	Reduce hours to 30 hours per week.	Oversee multiple assets within market, available to travel to each site as needed per schedule. This option assumes turnover has not increased.	Reduce hours to 30 hours per week.
<b>OPTION C</b>	—	—	Reduce full time hours to part time.	Reduce full time hours to part time.

\* Must not go below 30 hours a week to prevent insurance disruption for full time positions.  
 \*\*Depending on the property, it is possible that a mix and match of options/role could be recommended.



## PREPARING THE PROPERTY

A variety of checklists, tasks and assessments must be completed to promote a healthy and safe environment before re-opening leasing centers, common areas and amenities; opening timeframes may vary and will depend on property specific circumstances.

- Evaluate current janitorial supplies & PPE.
  - » If sufficient janitorial supplies and PPE are not available, the property will not be able to advance to Phase II. It is recommended to maintain a minimum of one (1) months supply.
  - » If janitorial supplies or PPE run out, the property may be required to close various spaces and/or amenities.
  - » Property managers are responsible for ordering supplies in a timely manner.
- Requirements to move to Phase II of reopening the property:



## SOCIAL DISTANCING

Each site team should implement appropriate measures to uphold social distancing in the leasing office. Since each property is different, the following should be considered:

**NOTE:** PUBLIC SAFETY CODES, BUILDING CODES, APPLICABLE LAWS AND SECURITY REQUIREMENTS MUST NOT BE COMPROMISED TO ACHIEVE SOCIAL DISTANCING.





## 6 FEET PROTOCOLS

### Layout

- Review the layout and adjust workspace where possible to allow for 6 feet distance between team members.
- Review the location of high-touch point office equipment (i.e. copy machine, key boxes, resident files, payment storage, etc.) and determine if relocation is needed.
- Space out furniture (pool, common areas, meeting rooms, etc.) to incorporate 6 feet distance protocols.
- Consider the repurposing of large gathering rooms (e.g., consider assistant manager offices here).



### Circulation spaces

- To the extent possible, designate and signpost the direction of foot-traffic in main circulation paths.
- To the extent possible, consider one-way circulation routes through the workplace.
- Mark increments of acceptable social distances at locations where lines can form.

### Capacity

- Continue to follow recommended and/or required government regulations on capacity.
- Consider the following when limiting capacity in common areas.
  - » Determine the total area in square feet for the type of space (Length x Width = Total SF of Area). For pools, this will include the deck area.
  - » Do not exclude area for furniture, counters, walkways, and any other items in the space, as these are considered.
  - » The Square Foot Per Person is designed to calculate the maximum capacity of a space under normal conditions.
  - » The Capacity Restriction column is a factor applied to the maximum capacity to reduce the total number of occupants. The capacity restriction percentages listed below are Cushman & Wakefield's initial recommendation and can be adjusted by region.
  - » The result is the total amount of people limited to an area at one time.
  - » Communicate this capacity via signage. See the matrix on the next page.
- Temporarily remove some chairs from meeting rooms, social rooms and pool areas to limit occupancy.

## CAPACITY MATRIX

For example, a 2,000 square foot pool and deck area that has a restricting capacity of 50%, the temporary capacity would allow 20 people to access the area. Note that government requirements will determine capacity limits if more restrictive than below.

	CAPACITY RESTRICTION	SQ. FT. PER PERSON	MAX CAPACITY RESULT (# ALLOWED IN AREA)										
			250 SF	500 SF	1000 SF	1500 SF	2000 SF	2500 SF	3000 SF	3500 SF	4000 SF	4500 SF	5000 SF
<b>OUTSIDE AMENITIES</b>													
POOL/CABANAS	50%	50	2	5	10	15	20	25	30	35	40	45	50
PET PARK/PLAYGROUND	50%	50	2	5	10	15	20	25	30	35	40	45	50
BBQ AREAS	50%	50	2	5	10	15	20	25	30	35	40	45	50
<b>INSIDE AMENITIES</b>													
OFFICE	25%	100	1	1	2	3	5	6	7	8	10	11	12
FITNESS CENTER	25%	50	1	2	5	7	10	12	15	17	20	22	25
CLUBHOUSE/KITCHEN	25%	36	1	3	6	10	13	17	20	24	27	31	34
BUSINESS CENTER	25%	100	1	1	2	3	5	6	7	8	10	11	12
CONFERENCE ROOM	25%	36	1	3	6	10	13	17	20	24	27	31	34
GAME ROOM	25%	36	1	3	6	10	13	17	20	24	27	31	34
<b>SMALLER SPACES</b>													
PACKAGE/MAIL ROOM	25%	72	1	1	3	5	6	8	10	12	13	15	17
PET WASH	25%	36	1	3	6	10	13	17	20	24	27	31	34
STAFF BREAK ROOM	25%	36	1	3	6	10	13	17	20	24	27	31	34
LAUNDRY ROOM	25%	72	1	1	3	5	6	8	10	12	13	15	17

Theater/Media Rooms to be calculated as a percentage of the maximum seating available.





## SIGNAGE

Temporary signage will be created and updated as needed by corporate marketing, and CDC flyers will be used where possible. Professional options will also be made available through our national vendors. Signage needs will be flexible when needed to adjust to CDC guidelines and state and local government regulations.

