

DORCHESTER MANAGEMENT

OPERATIONS MANUAL

SERVICE REQUESTS

A Service Request is created in the event that a repair or other maintenance action is required somewhere on the community premises. Although you may know them as "work orders," "Service Requests" really is a more accurate term as they are literally "requests" from our customers (Residents) for the "Service" they are paying for and deserve. It is also important to note that this is our legal form of documentation for entering and performing service repairs for Residents. All of the Resident services we perform must be documented for the mutual protection of the company and Residents. All liability concerns must be documented with a service request. All Service Requests are to be input into One-Site for tracking.

Staff Communication

When communicating maintenance issues between staff members, please follow a few simple instructions:

Train your Staff to be concise and factual when speaking on the phone. Remember, that radio frequencies are accessible by anyone and you never know who else may be listening to what you are saying. Professional communication etiquette is a must!

Carefully consider the urgency of each Service Request by helping the Leasing Team to understand that each Service Request is not an emergency. They should weigh the gravity of the requested service, prioritize and decide if it is necessary to call the Technician immediately.

The Leasing Team should refrain from phrases like, "I have an irate Resident on the phone so when will you get to them," or other communication that could be construed as negative or derogatory.

Resident Communication

Most of the challenges associated with service requests result from a lack of communication. It is mandatory that Residents are notified by phone, service request, or personal visit regarding situations concerning their apartment. Remember that, although it may be just one of many "units" to you, that apartment or town home is their HOME and it is very personal to them. Good communication is essential to effective, positive customer relations and all Team Members must be mindful of being effectively communicative. Effective and appropriate communication is a corporate policy and is not to be deviated



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from under penalty of further disciplinary action. Documentation of conversations with Residents regarding scheduling is highly recommended. Effective communication between ALL Team Members and Residents is the single most important issue we are faced with daily.

Promoting Resident Retention

Service Requests are our number one source for Resident feedback and, by analyzing Resident comments, our best chance for improving Resident retention. The way we respond to Service Requests will make or break us for Resident retention. Our Residents must never be ignored. It is essential they remain in the loop and our #1 concern at all times. They are, after all, the reason that all of us are here. If there were no Residents, there would be no need for any of us.

Reporting Service Requests

First of all, any repairs that are performed for Residents must be documented on a Service Requests (S/R). But, what do you do when a Resident stops you on the community and requests that you look at a maintenance issue in their apartment?

It is mandatory that everyone carry pocket notepads to take down any requested information. For consistency purposes, politely request that the Resident also call the request into the Leasing Office, but if the Resident sees you write down the request also, it will make them feel that you are not just "blowing them off" by asking them to call the Leasing Office. When in the middle of an emergency situation such as removing snow or another activity where you cannot write down their request, politely request that the Resident call the office and report the problem. Always assure them that this will be completed at our earliest convenience.

Taking ownership with Service Requests will also promote good customer service. If you take the call or complete the repairs, you personally should perform the follow up procedure with the Resident to ensure their satisfaction. You will be amazed how Residents respond to someone showing a considerate, caring attitude.



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Educate the Team

Every Team Member must know what to ask and document in order to get the most precise and complete information regarding a request. This will promote effective time management, as well as providing a better chance of "getting it right the first time" when the Technician goes to perform the requested service. "What to ask" may also differ by community. Installing a disposal may take four hours, while a "no heat" may take only five minutes.

Educate the entire Team about the "quirks" of the community. Teach them about what kinds of specific information are necessary to efficiently complete a Service Request.

Under Promise and Over Deliver

Bottom line: Don't bite off more than you can chew in an effort to satisfy your Residents!

Communication between Team Members, Residents and each other must be clear, complete and detailed. Remember, miscommunication will cause conflicts.

Avoid making blind promises to Residents for repairs.

Avoid giving specific times of the day for repairs.

Avoid scheduling appointments for Monday 8:00 a.m., or very late in the afternoon.

Avoid scheduling repairs, whenever possible, for the first week of the month.

