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## Executive summary: mismanaged maintenance hurts resident satisfaction

Property maintenance is more than keeping your building in ship-shape. It's a critical component of resident satisfaction and retention. Did you know that dissatisfaction with the maintenance process is one of the top reasons residents decide not to renew their lease? In fact, the <a href="MMHC Resident">MMHC Resident</a>
<a href="Preferences Report">Preferences Report</a> showed that 31% of residents said maintenance was a factor in their decision to leave a community.

The maintenance process is one of the top 3 factors that drive churn that are within management's control. And yet, only 16% of property managers identified "property improvements" as a top goal according to the 2018 NARPM State of Property Management

Report. With an average price tag of \$3,850 to turn a unit, management companies can't afford to lose residents to factors that are within their control.

Many people rent because they don't want the responsibility of maintaining a home. Even though renters aren't on the hook for fixing things themselves, they still have high expectations about how their management company handles maintenance issues. And unfortunately, many communities are not living up to their standards.

A bumpy maintenance process, even for only one resident, can come back to haunt property managers. Because when that resident moves out, they are likely to share their negative experience online. Rent.com <u>studied the most common topics of resident reviews</u>. Not only was maintenance one of the top subjects discussed, but the majority of reviews that mentioned maintenance were negative. These negative reviews can hurt your occupancy rates, as <u>72% of residents</u> reference apartment ratings and reviews when searching for their next apartment.

To fix these problems and improve the resident experience, multifamily communities are embracing new technologies to manage the maintenance process. This guide unpacks the major pain points in the maintenance process and offers solutions for improving it including:

- What residents expect from the maintenance process
- Maintenance obstacles on-site teams are facing that hurt resident satisfaction
- Four proactive measures you can take to transform maintenance operations

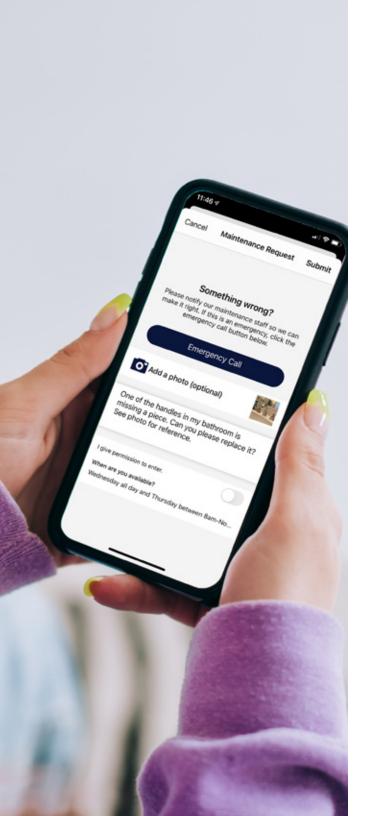
### Best practice recommendations for a standout maintenance management program

Recommendation	Tactic
Devote resources to preventative maintenance	Proactively contact residents about maintenance needs and concerns
	Use smart apartment technology to identify issues
	Partner Maintenance and IT teams to use smart tech to automate manual tasks
Streamline the maintenance request process	Make it easy for residents to submit a work order
	Give your teams a work order app to save time and improve communication
	Keep residents updated on the status of their work order
Leverage routine maintenance to boost resident satisfaction	Collect Rsat score on maintenance visits
	Schedule a maintenance walkthrough before sending a renewal offer
	Ensure all maintenance issues have been resolved before sending a renewal offer
	Schedule move-out inspections early
	Survey your residents after maintenance work is performed
Hang on to your best techs	Provide an outlet for residents to show their appreciation
	Help make their job easier with mobile technology

# What residents expect from the maintenance process

How your company handles maintenance issues clearly impacts resident satisfaction. Simply fixing what's broken isn't enough. There are several touchpoints throughout the process that can sour a resident's opinion of your management company.





### What residents expect from the maintenance process:

Contactless ways to report a problem: While some residents may feel more comfortable explaining the problem directly to their property manager, most residents would prefer to submit their work orders online. As more self-service options become available to residents, the less inclined they will be to make a phone call, or walk all the way to the leasing office just to report an issue.