Signage may include:

- Office Hours, particularly if there are temporary changes.
- Delivery Drop Zone.
- Wayfinding signage or floor markings to direct foot traffic and ensure social distancing.
- Personal Protective Equipment (PPE) Recommendations for team, residents and guests to use facilities.
- Social Distancing Signs.
- Reduced Capacity Signs.
- Frequent hand washing signs in restrooms.
- Hospitality Bar Signs (Coffee/ Kitchen areas).
- Shared Technology: Business Centers, Printers, Office Equipment.
- Amenity Signs: Explain new rules or protocols for common areas, resident code of conduct, visitor restrictions, social distancing and cleaning responsibilities.
  - » Parks and Playgrounds
  - » Fitness
  - » Common Areas
  - » Pools

REQUIRED POSTERS	LOCATION TO POST
Stop the Spread of Germs	Restrooms/Break Rooms/Sinks
What You Should Know About Covid-19 to Protect Yourself and Others (Factsheet)	Office, Maintenance Shop, Common Areas
Understanding the Difference Between Surgical Mask and N95 (2018)	Maintenance Shop
Three Key Factors Required for a Respirator to be Effective	Maintenance Shop

OPTIONAL POSTERS	LOCATION TO POST
6 Steps for Safe & Effective Disinfectant Use	Maintenance Shops/ Sparkle Kits/Cleaning Supplies
How to Safely Wear and Take Off a Cloth Face Covering	Front Office for Team Members Only
Important Information About Your Cloth Face Coverings	Email to Team Members



## MAINTENANCE, CLEANING & SUPPLIES

<b>MAINTENANCE</b>	<ul style="list-style-type: none"> <li>• Follow the COVID-19 Property Checklist for daily, weekly and monthly tasks, which include Fire &amp; Life Safety, Building Access, Elevator(s), Plumbing, HVAC, Electrical, Trash/Recycling and Exterior.</li> <li>• Maintain cleaning and disinfecting standards of high-traffic spaces and high-touch surfaces per health CDC guidelines; suggested frequency of 1-3 times per day, depending on usage.             <ul style="list-style-type: none"> <li>» Follow new <a href="#">CDC guidance</a> for reopening cleaning and disinfecting.</li> <li>» Choose cleaning chemical products from approved lists from governing authorities such as the <a href="#">EPA</a>, and reference disinfectant labels, data and specifications with claims against emerging viral pathogens.</li> </ul> </li> <li>• Sanitize all workspace areas, floor mats, including offices, meeting rooms, business centers, breakrooms, restrooms, and other areas.</li> <li>• Place signage in office, common areas and amenities promoting worker safety through emphasizing basic infection prevention measures, including posting handwashing signs in restrooms.</li> </ul>
<b>CLEANING</b>	<ul style="list-style-type: none"> <li>• Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.).</li> <li>• Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants and disposable towels for workers to clean their work surfaces.</li> <li>• Provide additional hand sanitizer, surface disinfectant wipes and tissue available in, break rooms, elevator areas, fitness centers and high traffic areas and other common areas.</li> </ul>
<b>SUPPLIES</b>	<ul style="list-style-type: none"> <li>• Obtain and store enough supply of all required PPE at the time of reopening.</li> <li>• Face covering disposal: regular waste unless directed differently by respective local health or government authorities.</li> </ul>
<b>PERSONAL PROTECTIVE EQUIPMENT (PPE)</b>	<ul style="list-style-type: none"> <li>• Obtain and store enough supply of all required PPE at the time of reopening.</li> <li>• Face covering disposal: regular waste unless directed differently by respective local health or government authorities.</li> </ul>

- Ensure a safety data sheet is available for all chemicals and safe use requirements are followed.
- Determine high traffic areas that require thorough cleaning such as common areas, amenities, conference rooms and restrooms.
  - » Monitor and review existing cleaning guidelines and adjust or enhance as needed.
- Provide cleaning wipes next to high-frequency touchpoints (door knobs/handles, light switches, faucets, etc.).
- Promote proper hand hygiene prior to putting on PPE for cleaning tasks.
- Dispose of or sanitize PPE in proper accordance with WHO or local regulatory requirements.



## LEASING OFFICE/COMMON AREAS/AMENITIES

### OFFICE AND BREAK AREAS

- Leasing office doors will remain locked to prevent free-flowing foot traffic, but will be opened by staff for appointments.
- Office workspaces must be clearly defined and regularly cleaned, particularly if the environment is shared. The same is true for electronics.
- Tour Prep
  - » Determine if any tour path adjustments need to be made.
  - » Determine how much traffic to handle between in-person and scheduled tours. Consider leasing tablets to encourage standing and greeting outside of office.
- Develop new, temporary practices in kitchen and meal preparation areas:
  - » Ensure meal breaks are scheduled appropriately and do not overlap with other team members.
  - » Encourage team members to bring food and beverage items from home and manage them individually.
  - » Minimize touchpoints by removing coffee pots and other commonly shared items.
  - » Eliminate open food items.
  - » Increase frequency of cleaning break room appliances such as refrigerators and microwaves.
- Consider installing physical barriers, such as clear plastic desk guards in office and break areas.
- Manage team member's personal items.
  - » Identify or add places for individuals to store and secure their own items separately from others (e.g. individual coat hooks rather than coat closets used by the group, assign open drawers/cabinets to team members, personal lockers, etc.).
  - » Encourage individuals to bring impervious clothing covers (e.g., dry-cleaning bags) for individuals to cover/ contain their own coats or PPE.
- Deliveries
  - » Designate one location for any deliveries to the building.
  - » For more details on Delivery, see Package Delivery in Day One and Beyond.



## COMMON AREAS/AMENITIES/MODEL

Our goal will always be to promote safety while guiding residents and guests through common area and amenities. These might include:

- Casual gathering spaces:
  - » Remove or rearrange furniture to promote social distancing.
  - » Remove magazines and other non-essential items that promote frequent touch points.
- Food and Beverage service amenities:
  - » Eliminate open food items.
  - » Discontinue hospitality food and beverage from refrigerators until further notice.
  - » Reduce self-service access to foods.
- Fitness Centers:
  - » Follow state and local orders to determine the viability of opening.
  - » Consider adjusting hours or provide scheduling options to residents.
  - » Reduce capacities to allow for social distancing based on the calculation method in the Social Distancing Section.
  - » Rearrange, or temporarily store equipment to achieve social distancing.
- Cardio Equipment
- Strength Equipment
- Free Weights
- Remove yoga mats
  - » Add new accessories and create stations where people can occupy a particular zone for their own training experience (e.g., stretching, yoga).
  - » Consider repurposing vacant spaces for lounging or leisure, including no-sweat zones for stretching or recovery.
  - » Consider outdoor spaces as alternatives, including open field or hardscape areas.
- Residents could bring their own equipment.
- Equipment could be rented.
- Spaces could be utilized for community events with third-party instructors.
  - » Consider the importance of air quality.



