

NAHP Update

Easing the Stress of a Major Remodel | BY JENNIFER JONES

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There is no such thing as too much information when undergoing a major rehabilitation of an older building, especially when the residents are still on-site. It is important that all parties involved—residents, management, owners, contractors—are on the same planning page, have clear timetables and well-defined expectations as to what work will be undertaken, when it will begin and be finished, and what disruptions it will cause.

“It takes communication upfront and you have to make plans. You also need to have a good attitude about the whole process,” Reese Quick, president of Southern Development Management Company (SDMC), said.

SDMC oversaw the renovations of the EME Apartments of Conway in Conway, S.C., which was originally built in 1969 and in 2016 was named a NAHMA Communities of Quality (COQ) winner. Quick said at the time of the work, the property had four vacant units, so they worked on four units at a time. The residents



would temporarily move into the vacant units while their unit was being remodeled. In addition, the residents received a “relocation stipend” in the form of a gift card that allowed them to purchase household goods as a way to make the inconvenience a little more pleasant.

Not only is communicating with residents and staff vital, Quick said, staying in touch with the local jurisdiction can go a long way, not only during the permitting and approvals process but throughout the project.

“Let them know what



NATIONAL AFFORDABLE HOUSING MANAGEMENT ASSOCIATION (NAHMA)—Protecting the Interests of Affordable Housing Property Managers and Owners



TOP: EME Apartments of Conway in Conway, S.C.

OPPOSITE: Broadway Terrace Apartments in Phoenix, Ariz.

you are doing. Meet with the city council, the mayor, meet with the police and fire department and ask what you can do to make the community better and safer.”

which manages Broadway Terrace, said. “We had weekly conference calls with the contractors and on-site staff and a separate weekly call with just on-site staff. We also had one-on-one meetings with the residents. Our first communications with residents began three months before renovations were scheduled to begin and the one-on-one meetings began a month before the first residents began temporarily moving out.”

To minimize the negative impact on residents at Broadway Terrace, the work was

as well as mobility impaired adults over 18 years old, so staff assisted the residents with packing, provided snacks and made special arrangements for some pets to help ease the stress on the residents. One resident even had a specialized bed that had to be moved temporarily.

“We didn’t get any pushback from the residents about the relocations because we explained what we were going to do and when. There was some trepidation, but nobody didn’t want the renovations,” Callahan said. “When explaining the scope

“YOU COMMUNICATE, COMMUNICATE, THEN COMMUNICATE some more. And, make lists—lots and lots of lists,” Viveca I. Callahan, asset manager for Mansermar Inc., said.

EME Apartments of Conway, which in a prior life had issues with crime, became the spark for a greater community revitalization effort.

Broadway Terrace Apartments in Phoenix, Ariz., another 2016 COQ winner, recently completed the rehabilitation of the more than 30-year-old community, which included all 100 units as well as common spaces.

“You communicate, communicate, then communicate some more. And, make lists—lots and lots of lists,” Viveca I. Callahan, asset manager for Mansermar Inc.,

limited to one floor at a time, which consisted of six units. The contractors were given completion deadlines for each floor as well as a specific time window the work could be done, typically between 7 a.m. to 4:30 or 5 p.m., with a few exceptions. Residents were relocated to a nearby hotel and provided transportation or they were free to make their own arrangements such as staying with family or friends who lived elsewhere in the building.

Broadway Terrace provides independent living for residents over 62 years old

of the work, the biggest pushback we got was on the type of flooring. We needed to explain why we picked what we did. You need to listen to all the comments with sympathy and empathy and explain all the decisions you made and why. It helps with the pushback.”

Even once the unit renovations were completed, there were times when the contractors still needed to access the units to finish the so-called punch list items. For example, Callahan said everyone hated the toilet seats that were chosen. The

CORRECTION

A statement in the article, “When Is It Time to Terminate?” published in the Winter 2018 edition of *NAHP Update* regarding terminating a renter’s subsidy contained incorrect information when it comes to house rules violations. House rules violations could result in termination of tenancy, not subsidy. Please refer to the HUD Occupancy Handbook for detailed information on when a subsidy can be terminated.

PRESIDENT

Michael Johnson, SCHM,
NAHP-e
mjohnson1@alcomgt.com

EXECUTIVE DIRECTOR

Kris Cook, CAE
kris.cook@nahma.org

COORDINATOR, TRAINING, EDUCATION & SPECIAL PROGRAMS

Natasha Patterson, ACA
npatterson@nahma.org

DIRECTOR, MEMBERSHIP

Brenda Moser
brenda.moser@nahma.org

EDITOR

Jennifer Jones
jjones@nahma.org

DESIGN

Mary Butler
butler5s@comcast.net

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company ended up replacing them.

Quick said delivering news of delay or some other unplanned issue is best done with a personal touch. "I talk to the residents personally when something happens. You can't deal with them from the office."

Besides communication, both Callahan and Quick said it is important for on-site staff to remain flexible and have a positive atti-

tude during the process.

"You have to roll with the punches. It takes everyone working together including corporate. It takes a lot of teamwork," Callahan said. "You have to plan, work your plan and communicate."

While most major renovations are planned, sometimes unplanned disasters happen. Quick said a different property had a fire which cause significant

damage that required moving residents to an off-site location. In that case, SDMC reached out to local officials for help.