Ultimately, you want residents to feel confident enough in the maintenance process that they'll report anything that's not working properly. If they are turned off by any aspect of the process, they may fail to report things that aren't critical but that should be addressed. For instance, they might have a leaky faucet or a dishwasher that makes an irritating sound. These "small" things that are inconvenient to report wear on their nerves and prompt them to look for a nicer place. And, if left unreported, these issues can persist and harm your property in the long run.



Our State of Resident Experience Management Report found that 96% of management companies either currently offer an online portal or app for residents to submit maintenance requests, or plan to within the next 12 months. Only 57% of management companies surveyed by NARPM in 2018 said they used some sort of online maintenance request technology. That's almost a 40% jump in adoption over the past 3 years. Companies are clearly finding that contactless, self-service options are more convenient for residents and streamline on-site operations.

A quick turnaround: After a resident submits a maintenance request, they don't want to wait long for someone to come assess the situation. They want a fast confirmation that someone will be there to inspect the problem. Ideally, that means a maintenance worker is there within 24 hours. And depending on the problem, resident satisfaction will plummet if a technician doesn't arrive promptly. For instance, if a resident's AC quits working in the dog days of summer, having to wait several hours - much less several days - for someone to show up would understandably be detrimental to their living experience.

They also don't want the repair to drag on. Not everything can be fixed right away, especially if a special part needs to be ordered. But, not resolving the issue within an appropriate amount of time increases the likelihood that a resident will be unhappy.



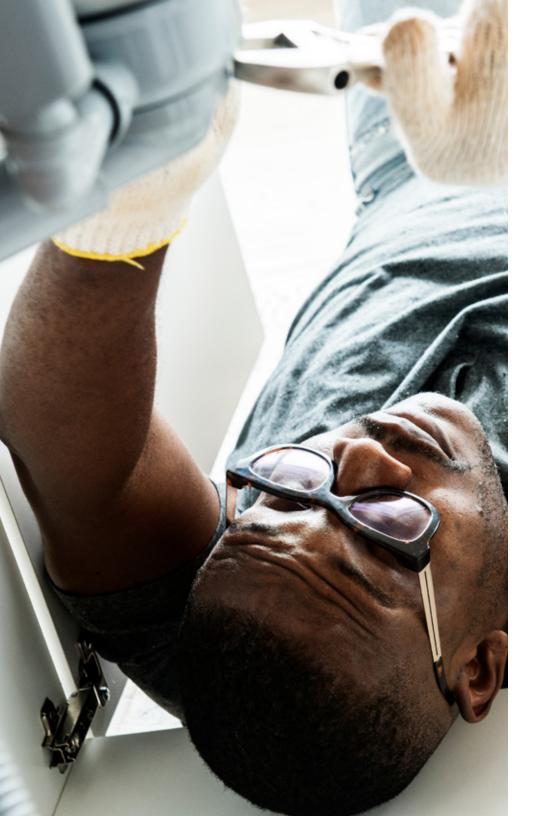


For the K2 apartment community in Chicago, their community app is a crucial resident communication piece for many aspects of the living experience, including maintenance. "From providing timely resident updates through the messaging feature, to being able to add reservationbased slots for our amenity spaces (complete with alerts, capacity limits and RSVP's) along with maintenance request communication for COVID-19 questions, we were able to stay organized and remain in complete communication with our residents," explained Candace Johnson, Property Manager at K2.

Clear communication: Residents want to stay updated about the maintenance process from the moment they submit their request to the minute the issue is fixed. Communicating with them about what's happening at every stage of the process is extremely important, especially if the issue might take some time to resolve.

A business that exemplifies process communication is UberEats. Once you place an order, you can see the ETA in real-time. You can even track your meal from the restaurant, to pick-up, to delivery.

Because communication can have such a big impact on resident satisfaction, it's wise to have a variety of channels in place to reach them. According to NMHC, email, text message, and an online resident portal or community app are the top three ways residents want to communicate with their property management team.



Quality repair work: The quality of the repair is a top priority as well. No one wants to repeat the maintenance request process for an issue they thought was previously resolved. Having to re-issue a previous work order only makes residents lose confidence in how the community is managed.