- Promote cross flow air circulation through natural or automated airflow systems.
- Consider air ionization methods that can grab pathogens and bring them toward the ground like any other dust molecules.
  - » Consider using rubber flooring as it is the easiest to clean and wet mop.
  - » Consider the use of plexiglass in-between fitness equipment.
  - » Strategically locate sanitizer/wipe stations for residents to clean themselves and the equipment; consider daily professional cleaning of the space.
  - » Consider utilizing an electrostatic spray which is designed to bind to the entire surface area.
- Pools, Cabanas and Grilling Areas
  - » Follow state and local orders to determine the viability to open pool.
  - » Reduce capacities to allow for social distancing.
  - » Space out furniture or temporarily remove if it promotes more capacity than allowed.
  - » Provide disinfectant stations.
  - » Conduct regular scheduled cleaning.
- Model(s) and Show Units
  - » Remove food and drinks from hospitality refrigerator.
  - » Provide cleaning supplies and receptacles for waste.
  - » Open doors and patio/balcony doors for the prospects.
- Playgrounds and Pet Parks
  - » Follow state and local orders to determine the viability to open.
  - » Reduce capacities to allow for social distancing.
  - » Clearly post sanitation guidelines to be followed.
  - » Provide disinfectant stations.
  - » Conduct regular scheduled cleaning.
- Pet Wash/Grooming Stations
  - » Provide disinfectant stations.
  - » Conduct regular scheduled cleaning.





- Business Centers
  - » Consider scheduling appointments for use.
  - » Clearly post sanitation guidelines to be followed.
  - » Provide disinfectant stations.
  - » Conduct regular scheduled cleaning.
- Conference Rooms
  - » Reduce capacities to allow for social distancing.
  - » Consider scheduling appointments for use.
  - » Remove seating to aid in not exceeding maximum capacity.
  - » Clearly post sanitation guidelines to be followed.
  - » Provide disinfectant stations.
  - » Conduct regular scheduled cleaning.
- Game Rooms/Theaters
  - » Reduce capacities to allow for social distancing.
  - » Clearly post sanitation guidelines to be followed.
  - » Provide disinfectant stations.
- Clubhouses
  - » Reduce capacities to allow for social distancing.
  - » Remove or rearrange furniture to promote social distancing.
  - » Clearly post sanitation guidelines to be followed.
  - » Provide disinfectant stations.
  - » Conduct regularly scheduled cleaning.
  - » Restrict reservations for social gatherings until further notice.



## PPE NEEDS BY POSITION AND FUNCTION

As a general rule, PPE should follow any local or state government mandate. It is recommended that team members utilize PPE as provided in the table below.

	FRONT OFFICE	MAINTENANCE	CORPORATE
<b>RESPONSIBILITIES AS THEY RELATE</b>	Greeting Prospects and Residents, Walking or Showing Vacant Units, Tours, Package Handling.	Work orders, make readies, grounds up-keep, trash operations, cleaning of common areas & units, special projects (exterior paint, staining, power washing), package handling.	Auditing of office, shop, physical inspection, walking units, meeting with site team members and vendors.
<b>FACE COVERINGS</b>	For occupied unit entry and touring. Any time social distancing with a resident, prospect, vendor, or team member. When accepting or delivering packages.	For occupied unit entry. Any time social distancing with a resident, prospect, vendor, or team member and trash operations. When accepting or delivering packages.	For occupied unit entry. Any time social distancing with a resident, prospect, vendor, or team member.
<b>GLOVES</b>	Disposable gloves used to tour units and inspect vacant apartments, handling packages, key or key fob handling.	Disposable gloves for all work orders, cleaning/work done in common areas, for make readies, trash operations, handling packages, key or key fob handling.	Disposable gloves to be used for walking units and physical property inspection.
<b>GLASSES</b>	N/A	For occupied unit entry or vacant make ready work.	For Regional Maintenance Director where additional protection is needed.



## COVID-19 FACE COVERING GUIDANCE

Face coverings are important for reducing transmission of the coronavirus. Guidance on the appropriateness and safe use of three types of coverings are provided below. The type used is dependent on CDC or OSHA guidance, availability and risk level.

- **Cloth Face Coverings (for protection from asymptomatic transmission)**—Cloth Face Coverings are intended to cover the mouth and nose of the user. They include balaclava, bandannas and home-made or manufactured cloth face coverings. A primary purpose of face coverings is to reduce transmission from people infected with the virus, including those who are asymptomatic or pre-symptomatic, and might not know they are infected. The CDC recommends the use of these coverings as a voluntary public health measure in public settings where social distancing is difficult to maintain, especially in areas of significant community-based transmission. While the CDC recommends cloth face coverings as a voluntary measure, some jurisdictions and organizations have mandated their use.
- **Surgical Masks (for protection from, and containment of, bodily fluids)**—A Surgical Mask is a loose-fitting device used to cover the mouth and nose. They are designed to reduce splashes and sprays of bodily fluids, including large respiratory droplets, which are believed to be a primary source of COVID-19 transmission, from reaching the nose and mouth of the user. Like cloth face coverings, a primary purpose of surgical masks during a pandemic is to prevent the spread of the virus from the coughs and sneezes of those who are infected, including those who are asymptomatic or pre-symptomatic.
- **N95 Respirators (for protection from airborne contaminants)**—An N95 is a filtering face piece, NIOSH- approved, negative pressure, particulate respirator. It is a type of PPE designed to reduce exposure to airborne contaminants. N95 is only required for tasks with a high risk of exposure to airborne coronavirus.

(1) Click [CDC guidance](#) on coverings, including a video (by the US Attorney General) on how to make one.

(2) Click the following [link](#) for an OSHA overview of the differences between Surgical Masks and N95 Respirators.

### COMPLIANCE REQUIREMENTS

Cloth face coverings or surgical masks do not require special training or documentation – CDC guidelines are sufficient.