Avoid scheduling a specific Technician for repairs.

Avoid scheduling Service Requests for weekends and holidays.

Give estimations for completion with an allowance of time for other emergencies or concerns.

Service Request Form

Every incoming Service Request must be documented on an approved Service Request form at the time it is received. All Service Requests are to be entered into OneSite and two hard copies printed for use by the maintenance staff. All portions of the request must be completed



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detailing exactly what the issue is. Specifics must be identified as to whom, what, where, when, and how? Record only pertinent information specifically relating to the situation.

Service will not be performed unless the Permission to Enter section of the Service Request is completed.

The time and date the call was received must be documented on all Service Requests.

The Resident's name and address should be double-checked by the person filling out the Service Request, as well as the Technician performing the request.

Home and work phone numbers should be completed on all requests. The preferred methods are to call all Residents prior to arriving for the repairs. This will also be beneficial when Service Request cannot be completed at that time. Technicians or the Supervisor should call the Resident, explain the problem and give an estimated time of completion.

Upon completion of the Service Request, it is the Technician's responsibility to properly complete the items and work-completed section of the Service Request on both copies. This must be completed by detailing the repairs made along with the supplies used.

The time and date the service was performed is mandatory in completing the request. (Remember, this is our legal documentation regarding the details of the services performed.)

One completed Service Request should be left in the resident's apartment with the completed door hanger and the other copy of the completed Service Request given to the Leasing Office Team for entry into the computer and filing.

The information can be reviewed later if the Resident should have difficulties or questions arise.

Response Time

The recommended response time to any written Service Request is 24 hours and should never exceed 48 hours. This means that even if repairs have not been completed within that timeframe, an evaluation of the problem has been made, a plan for completion has begun, and the Resident has been made aware of the situation.

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Prioritizing

Service Requests must be prioritized by issue and age. Any Service Request that has the potential to cause harm to life or property will receive priority status. Any request that is moisture related receives priority status.

Any request that is over 72 hours also receives priority Status, and will warrant a call to the Resident from the Maintenance Supervisor or Community Manager with the Status on the estimated completion.

Routing and Follow-Up

Customer Satisfaction is always our number one goal with residents. It is critical that Service Requests are written, completed and followed up on in a timely manner. Please review the following steps to guarantee that our maintenance teams receive and complete Service Requests in a timely manner.

It is mandatory that **all Service Requests** are entered daily during normal operating hours into the computer system (preferably once in the morning & twice in the afternoon). Anytime the computer is not in use, the incoming Service Requests should be documented at this time.

It is mandatory that a copy of the completed Service Request be left in the resident's apartment along with the completed door hanger. This is mandatory for every resident generated Service Request.

The Service Request System must be set up in a four tiered tray system.

Tray 1 is for incoming Service Requests. When the request is written, the technician will check this tray periodically during the day and complete the calls timely.

Tray 2 (red) is the Emergency tray. Any emergencies will be put in this tray letting the technicians know they have a high priority or emergency issue.

Tray 3 (pending). Any pending Service Requests for whatever reason (waiting on parts or contractor issue) will be held in this tray until completion. Follow-up on all requests must be performed after 72 hours.

Tray 4 (completed). Once the service call has successfully been completed it is inserted into



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this tray for logging into the computer system, filing and follow-up.

All completed Service Requests must be entered into the computer within 48 hours of completion. All appropriate information for the service call must be entered at this time.

Follow-up must be performed on a minimum of 25% of all completed service calls and 100% of all call back or 2nd request service calls.

Note: All Service Requests should be kept in a file for the APARTMENT independent of the Resident. That way we have a history for that apartment regardless of who lives there.

Incomplete Service Requests

For any work that cannot be completed in one visit, a completed copy of the Service Request should be left in the Resident's apartment explaining what work has been completed and any follow-up work that may be needed. Follow-up work should be scheduled in advance with the Resident either in person or by telephone.