To avoid incomplete repairs, identify the most common service requests and create a troubleshooting/repair checklist for new maintenance team members so they don't miss a step. Have your maintenance technicians share troubleshooting tips with your site staff so they can potentially fix small issues quickly to improve resident satisfaction. For example, if a resident reports that their garbage disposal is not working, make sure your staff knows how to troubleshoot by hitting the reset button first before getting the maintenance team involved.

# Maintenance obstacles on-site teams are facing that hurt resident satisfaction

Managing work orders in a timely and efficient manner is important to residents. But unfortunately, many companies are not operationally equipped to meet residents' high expectations. Many of the methods property management companies use to manage maintenance are bound to fail from the start.





### Four maintenance pitfalls to avoid:

Not having a proper system in place to manage work orders: Relying on residents to email, call, or visit their property manager to report a maintenance issue is risky. The property manager might accidentally neglect pertinent information when they relay the issue to the maintenance team. Then when the technician arrives at the unit, they won't be adequately prepared to resolve the issue. Also, with many different channels to manage, work orders can get lost or misplaced. This can be extremely frustrating for residents and site teams.

Best practice is to streamline the process by picking one channel by which residents can submit work orders and site staff can manage them all in one place. Then clearly communicate with residents and staff the proper maintenance request procedure for

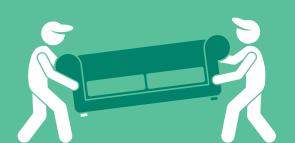


the Zego Mobile Doorman app for their work order management, Edison47 relied on email, phone calls, or in-person conversations to communicate with residents. Jered Lerum, Director of Business Development for Edison47 said, "site teams were answering the same questions - what time is the gym open? How do I submit a work order? It burns folks out, and it distracts the site teams from making the communities a better environment for our residents."

**Settling for what's included with your property management software:** Some property management systems have an excellent work order solution included within their platform. But many do not. And using a sub-par work order solution solely because it's included with your software can present a couple of unique challenges.

### Challenge #1: No 'on-the-go' capabilities

Sub-par solutions rarely let maintenance techs log-in to view or edit work orders on-the-go using their own mobile devices. Typically, they would have to return to the "maintenance hut" at the property, and log into the property management software on a desktop in order to check the work order queue. This clunky process wastes valuable time, and does not allow maintenance techs to log notes and status updates remotely as they move around the property.





### **Challenge #2: Limited access**

Property management systems that also offer a work order solution tend to aggregate everything at the property level. Which means maintenance technicians will be able to access the work order queue at one property, but not others within the portfolio. This makes it hard to staff maintenance professionals across multiple properties. A more comprehensive work order management solution will let maintenance techs easily navigate apartment service requests at the unit, property, or even portfolio level.

### Handling work orders manually via "paper and tray":

While many companies have turned to digital solutions like resident apps, online work order generators, computerized maintenance management systems (CMMS), or even regular old spreadsheets, there are a few who have yet to make the transition away from paper. The process of writing down a work order on a slip of paper, and then successfully getting that paper into the hands of the maintenance team is painstaking. Documents are easily lost, and manually filing paperwork is a time-sucking nightmare.



A lot of time was taken from our onsite teams with answering the phones, entering the orders manually into the property management system and answering emails. It also leads to a higher likelihood of things falling between the cracks."

John Reardon, Beacon Communities.

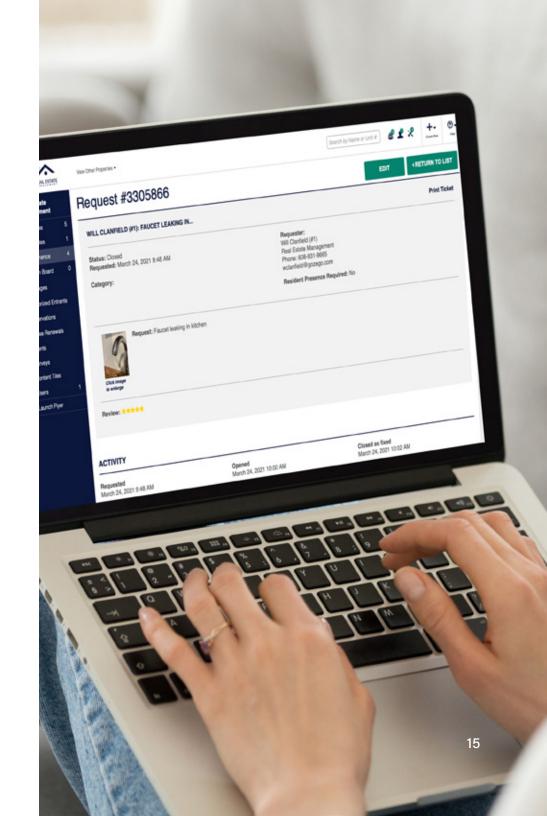
Even back in 2016, the NAA <u>warned against paper-based</u> work order management. They covered four major benefits of