Gloves should be worn when handling chemicals, cleaning and as a protection from potentially contaminated surfaces. Nitrile gloves are preferred; however, rubber or latex gloves may also be utilized. Check the Safety Data Sheet of the chemicals utilized for specific glove recommendations.

## RESOURCES



**RESIDENT LETTER  
TEMPLATE**



**CAPACITY CALCULATOR  
TEMPLATE**





# DAY ONE AND BEYOND

## PROPERTY ACCESS

These guidelines should be followed by vendor partners visiting and/or delivering products, services and supplies to the property.

- Vendor partners will only visit properties after they have received approval from the onsite team.
- Vendor partner must have a policy that employees have no symptoms of COVID-19 currently or for the past two weeks.
- Vendor partner will follow CDC social distancing and hygiene guidelines for brief interactions with the onsite team.
- Vendor partners will be asked to wear face coverings when completing work in a unit and when social distancing guidelines cannot be followed.
- Vendor partners are recommended to wear gloves when handling any product to be left at the property or when completing work within an occupied unit.
- Most vendor delivery companies are waiving signatures during COVID-19. If a signature is required, gloves must be worn, pens not shared, and social distancing and hygiene practices should be followed.
- Vendor partners will avoid excessive contact with others, and limit shop/unit entry to absolute necessary scenarios upon approval by property management contact. Entry into occupied units will be allowed if an emergency repair is required/warranted.

## CLIENT SITE ACCESS

- Clients are recommended to utilize PPE and practice social distancing.

## PACKAGE DELIVERY

Package delivery for residents will vary from property to property. A variety of package handling options are provided in this guide, depending on the property's unique configuration, lease stipulations, client considerations, local conditions and health authority recommendations relating to the phase of the pandemic in your area.

### PHASE I

- Stop accepting packages for residents and send carriers directly to the individual units.
- If unit delivery by carriers is not an option, instruct delivery drivers to leave the boxes at the leasing center door.
- Utilize gloves and personal hygiene practices when handling packages.
- Consider the use of lockers or a package delivery vendor such as Fetch.

### PHASE II

- Interact with delivery drivers while maintaining social distancing, or wear a face covering and gloves, and follow appropriate personal hygiene procedures.
- Encourage social distancing, personal hygiene practices, and provide hand sanitizer (if possible), at interior resident accessible centers.
- Regularly clean and disinfect mailbox centers, mailrooms, package lockers and high traffic areas, including sanitizing stations according to the Center for Disease Control (CDC) guidelines.
- If lockers, package rooms or delivery services direct to the unit are not available, then wearing a face covering and gloves are recommended. Provide 6' floor markings or post signs to encourage social distancing guidelines.
- Most delivery companies are waiving signatures during COVID-19. If a signature is required, gloves must be worn, pens not shared, and social distancing and hygiene practices shall be followed.

### PHASE III

- Reopen package centers to normal operations; continued social distancing and personal hygiene practices.
- Continue to clean and regularly disinfect mailbox centers, mailrooms and package lockers according to CDC recommendations.

### ADDITIONAL GUIDANCE FOR PACKAGE LOCKERS

- Clean touch screens and keypads multiple times per day with disinfectant.
- Place hand sanitizer or sanitizing wipes near your locker and encourage package carriers and residents to sanitize before using the locker.



## ELEVATORS

- Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators include the following:
  - Social distancing recommendations to adjust capacity recommendations.
  - Signage inside elevator displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones.
  - Consider adding signage outside elevator with a map to stairs as an alternative.

## RESOURCES



**VENDOR LETTER**  
**TEMPLATE**

# LEASING AND MARKETING

## ARRIVAL EXPERIENCE

We can create a lasting impression for guests by thoughtfully redesigning the arrival experience during this time of social distancing. Prospects will feel more comfortable if team members are properly trained on this new form of engagement. New guidelines will need to be promoted throughout the leasing office, common areas and amenity spaces.

### LEASING OFFICE

- Greeting Customers in the Office
  - » Greetings will no longer be with a handshake. Find a style that best fits you; common options include a wave, hand to the heart, namaste hands or thumbs up. Elbow and fist bumps should be avoided due to the lack of social distancing.
  - » Eye contact, tone of voice and smile will be more important than ever. Continue to show them they are important by standing and welcoming them.
  - » If you need to refuse a handshake, do so simply, such as:
    - “Due to the virus I am not shaking hands at the moment, but I am so glad to meet you.”
    - “It is great to have you here, I’m sorry we cannot shake hands.”
  - » Offer them a seat that is the acceptable social distance from the leasing desk.
- Team members will continue to perform all necessary standard guest, resident, and vendor interaction procedures.
- IDs will still be required for tours and stored in a secure location. Use gloves to take the ID and place in an envelope in the secure location.

## LEASING—GENERAL

Onsite leasing will surely evolve with the ever-changing environment. The traditional agent-assisted tours will most likely be met with some initial apprehension. Cushman & Wakefield will put best practices in place over time for safely reintroducing these in-person tours for phase II and III. Consult property managers and owners for more information.

### PHASE I

- Follow Isolated Work Response Plan for Team Schedule.
- Virtual leasing interactions only; no onsite or self-guided tours offered.

### PHASE II

- Acceptable Leasing Interactions:
  - » Virtual Leasing.
  - » In-Person by Appointment Only.
  - » Self-Guided Tours (when Self-Guided Technology is in-place).
- PPE & Social distancing guidelines active.

### PHASE III

- Offices Open Fully to Residents and Prospects.
- Acceptable Leasing Interactions:
  - » Virtual Leasing.
  - » In-Person by Walk-In or Appointment.
  - » Self-Guided Tours (when Self-Guided Technology is in-place).
- PPE & Social distancing guidelines active.

We will continue to update policies and procedures for virtual tours, newly adopted self-guided tours and traditional agent-assisted tours.