Upon returning to the office, a follow-up Service Request should be created and processed as appropriate.

Second or Third Requests

In the event that a Service Request was not completed properly on the first and had to be called in for a second time, the Maintenance Supervisor or Community Manager must follow up with the Resident and provide a satisfactory explanation of the situation. Remember, the customer's satisfaction is ALWAYS our primary goal.

Parts on Order/Contractor Required

In instances where parts must be ordered or the use of a Contractor is requested, the Resident must be informed of the status of their request for service along with projected completion dates, explaining to the Resident that we are relying on outside Personnel. Communication with the Resident is critical prior to and after completion of the requested service.



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Door Tag

"A service representative is in your home at this time."

The Door Tag must be placed on the exterior of the entrance door during the completion of every Service Request. It will serve as notice to the Resident(s) in the event they arrive home while you are in their home, thereby avoiding a possible unpleasant confrontation for both parties.

If a Resident does "come home" while you are working in their apartment, how do you know for certain that they are the person who resides there? It is good practice to check anyone entering an apartment while you are there by checking the entrance door key to see that it operates the lock. This is for their safety and peace of mind as well as your own.

Entering the Apartment Home

Everyone is required to knock loudly a minimum of 5 times, then wait approximately one (1) minute and repeat the process a second and third time before entering. Once you've cracked open the door, announce loudly "maintenance" or "management" before entering the apartment.

See Community Operating Standards for more detail on entering the apartment home.

Entering Rooms with Closed Doors

Only enter areas where the request is to be performed. However, if a room is closed and you must enter the room, always knock first and always speak before entering. If the Service Request involves work in the kitchen, stay in the kitchen. If you notice loose door knobs, hinges or other needed door repairs when entering or leaving an apartment, take the time to tighten or repair them while you are there and note this on the Service Request.

Resident Is Home and Adds to The Request

"By the way, since you're here anyway, can you fix this for me?"

This will happen quite often while you're performing requested service. Obviously, we want to provide the best customer service whenever possible, so take the time to see what's



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involved in the requested service and make the repairs, if you can. If the requested service involves more time than you have available to devote to it or requires an additional visit, document the necessary information and see that an additional Service Request is written.

Resident Damage

In the event of resident damages while still residing in the apartment. Use the following guidelines when dealing with resident damages.

At first notification of the damages, whether during a property inspection, (i.e. damaged mini-blinds are seen from the parking lot) or if the resident reports the damage, the resident is to be charged the full amount of the damage through OneSite. The resident is then to be personally contacted and sent a letter indicating the amount of the damages.

For damages under \$100, the resident is expected to pay the balance in full prior to paying the next month's rent. For any damages over \$100, the resident may be eligible to set up a payment plan to pay the balance. Before setting up any payment plan, permission must first be obtained from the District Manager.

Resident Charges

When do we charge a Resident for damage to the community?

When we have proof that the current Resident is responsible for damages to the apartment, it is our responsibility to make the Resident aware of the charges. Please follow these procedures for assigning charges to a Resident:

We must first have proper documentation to prove the physical assets were in good condition prior to the damage (i.e., type of damage, time and date, etc.).

Inform the Community Manager and have them contact the Resident regarding the situation so they are aware of what we have found.

Be realistic in charging a Resident. Accidents happen, but neglect, abuse or intentional damage is other issues entirely (i.e., removing a toothbrush from a commode normally results from an accident, but aquarium gravel in a garbage disposal, or blinds that have been chewed on by a dog is considered neglect).



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We can only charge for the price of the item and the hourly time wage that was spent to repair the item. "Gouging" or overcharging is against the law. Our intention is not to profit from the damage, but rather to recoup our losses if possible and prevent the damage from happening again.



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EMERGENCY SERVICE REQUESTS

What is considered an emergency?

Anything that can cause harm or be detrimental to the property or persons at the community is considered an emergency. Emergency Service Requests must be met with an immediate response.