moving from paper to a digital maintenance request system:

- Eliminate stacks of paper in the leasing office.
- 2. Allow maintenance staff to move from order to order instead of having to check back in the office after each job to get their next assignment.
- 3. Easily sort, filter, and analyze digital requests to track job completion times and habitual issues.
- **4.** Efficiently communicate with residents about the status of their work order, which reduces resident frustration.

**Bonus benefit:** you no longer need to decipher someone's handwriting on a written work order to figure out what the problem is.





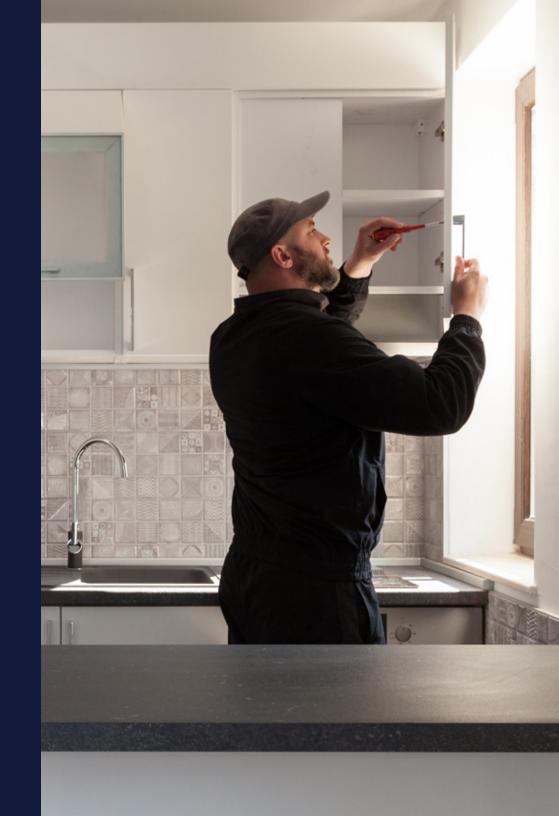
High maintenance technician turnover: One of the biggest operational challenges in property management today is the high rate of turnover with maintenance workers. "There is not another position in our world that's more difficult to fill than a maintenance technician," says <a href="Bob Gleason">Bob Gleason</a>, Vice President of Operations</a>
<a href="Support and Business Analytics at Village Green">Support and Business Analytics at Village Green</a>. "It's extremely difficult to find and keep good talent in this area. So, when you do find someone who is good, it's really important to focus on training and employee retention."

Due to trustworthy vendor options decreasing, we find ourselves struggling to keep up with maintenance requests. Although we strive to keep our office maintenance motto going — 'It is not our fault, but it is our problem. How can we help?' — it is hard for staff not to take tenant frustrations personally, & they often burn out and leave the team. This leaves us to train again, which takes valuable time away from focusing on portfolio growth."

-NARPM State of Property Management Report

# How to transform maintenance operations

No matter if you live in a single family home, or in a Class A multifamily community, things are going to need repair from time to time. Most renters understand that this is unavoidable. But how your teams resolve these instances can profoundly impact resident happiness. There are four proactive measures you can take to transform maintenance operations and ensure maximum resident satisfaction. Those measures include; devoting resources to preventative maintenance, streamlining the request process, and conducting routine inspections.