## VIRTUAL TOURS & ONLINE LEASING

Virtual tours and online leasing will continue to be heavily promoted and utilized in all phases. Here are some things to consider:

- **Recorded Virtual Tours:**
  - » Community created—Onsite team members can shoot amateur videos of the community and share with prospects.
  - » Professionally created—Professional videographers can create :30, :60, or :90 second videos that showcase the property, amenities, and/or individual units.
- **Facebook Messenger:** A video/audio/instant messaging communication tool that lives inside the Facebook social media platform, enabling anyone to interact with their connections.
- **Instagram:** Similar to Facebook Messenger, this is a social media-based communication tool. If someone does not have Facebook Messenger, this is a good alternative for many.
- **Apple Facetime:** Available for Apple iPhone users only, this audio and/or video communication application can be used without cellular data when there is an internet connection.
- **Panoskin:** A video communication platform that is only available to subscribers. This specific platform allows an onsite team member to give a 100% virtual tour online without having to be on the property.
- **Realync:** Connect with prospects virtually in live or pre-recorded video tours. This an excellent solution for utilizing a platform truly built for virtual touring prospects.
- **Online Leasing:** The full leasing cycle is available electronically. Prospects can apply online through the property website, upload proof of income directly to their prospect portal, and e-sign the Lease Agreement once the application is processed and approved.
  - » Professionally created—Professional videographers can create :30, :60, or :90 second videos that showcase the property, amenities, and/or individual units.
- **Online Virtual Tours:** (3D online tours, Matterport tours, Panoskin virtual tours, etc.) are essential to continued success. We have added these to all property websites where available and continue to work with properties that still have a need to find a solution. If your property does not have a virtual tour on your website, please contact your Regional Marketing team for assistance.



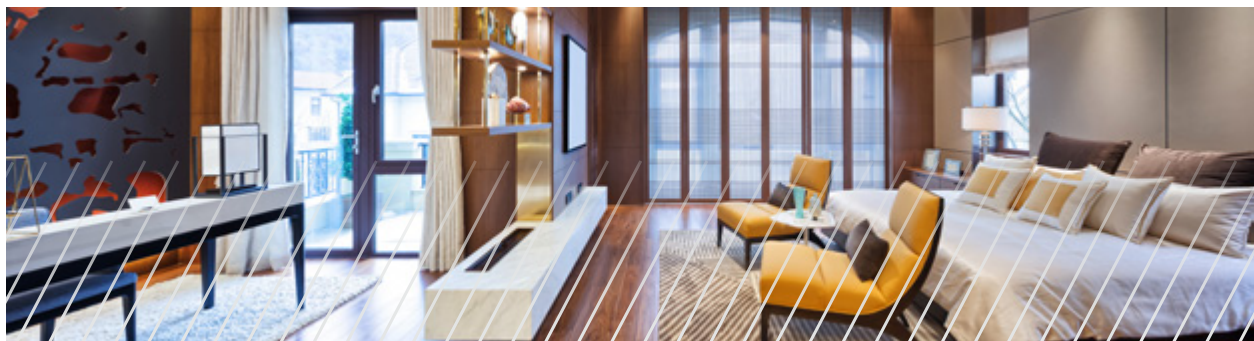
## SELF-GUIDED TOURS

Cushman & Wakefield strongly recommends utilizing a third party, self-guided tour platform. Partnering with a company that offers this product/service will not only provide the prospect with the best possible experience, but it will also provide additional layers of safety/security, mitigating multiple risks. Self-guided touring platforms are mostly “plug and play” with minimal additional work to the onsite, outside of initial set-up. Cushman & Wakefield has vetted multiple self-tour vendors and can provide a recommended solution to fit the needs of your property. Contact your Regional Property Manager for more information and pricing.

## AGENT-ASSISTED TOURS

When a property advances to Phase II of reopening, there will be new steps required for the leasing teams to complete. A few of the key elements to a positive and memorable prospect experience during this phase include: increased communication, transparency and caring policy guidelines.

APPOINTMENT SCHEDULING	ENHANCED COMMUNICATION	CARING POLICY GUIDELINES
<ul style="list-style-type: none"> <li>• Share Excitement and Connect!</li> <li>• Review Prospect Wants/ Needs</li> <li>• Share Community Information</li> <li>• Prequalify the Prospect</li> <li>• Complete a COVID-19 Screening Acknowledgement (New!)</li> <li>• Invite to Schedule an Appointment</li> </ul>	<ul style="list-style-type: none"> <li>• Share “What to Expect on Tour” (New!)                             <ul style="list-style-type: none"> <li>» Leasing Team PPE</li> <li>» Partially Closed Amenities</li> <li>» Tour Path - Includes Outdoor Amenities Only</li> <li>» Recommended PPE for Prospect</li> <li>» Social Distancing Practices and No Handshakes</li> <li>» Time Limit of Tour</li> <li>» Online Leasing Process</li> <li>» Maximum # of Guests</li> </ul> </li> <li>• Email the “What to Expect” Guide with Appointment Confirmation</li> </ul>	<ul style="list-style-type: none"> <li>• Give Appointment Reminder Call 1 Hour Before Appointment Start Time (New!)</li> <li>• Upon Arrival, Greet Prospect with a Smile, Stand, &amp; Personalized Greeting” (New!)</li> <li>• Complete Additional Review of “What to Expect” and Social Distancing Guidelines (New!)</li> <li>• If Prospect Crosses 6-Foot Distance, Politely Remind Prospect of Social Distancing Guidelines (New!)</li> <li>• Remind Prospect That All Policies are In- Place for the Health &amp; Safety of Everyone</li> </ul>



## WHAT PROSPECTS CAN EXPECT

With the health and safety of our guests, residents and team members in mind, prospects should be communicated the following guidelines:

- COVID-19 Screening Acknowledgement will be required prior to the tour.
  - » Have you come in close contact (less than 6 feet) with someone who has a confirmed COVID-19 diagnosis in the past 14 days?
  - » Do you have any of the following: fever, chills, cough, shortness of breath, difficulty breathing, body aches, headache, loss of taste or smell or sore throat?
  - » If the answer is Yes to either of the questions, the prospect will be asked to reschedule at a later date.
- Whenever possible, maintain a 6-foot distance with team members and residents.
- Team members will be delighted to assist, but unable greet with a handshake/touch.
- All team members touring will be wearing PPE including a face covering and gloves.
- All guests are strongly encouraged to wear face coverings at all times.
- Amenities may be partially closed and only outdoor amenities will be toured.
- All appointments are scheduled on the hour with a 45-minute maximum to allow for cleaning between each guest visit.
  - » If prospect arrives late for the tour, the tour may need to be shortened or rescheduled.
- Number of guests allowed on tour is limited to 2 to achieve proper social distancing.
  - » If the number of guests per tour exceeds the maximum guest capacity, a staggered shortened tour can be accommodated.
- A government or state issued ID is required, will be safely stored, and accepted by a team member wearing gloves.
- Continued reminders of social distancing guidelines (verbal and signage).
- To limit possible transmission, all community and unit availability information will be provided electronically.

### WHAT TEAM MEMBERS CAN EXPECT

- Increased contact with the public (potentially without PPE) with recommended social distancing.
- Additional time spent with prospect communication.
- Greeting prospects with a smile, stand and “personalized greeting.” Common options include a wave, hand to the heart or namaste.
- Increased awareness of eye contact, body language and tone of voice.
  - » It is important to tour with welcoming body language while also maintaining social distancing.
- Team members touring should use face coverings and gloves.
- Additional time spent post-tour to disinfect the touched areas.
- Increased communication with other team members to ensure others are aware of scheduled appointments.

### ADDITIONAL LEASING PROCESS MODIFICATIONS

- Update CRM available appointments to only allow appoints on the hour with a 45-minute maximum.
- All appointments must be scheduled in CRM and walk-ins will not be accepted.
- All vacant units should be keyed alike.
- Predetermine with prospect which unit(s) will be shown.
- Only one tour per hour should be allowed, regardless of property size.





## MARKETING

Cushman & Wakefield has promoted digital marketing and advertisements for quite some time, but our customers are more in tune with those efforts since the pandemic began. Our marketing teams are more prepared than ever to assist prospects with their online searches. Our marketing strategies concentrate on the following:

### ENHANCED COMMUNICATION

Enhanced communication across multiple new platforms (social media messaging, chatbots, resident engagement platforms, texting, etc.) has proven extremely beneficial in capturing, nurturing, and converting prospects to residents. Options for improving property enhanced communications are below; some may already be currently in place.

- **BetterBot Chat Feature:** Having BetterBot in place gives our prospects the ability to get instant information regarding floorplans, availability, pricing and more, and best of all, prompts them to schedule a tour.
- **Modern Message:** Resident engagement and loyalty platform offers enhanced communication and resident rewards.
- **Text Enabled Phone Number:** Increase contact methods by partnering with RokitNow to enable the existing property website phone number to receive text messages (SMS).
- **Clear Messaging:** Will continue to be updated across all digital platforms. Examples include: Ad copy will reflect leasing office and virtual tour availability, pay per click ads will include more negative keywords like “Coronavirus” and “COVID-19”, and more.
- **General Copy/Messaging Update:** All digital marketing and advertising will be updated as needed with copy/messaging highlighting our office hours, virtual office hours and contact information.
- **Nudge Banner Updates:** Apartment shoppers will be on their computers looking at communities, and we want to make sure that we can communicate effectively with them. Touring options will be updated on the property website as needed.
- **Email Blasts:** Onsite teams will have the ability to email blast active prospects in our CRM.
- **Facebook Messenger:** Prospects are going to want to engage in the most direct method of communication and FB Messenger will continue to be available to help with that. We can customize your Messenger settings to include automatic greetings, options, and responses. This can help you continue to engage with prospects when they are ready.

### MARKETING ADJUSTMENTS

Marketing performance is being monitored more frequently. Adjustments will be made as necessary to ensure we are capitalizing on efforts that are working in each market. Many of our marketing/advertising partners are proactively updating property listings, advertisements, or campaigns optimized around the current impact of COVID-19. Additionally, the following actions are taking place:

- **COVID-19 Messaging:** Property website messaging is updated as needed when important changes take place. This can include headers/banners, romance paragraphs, general copy, headlines, pop-up's, nudge marketing campaigns, and more.
- **CRM Audits:** It has never been a more important time for our online advertising/information to be up to date and accurate since prospects will be shopping for apartments online. CRM audits will be completed twice as often as usual (every other week). Completing these audits of all digital marketing and advertising in a timely manner will maximize success.
- **Source Performance Evaluation:** Regional Property Managers and marketing team members are constantly reviewing the total impact COVID-19 has had to marketing/advertising. Based on identified trends resulting from COVID-19 and corresponding source performance, any new recommendations will be made around what services to reduce, cut, reallocate, etc.

### DIGITAL MARKETING OPTIONS

Prospects are online now, more than ever. We are increasing efforts to target them even more and can use any of the following options to further enhance community marketing.

- **Specials:**
  - » “No Look and Lease” special incentivizing prospects to tour and lease virtually.
  - » “Look Yourself and Lease Yourself” special incentivizing prospects to self-guided tours and lease online.
- **Social Ads:** Branded community ads with COVID-19 response messaging on Instagram and Facebook.
- **Geo-Targeting Campaigns:** Change target locations to competitor properties and update ads to highlight differentiators.
- **Digital assets** (photos, floor plans, videos, etc.) must be top-quality and on display on all active digital marketing channels.



# RESIDENT EXPERIENCE

## RESIDENT-ENGAGEMENT TIPS

Our residents are used to a certain level of service. We will use these tips to continue meeting their expectations while promoting a safe environment.

### RESIDENT COMMUNICATION

- **Resident Portal:** A great avenue to stay in communication with residents.
- **Bi-weekly Facebook Live Remote Hour:** Host a one-hour Facebook live event where residents can view and submit questions.
- **Email Blasts:** Use Yardi Site Managers to email blast our residents with any updates/information.