Total response time for an emergency must be within 15 minutes of receiving the call. A phone call must be made to the Resident immediately after receiving the phone call to better ascertain the nature and specifics of the problem, alternatives and to let the Resident know how and when you will be providing the requested service.

Listed below are the procedures for on-call/emergency situations:

Every emergency call that comes across the phone receives a return call.

The responsibility to charge the phone battery belongs to the on-call Technician.

Phones are never to be turned off.

If a phone is malfunctioning, it is the responsibility of the Technician to inform the Maintenance Supervisor or the Community Manager to make arrangements for addressing the emergencies. The Technician is required to have the phone repaired/replaced within 48 hours.

Alcohol consumption is prohibited during on-call periods.

Check your own attitude prior to calling a Resident regarding emergency calls. These can turn into awkward situations. Remember no verbal disputes with Residents.

A complete set of **site maps** indicating the location of the items listed below must be made available to all on-call Team Members at all times. Site maps are crucial in case of an emergency. They should be kept in a commonly-accessible binder in the Leasing Office.

Sewer and drain clean-outs

Storm and sanitary manhole covers



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Water shutoffs (city owned and building access)

Electrical (transformers, building meter packs)

Irrigation access

Fire Hydrants

An Emergency Service Request Form must be completed on every emergency call. If the Resident is home, you must get a signature on the request stating what the problem was and what repairs were completed. Also document the start and finish times on the same form.

On-Call Procedures

The Maintenance Supervisor must ensure that an employee is available twenty-four hours a day to respond to emergencies on the property within thirty minutes of notification. It is the Maintenance Supervisor's responsibility to establish a monthly on-call schedule and provide the Community Manager, office staff and answering service (if applicable) with copies of the schedule.

After Hours Maintenance Service

Every apartment community will provide 24-hour emergency maintenance service. Every call must be returned by the on-call person.

The on-call service technician must carry a pad with him/her at all times. When the answering service (if applicable) notifies him/her of a call, it must be documented on this pad. Occasionally, the problem may be resolved (or determined not to be an emergency) by a telephone call to the resident. In this case, the note on the pad will be marked accordingly.

If the call is not an emergency and will be taken care of the following day, the On-Call Service Request will be given to the office personnel early the next morning, and a regular Service Request will be generated.

The following require immediate response: fire, running water, electrical, roof failure, refrigerator failure, no heat, and security issues. It is the on-call employee's



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responsibility to call the answering service (if applicable) at the beginning of his/her duty shift to verify his/her phone number and test his/her phone.

All on-call personnel must be familiar with the location and operation of fire extinguishers; alarm systems; emergency water, gas, and electrical cutoffs; and with the phone numbers of emergency services, the Community Manager and the Director. Not receiving a maintenance request because the answering service could not find the on-call person is grounds for termination. It shall be the sole responsibility of the on-call employee to maintain a properly working phone at all times and ensure that phone's security. The on-call employee must be able to arrive at the property within 30 minutes of notification.

If a call is of an emergency nature and the answering service (if applicable) does not receive a response to a phone within thirty (30) minutes, the service must be instructed to call the Community Manager, an Assistant Manager, or other maintenance personnel as designated in advance by the Community Manager. The following day, the answering service will report any response time problems to the Community Manager.

On-Call Requirements

- No alcohol while on call. Each person taking calls should sign the alcohol policy.
- Emergency On Call Log shall be filled out immediately for every call answered.
- Name badges and company shirts must be worn when answering a call.
- Phone numbers must be kept with each call received when the resident is contacted to confirm the nature of the call. If the resident is not home, a phone call must be made before entering. Any residents affected by a call must be contacted as well (example: flood from upstairs and the resident is not aware their unit is impacted).
- Upon notification of an on call emergency, immediate action is required within 30 minutes.
- On call time starts when the call is returned.
- On call time stops when the associate leaves the property to return home.
- The associate must create and complete work for all on call items the next normal business day.
- A list in the office and in the on call log book must have all emergency phone numbers and back up responders.