# Devote resources to preventative maintenance to minimize quantity and severity of issues

Maintenance emergencies are inevitable, especially with older properties. But the more time and resources you can allocate to preventative maintenance, the better. Throw the old "if it ain't broke don't fix it" idiom in the trash. Ideally, if you can stop things from breaking before they actually break, the savings will be exponential.

NAA recently interviewed Scott Moore, CIO of Cortland, on their portfolio-wide installation of operating sensors on mechanical equipment to help isolate potential issues. "The goal and the vision is to know that an AC unit has been running for 12 hours, but it hasn't changed the temperature in the unit... that would indicate that it's going to fail in the middle of summer, and we can replace it proactively. That's obviously going to be a much better experience for our residents," said Moore. Managing operating expenses is also much easier with that level of visibility and less "out-of-the-blue" emergency maintenance costs.



But end-to-end preventative maintenance means more than running occasional diagnostic tests on your old AC units. Property teams can proactively communicate with residents and leverage smart technology to catch minor maintenance mishaps before they turn into major catastrophes.

Contact residents about their maintenance needs and concerns: Catching issues before they reach a breaking point is especially important. Not only for your building, but for resident satisfaction. Checking-in with residents to make sure everything is functioning properly sends a message that you value their comfort and want them to be satisfied with their home. Plus, you may be able to resolve minor issues before they turn into something bigger (or more expensive to fix).

### Use smart apartment technology to identify issues:

Smart apartment technology alerts staff to potential problems in your communities, helping you avoid costly disasters linked to utilities. IoT technology and sensors can detect things like leaks, mold, or malfunctioning HVAC systems, which usually result in excessive utility usage.



For instance, let's say a faucet springs a leak in one of your units. It could possibly take weeks for your resident to notice, causing water usage to spike, or worse, cause water damage. If you had <u>water sensors installed on the building's plumbing system</u>, the leak would be identified in a matter of hours, not weeks, and the problem could be fixed before it became a bigger issue.

Fault detection and diagnostic software systems make this maintenance easier and more efficient. These tools <u>quickly identify the most important issues</u> so that maintenance staff can prioritize their work and fix issues before complex problems or large energy losses arise.

Being alerted to these urgent situations saves you thousands of dollars per year, not to mention the logistical headaches your property staff must endure when trying to resolve these catastrophes. It lets building engineers monitor, control and constantly analyze all aspects of the building from anywhere, resulting in faster identification and response to systems issues as well as better problem prevention and property performance.

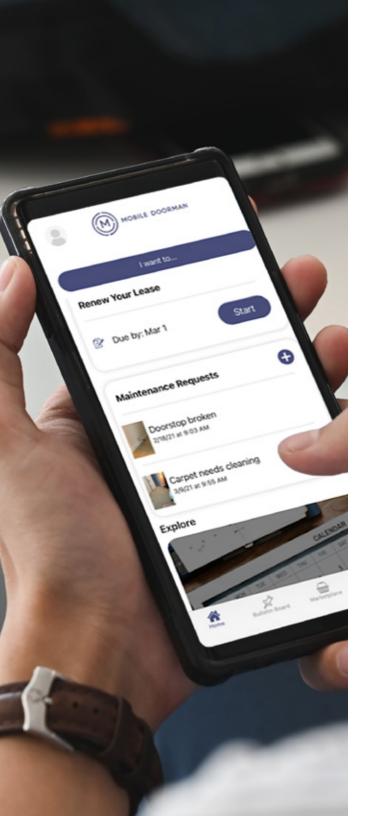
Partner Maintenance and IT teams to use smart tech to automate manual tasks: The global smart apartment market is expected to grow from \$1.67 billion in 2020 to \$1.87 billion in 2021. And it's expected to reach \$2.68 billion in 2025. That means maintenance technicians are going to have to become more familiar with programming and troubleshooting smart devices as they are progressively implemented into multifamily communities.

"They not only need to have experience with all the new technologies like smart locks, lighting systems and thermostats, but also with all the other devices that use control boards and

networks to operate and communicate," says Paul DeFruscio, Vice President, Asset at AVE by Korman Communities. "It's just becoming the new normal. The maintenance team is increasingly partnering with the IT team."