### RESIDENT VIRTUAL EVENTS

- **LetsGaze.com:** Offer remote movie night that allows residents to vote on movie choice and then all log-on and watch together. Create conversation on social media through this virtual movie night.
- **Virtual Clubs:** Create a virtual book and movie club where residents can interact virtually to discuss books they read or movies they watch.
- **Binge Worthy Weekends:** Circulate a popular series for residents to watch and host a review party after.
- **Pet of the Month**
  - » Engage the furry friends in your community by asking residents to upload their best pet photo with “about me” information to be considered for pet of the month. Deliver small prizes to all photo submissions and a larger gift basket to the winner.
  - » Put the monthly winner in the spotlight with a social media shout-out.
- **Stay Active**
  - » Utilize Orange Theory with Friends for free daily on demand classes.
  - » Offer live online fitness classes through DH Fitness.
- **Art Party**
  - » Host a Flow Arts Party.
  - » Channel creativity through an Art Contest; have residents post artwork on your community Facebook for a chance to win Loop & Tie gift and bragging rights; host a children and adult contest too.
- **Show Our Appreciation**
  - » Loop & Tie—Give residents a virtual gift in appreciation for their patience during amenity and office closures.
  - » Resident Appreciation Week—Purchase small gifts purchased through “Can You Imagine Gifts” and deliver outside resident doors.



- **Let Us Serve You**
  - » Breakfast-Made-Easy—Contact local vendors to deliver breakfast packs to the resident.
  - » Food Truck Visits—Partner with local food trucks to set up a weekly Food Truck visit; social distancing should be followed.
- **Cozy Up & Wind Down**
  - » Monthly Book Club—Issue a gift card for an E-book and engage residents in a book club through Social Media.
  - » Music in the Lot—Hire a local band or DJ to play onsite (parking lot, entrance points) for residents to enjoy while keeping social distance.

# MAINTENANCE

## MAINTENANCE WORK ORDERS

Maintenance team members are essential frontline workers in each of our communities. The following protocols were established to maintain a safe work environment.

- Ask the resident if anyone is sick or under self-quarantine in the unit at the time of work order submittal, if possible. If this is not indicated on the work order submittal, we will call the unit to confirm whether anyone in the unit is sick or under self-quarantine. The main concern is respiratory or flu-like symptoms such as fever, cough or shortness of breath. If they are not sick, we will proceed with the maintenance request. If they are sick, we will not perform the maintenance request and reschedule until a later date.
- Try to schedule the work order when the resident is not in the unit. Explain to the resident that this is for the safety of both the resident and staff. If that is not possible, follow CDC guidelines and maintain a 6' distance and ask them to remain in another room while you perform the work order.
- Maintenance personnel should follow current Cushman & Wakefield policy and the CDC recommendations for wearing PPE to perform the work order.
- Upon completion of every work order dispose of gloves and disinfectant in a closed bag in general trash; wash your hands with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.
- For emergency requests in units with quarantined or confirmed cases, all work will be contracted to a qualified biohazard third-party service party provider who is properly equipped with the protective gear as prescribed by the CDC and OSHA. We will utilize pre-qualified local or national vendors that are part of Cushman & Wakefield's vendor network.

## UNIT VACANCY DETERMINATION AND ENTRY PROCEDURES

This procedure should be followed to determine the vacancy of a unit, when otherwise unknown, prior to entering. The procedure specifically applies to entering the unit for the purposes of trash removal, unit turns for lease make-ready, cleaning, or for other management tasks related to vacant unit preparation for leasing purposes. For these activities, it is presumed contact would be necessary with objects and/or fixtures in the unit.

The following procedures do not apply to units with suspected or confirmed COVID-19 cases.

Determine the last date of verifiable unit occupancy based on any of the following methods:

- Proper move-out process with keys returned.
- Confirm by phone call or email with the resident.
- Place a clear piece of tape between the door frame(s) and door(s) for the purposes of determining whether the unit has been entered.
- Document the day the tape was applied to the unit door(s).
- Wait **4 DAYS** after confirmed vacancy before entering the unit.
- If tape was applied to the door to confirm unit vacancy, and the tape is still intact after **4 DAYS**, maintenance should inform the property management team.
- After **4 DAYS** of vacancy has been verified, team may enter the unit to perform activities related to the cleaning and preparation of the unit for leasing.
- While unit decontamination is not required due to NIH indication of the day span of viable COVID-19, regular janitorial cleaning of the unit with typical cleaning chemicals as part of normal unit preparation, is required.
- Team Members should wear safety glasses and abrasion-resistant or Kevlar gloves for trash out and repairs; safety goggles and nitrile gloves are required for utilizing cleaning chemicals.

## RESOURCES



**REOPENING PROPERTY CHECKLIST**



**RESIDENT RECOVERY READINESS MAINTENANCE LETTER**

# TECHNOLOGY CONSIDERATIONS

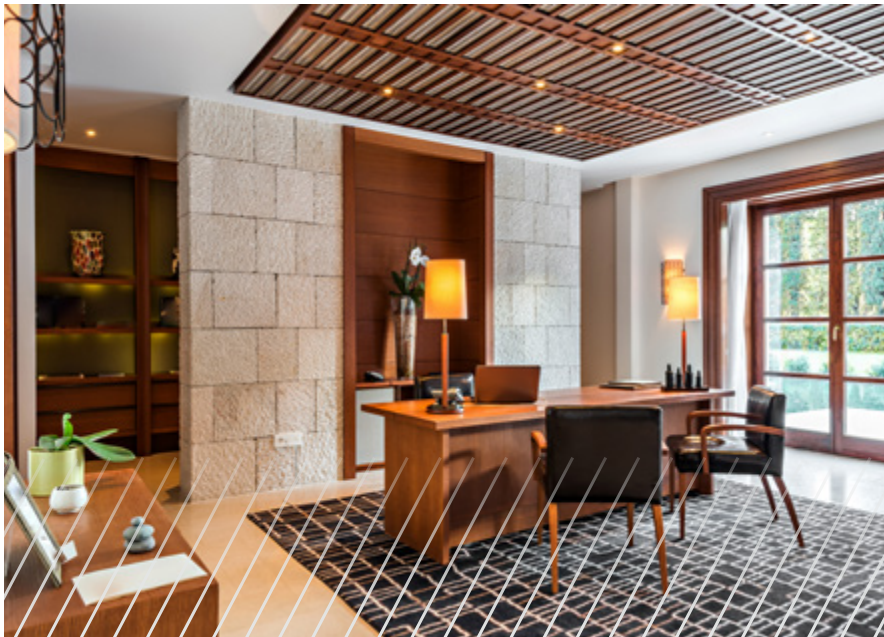
Technology will continue to be a major force in shaping how our organization operates and how people live and work. The COVID-19 pandemic has only further underscored that reality.

## CURRENT AND FUTURE TECH

### NEW STANDARDS FOR PROPERTY TECHNOLOGY

Properties must have essential technology to support both in-office and remote office work environments. Once considered convenience tools, technology is now a requirement as the landscape associating with leasing and day-to-day property management continues to change.

- **Property Leasing Technology**
  - » Tablet Procurement—Used in conjunction with Yardi RENTCafé CRM Leasing
  - » Fraud Mitigant—CheckPointID or Yardi ID Verify can be used in office tours/leasing as well as online leasing
  - » Self-Guided Tours
    - Rently
    - Tour 24





- **Resident Management**

- » ClickNotices—Utilized for resident correspondence related to delinquency management
- » Nationwide Eviction—Yardi Integrated Electronic process to evictions
- » Move-In/Move-Out Checklists
  - HappyCo
  - SightPlan
- » Yardi Mobile Maintenance—Reduces touchpoints and is an efficient solution to manage service requests.

- **Property Operations Technology**

- » **Property Computers:** As budgeting allows, laptops should be considered as the new standard for office computers and specific roles that may work in remote environments. Follow Cushman & Wakefield guidelines for procuring property technology.
- » **Vendor Invoicing/Invoice Processing:** Vendors should be notified to send invoices to the property email address moving forward. In the event of office closure or remote work environments invoices will be paid timely.
- » **Yardi RENTCafé CRM:** The Leasing Office Team should continue to promote the use of RentCafé CRM in order to adhere to social distancing guidelines, it will be critical to minimize direct interaction and touchpoints with current and future residents. Prospective and current resident should be directed to Yardi Resident Portals for:
  - Online Application/Online Leasing
    - » Upload Paystubs
    - » Renters Insurance
  - Electronic Payments
  - Service Requests
  - Lease Renewal Execution
  - Resident Correspondence

# APPENDIX



## MULTIFAMILY RECOVERY READINESS ESSENTIALS

As the country recovers from the COVID-19 pandemic and stay-at-home restrictions are lifted, our Cushman & Wakefield teams are carefully modifying operational procedures. Thoughtful consideration is being given to many pressing questions related to the reopening of our multifamily workplace.



### PREPARE THE TEAM MEMBERS

#### *What to expect - team member safety and wellbeing*

- Provide team members with appropriate PPE and train them on proper fitting, wearing, safe removal, sanitizing and disposal
- Implement social distancing best practices
- Promote best health practices to mitigate risk
- Review team schedules and separate them into varied schedules, where appropriate, to limit capacity and maintain social distancing at work
- Encourage frequent cleaning and disinfecting of highly touched surfaces or equipment



### PREPARE THE PROPERTY: LEASING OFFICE, AMENITY & COMMON AREAS

#### *Pre-return checklist to readiness*

- Create 6 foot social distancing within leasing center, common areas and amenities using capacity calculation
- Order/print and post signs and stickers for social distancing and cleaning protocols
- Follow COVID-19 Maintenance Checklists, prioritize cleaning and disinfecting, ensure adequate supplies of PPE cleaning and other products are available
- Review pre-checks for Office and Break Areas, Leasing Center, Common Areas, Amenities and Model





## LEASING, MARKETING & RESIDENT EXPERIENCE

*Operational practices/strategies to increase traffic and provide a safe environment for prospects and team members*

- Communicate new guidelines and protocols for visitors and team members to the leasing center
- Utilize virtual tours and online leasing. Consider options including recorded virtual tours, Facebook Messenger, Instagram, Apple Facetime, Panoskin and Realync
- Consider the implementation of self-guided tours
- Consider phasing based on roles and priorities, including temp workers if needed
- Utilize enhanced marketing communication methods including BetterBot chat, text messaging, nudge banner updates, email blasts and Facebook Messenger
- Continue utilizing digital marketing options on a larger scale, including social ads, geo- targeting campaigns, high-quality digital assets (photos, floor plans, videos, etc.)
- Implement virtual resident events for engagement



## TECHNOLOGY

*Ensure new standards for property technology are considered or in place*

- Review Property Technology
  - » Table Procurement
  - » Fraud Mitigant
  - » Self-Guided Tours
- Resident Management
  - » ClickNotices
  - » Nationwide Eviction
  - » Move-In/Move-Out Checklists using vendors such as HappyCo and SightPlan
  - » Yardi Mobile Maintenance
- Property Operations Technology
  - » Consider laptops
  - » Promote online vendor invoicing
  - » Encourage resident interactions through Yardi RENTCafé CRM

### MOST IMPORTANTLY

Constantly reinforce hand washing, social distancing and staying home when ill.



## MAINTENANCE

***Maintenance protocols that ensure the safety of our team members and the resident***

- Follow COVID-19 Maintenance Work Procedures
- Move from Emergency Work Orders to All Work Orders
- Encourage Yardi Mobile Maintenance requests
- Utilize COVID-19 Maintenance Checklists for daily, weekly and monthly tasks
- Follow procedures for Unit Vacancy Determination and Entry Procedures



## PROPERTY ACCESS

***Guidelines and recommendations to control building access that promote ongoing safety and precautionary measures***

- Determine resident package delivery protocol
- Adjust capacity to uphold social distancing efforts in elevators
- Communicate visitation and/or delivery guidelines to vendor partners



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