But just because maintenance teams will have to study this new technology doesn't necessarily mean a ton of extra work is piled onto their plate. Any newly-acquired skills or duties associated with smart technology are only replacing the menial, manual tasks that automation has eliminated. For instance, maintenance techs will need to know how to troubleshoot common area temperature schedules within the app rather than physically walking around the property adjusting thermostats.





### Streamline the maintenance request process

Things have the potential to go south at the very beginning of the process, when residents report an issue. If there's not an easy way for them to submit a maintenance request, that can cause frustration. Plus, it can prevent your maintenance team from getting accurate details about the issue so they arrive unprepared for the visit.

### Make it easy for residents to submit a work order:

NMHC's data shows that <u>64% of renters</u> think the most convenient way to report an issue is by using a community app. <u>Ashley Weatherly, Events Manager at The Collective</u> said almost all of their maintenance requests are now submitted through their community app. "It's such an automated process, and it's so wonderful that people don't have to resort to writing something down."

Digital and in-app maintenance requests are continuing to gain traction because of their convenience and efficiency. Residents used to walk into the leasing office, and tell the agent, "my drain is backed up." The agent would write a ticket

### ASCENT

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Ascent 430 decided to implement a smart apartment solution to save their staff time. They wanted control of smart locks and thermostats in vacant units, plus they wanted to give their residents a self-service option for work order submissions. "Our residents absolutely love having the app. They think it's really cool and it's also practical," explained Nicolette Krall, Executive Manager at Ascent 430. "The majority of our work orders come in at night when we're not in the office... We'll come in in the morning and have 15 work orders and know how to schedule our day." Now they process approximately 50-80 work orders per week, primarily through the Zego app.

for the maintenance tech who would follow up with a tree of questioning - which drain? Which sink? The one with the disposal?

With a work order management app, the maintenance tech can ask subsequent questions before they enter the unit. The resident can also provide details and attach pictures. Now maintenance can actually see the problem before they enter the unit. And they can properly prepare ahead of time.

For example, if a resident submits a work order to report a clogged drain and attaches a photo of their garbage disposal, the maintenance tech will be able to see what type of disposal it is and can bring a replacement when they come to snake the drain. Now the maintenance worker may have saved themselves an extra trip, and the resident is satisfied with the quick repair.



## e dison47



Residents at Edison47 properties love that they can easily fire off a work order and receive excellent customer service directly from their phones. Jered Lerum, Director of Business Development for Edison47, said their staff love this improved work order management process too. "For the site staff to be able to actively engage in conversation from a maintenance standpoint - clarifying questions, seeing photos of the issue... it just streamlines the process, it makes maintenance more efficient, all with the goal of making for happier sites and happier residents."

Give your teams a work order app to save time and improve communication: With a work order management app, tracking software takes the stress out of incomplete apartment maintenance requests, enabling your staff to manage requests across multiple properties and improve the overall experience for your multifamily community.

Keep residents updated on the status of their work order: Residents don't want to be in the dark about the status of their maintenance request. It's important they have an avenue to check for updates. We'll use the Uber Eats example again. Customers see real-time updates about their order and estimated time of arrival directly within the app. Residents appreciate the same transparency when it comes to the status of repairs in their unit.

### BEACON communities



Beacon Communities.

## Leverage routine maintenance to boost resident satisfaction

Conducting routine maintenance inspections can minimize potential problems that impact resident satisfaction. Most management companies require a move-out inspection, but there are other specific points throughout the resident lifecycle that you can easily check in and ensure residents are happy with the maintenance process and property condition.

#### **Collect Rsat score on maintenance visits:**

After a work order is completed, determine what their Resident Satisfaction Score (Rsat) is. This can be done by having each resident rate their experience on a scale of 1-5. Over time, you will be able to track if the average score goes up or down so you can identify any trends about what's making them happy or unsatisfied with the process.

Schedule a maintenance walkthrough before sending a renewal offer: Chances are, if your residents have maintenance concerns in their unit that could use some attention, they won't be too keen to renew. Prior to initiating a conversation about their renewal, it's a good idea to inspect their unit and identify items that aren't working properly and arrange for them to be taken care of.

Ensure all maintenance issues have been resolved before sending a renewal offer: If you conduct a walkthrough before renewal time, it's extremely important to follow through on the promises you made at that time. Residents will be hesitant to renew if there are unkept promises about improvements to their home.

**Schedule move-out inspections early:** Move-out inspections are a standard practice. But getting a headstart on identifying issues that should be addressed while the unit is vacant (paint, working appliances, etc.) will ensure the next resident has a pristine home upon movein.

Survey your residents after maintenance work is performed: Asking residents for feedback lets them know that you value their experience and opinions. Just because a maintenance request has been closed out doesn't mean a resident is happy with the outcome. By following-up with a quick survey after the work is complete you can ensure residents are satisfied and address any concerns immediately. Some maintenance apps even allow you to automate this process by triggering a survey to send after a maintenance request has been closed.

### **Sample maintenance survey questions:**

- What maintenance service did you receive?
- How satisfied were you with the maintenance request process?
- How satisfied were you with the length of time it took to complete your request?
- How satisfied were you with the maintenance team?
- How satisfied were you with the cleanliness of the work done in your home
- Any additional comments or suggestions about the maintenance repair process?





### Hang on to your best techs

With the industry's high rate of maintenance team turnover, many companies are forced to spend valuable time constantly training new techs instead of focusing on portfolio growth. So how can you retain good talent? Show your appreciation for them, and let residents praise their work so they know they are a valued member of your team. Also, implement technology solutions that make their job easier.

#### Provide an outlet for residents to show their

appreciation: Apartment maintenance can be a demanding, yet thankless job. A little appreciation can go a long way in terms of reducing turnover. We talked to John Reardon, VP of Marketing at Beacon Communities who said, "before Zego Mobile Doorman, work orders would go into the property management system, and it all kind of happened behind the curtain. The resident would go home, their stuff is fixed, and the maintenance person never really gets a thank you," Reardon said. "Now, because it's so incredibly easy for residents to reach out, we've started seeing residents actually writing, 'Thanks, this is great!' Just a simple thing like that.

When we share that with the maintenance teams, it's actually a pretty good engagement driver. It helps fill their tanks back up and really motivates them when they see that people do actually appreciate their work."

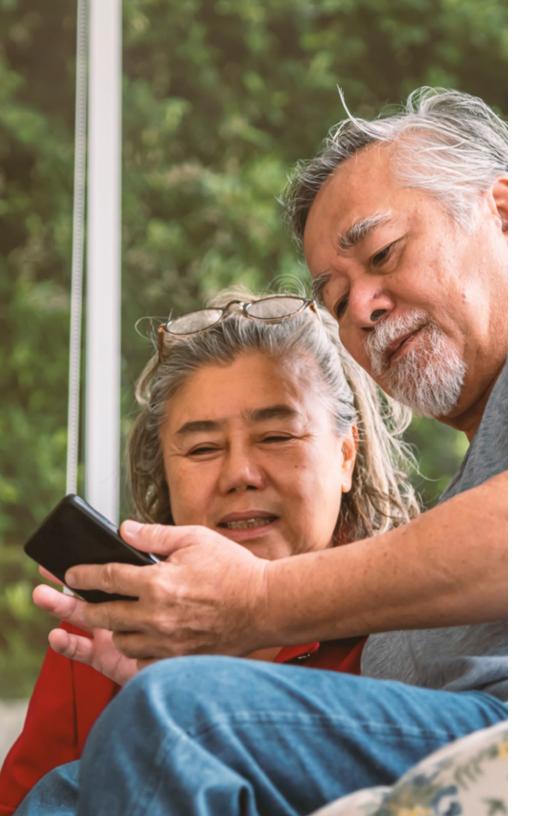
After rolling out a mobile maintenance management system, <u>Joanna Zabriskie</u>, <u>President of BH Management</u>, was pleased with the positive reaction she received. "What's really been interesting to see was the whole-hearted adoption of this platform by our maintenance teams," Zabriskie says. "I'll go out to a site and they'll show me their phone and say, 'Look at the stars I got from this resident for doing their work order.' They love it."

Help make their job easier with mobile technology: Besides wanting higher pay, being unhappy in their current organization is the second highest reason people quit their jobs. Showing an interest in how efficiently your maintenance team operates could help attract and retain better talent. Being a maintenance technician for an apartment community is a tough job. If your maintenance process is set up so that the details of each ticket are easily accessible on their mobile device, that can make the job less daunting. Because they don't have to run back and forth to get parts, check the next ticket, etc. With technology saving them time and energy, they'll be less likely to leave and switch to a community that's still operating manually.

# Checklist to improve maintenance services & resident satisfaction

In summary, maintenance repairs are inevitable, no matter the age of your property or portfolio-type. And how your team manages and resolves service requests profoundly impacts resident happiness.





### Benefits of investing in a work order management app

Beacon Communities received positive feedback from residents after rolling out the Zego Mobile Doorman community app with a work order management feature. "We saw a pretty dramatic uptick in online work orders immediately when we rolled out. That first month, we saw positive data come through and it continued to trend up," explained John Reardon, VP of Marketing at Beacon Communities. "In the last 30 days alone, more than 170 maintenance requests were submitted via Beacon resident apps from Zego Mobile Doorman, equating to more than \$3,000 worth of working hours saved for onsite staff."

### Work order management app ROI Calculator

According to Beacon's calculations, if 170 work orders would have cost \$3,000 worth of working hours to process manually, then each maintenance request would cost \$18 to process manually.

Let's say a community processes 250 maintenance requests per month. At \$18 per request, the total monthly cost to process those requests manually would be \$4,500. Divide that number by the average monthly cost of a work order management app (\$1 per unit), and you can easily calculate your ROI.

### Work order management app ROI calculator

(# of monthly maintenance requests) x \$18 / \$1 x (# of units) = ROI

### For example:

$$= 4.5 \times ROI$$

\$1 x (1,000 units)



"We created a calculation involving the number of work orders being requested through the Mobile Doorman system, and how that compared to our site team members manually entering a work order... We found that we were saving thousands of dollars and paying for the platform with the labor hours that we save when our associates don't have to manually record and create work orders." - Connor Duffy, Customer Experience Manager at Beacon Communities.

But this ROI calculation doesn't even take into consideration the multitude of additional benefits you're receiving from the app. Most work order management apps are just one feature of a <u>robust community app</u> that lets you manage amenity reservations, send property-wide communications, package notifications, and more.

### Steps to ensure a smooth maintenance process

Transform your maintenance operations by devoting resources to preventative maintenance, streamlining the request process, and conducting routine inspections. Follow the best practices checklist below to ensure a smooth maintenance process that lives up to your residents' expectations.

### **Best practices checklist**

Proactively contact residents about their maintenance needs and concerns
Use smart apartment technology to identify issues
Partner Maintenance and IT teams to use smart tech to automate manual tasks
Make it easy for residents to submit a work order
Keep residents updated on the status of their work order
Give your teams a work order app to save time and improve communication
Collect Rsat score on maintenance visits
Schedule a maintenance walkthrough before sending a renewal offer
Ensure all maintenance issues have been resolved before sending a renewal offer
Schedule move-out inspections early

### **Maintenance questionnaire**

Answer the short maintenance questionnaire below to assess your property's current maintenance process.

	Yes	No
Do you provide an online option for residents to create and submit work orders?		
Can your residents easily track the status of their request?		
Are residents able to rate their satisfaction after the work order is submitted?		
Do you schedule maintenance walk-throughs & resolve issues before sending a renewal offer?		

If you mostly answered "no" and are looking to improve your maintenance process, we'd be happy to assess your current operations and show you how our mobile maintenance request platform works.

Click here to demo Zego Mobile Doorman



Zego (Powered by PayLease) is a property technology company that modernizes Resident Experience Management to boost retention, productivity, and NOI. Zego's mobile-first engagement platform for the residential real estate industry unifies the most critical resident touchpoints into one app. Everything seamlessly integrates into your backend system, from payments and utilities to communications and smart devices.

Since its inception in 2003, Zego has grown from a payments provider to a comprehensive Resident Experience Management platform. With more than 350 employees, Zego serves 6,000 residential real estate companies and over 12 million units nationwide. Learn more about how Zego powers a better resident experience at gozego.com.

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