"Anytime you have a disaster, you have to work with the city and other organizations to do what you can," he said. "Some people didn't have transportation, so it could be a problem to get to work or if they didn't have family in the area to help them. Having to go an extra mile or two miles can be big for some people."

Quick and Callahan also said it is important to set realistic expectations and provide as many specifics as possible in the communications with residents, staff and contractors.

"Try not to promise what you can't deliver," Callahan said. "If a resident is given a date certain, they want a date certain." **NU**

Jennifer Jones is manager of communications and public relations for NAHMA.



Create a Top-Notch Team

Learn what it takes to build a cohesive team with the webinar *NAHMA Presents Key People Skills for Property Management Staffers: Developing a Top-Performing Team*. This is your chance to discover what it takes to make sure everyone is committed to doing their best to achieve a common goal through a live 90-minute, interactive webinar. The session takes place Tuesday, July 31, beginning at 2 p.m. Eastern, and is led by Brenda Harrington, founder of Adaptive Leadership Strategies LLC. Register for the training session through your local AHMA today. Registration closes July 26.

Having a top-performing team means making sure that the members of the team are all in. This does not mean that everyone is in agreement at all times, but it does mean



- The difference between work group and team;
- Making sure everyone is heard;
- House rules for team meetings;

agers; mid- and entry-level managers and supervisors; compliance specialists; and human resources, accounting and technical staff.

Harrington works with

and consulting firm. She is a moderator on the Global Delivery Team for Harvard Business School Publishing (HBP), where she facilitates leadership development courses for HBP corporate clients worldwide. Harrington received her Certification for Leadership Coaching from Georgetown University and is certified by the International Coach Federation. **NU**

LEARN WHAT IT TAKES TO BUILD A COHESIVE TEAM with the webinar NAHMA Presents Key People Skills for Property Management Staffers: Developing a Top-Performing Team, Tuesday, July 31.

everyone is committed to doing their part in order to achieve a common goal, even at times when individual opinions may not match the direction of the organization or group.

Topics for the webinar include:

- Presenting an opposing opinion; and
- Gaining support for important decisions.

This webinar is designed for property management staffers; corporate or headquarters staff, including regional and district man-

private, public and nonprofit organizations to improve performance by helping staff members work with greater agility and expanded leadership capacity. She previously served as executive vice president of operations for a large property management



The webinar is brought to you by NAHMA and is hosted by Rocky AHMA. Contact information for your local AHMA can be found by visiting the AHMA Directory map at nahma.org and clicking on the AHMA nearest to your location.

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Bedbug Fever: The Power of the Heat Treatment to Kill Bedbugs

After decades, when an encounter with a bedbug was a rare experience, these parasites have made a worldwide resurgence over the past 20 years.

Eliminating bedbug infestations have proven to be a difficult task in today's society as they hide in small cracks and crevices and have shown a resistance to many of the insecticides available to control them. Furthermore, changes in the use of pesticides are also thought to have contributed to their resurgence, as we adopted a more controlled method of applying insecticides rather than widespread spraying.

Additionally, increased regulations placed on pesticide use have put strict limitations on the number and type of insecticides at our disposal and the places where they can be applied. Very few novel insecticides are expected to enter the market in the future, and this could be attributed to the high safety standards set by the U.S. Environmental Protection Agency (EPA) to protect human health and the environment.

As a result, the pest management industry has been shifting towards the use of



nonchemical control methods to effectively eliminate insects including bedbugs, and the use of heat has become a widely adopted solution.

Typically, infested areas and items are heated to a temperature that is lethal to the pest living within. Heat is an effective control method as it is nontoxic and kills all bedbug life stages, including eggs. It can penetrate even the tiniest bedbug hiding places—ones that are easily overlooked during conventional treatments—and also treats fabrics and upholstery where insecticides cannot be applied.

Rentokil Steritech utilizes a variety of portable heater options that can gradually heat the ambient air within the area while monitoring temperatures with strategically placed sensors and infrared cameras.

This type of service is ideal for multifamily properties as it

can be completed in just one day, rather than over the course of a few weeks, and is effective against all life stages of a bedbug. Treated areas can be reused just hours after treatment with no residual side effects.

Contact the experts at Rentokil Steritech to learn more about how heat treatments can help eliminate bedbug infestations in the facilities you manage.

You can also download our free report on the use of heat to kill bedbugs by visiting https://www.rentokil-steritech.com/about-rentokil-steritech/big-costs-for-businesses/freereport/?bed_bug_pdf. **NU**

CONTACT

1-888-258-6359
marketing@rentokil.com
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Bringing Positivity to the People Business

NAME: Anthony Sandoval, NAHP-e

MANAGEMENT COMPANY: WSH Management

POSITION: President and CEO

Anthony Sandoval watches his great-niece and great-nephew, ages 4 and 6, every Friday. He views it as his escape. They go for bike rides in the park, bake, do arts and crafts or hang out at the beach. And while Sandoval looks at these times as a break from his responsibilities as president and CEO of WSH Management, headquartered in Irvine, Calif., he still takes his responsibilities as uncle seriously.

"I never had children of my own, but I always have my nieces

and nephews," he said. "It is important to see them growing up independent and self-confident."

He got his outlook from his grand mother, who lived with his family when they were growing up.

"She always told us we could do what ever we wanted to do. It was a very positive family," he said.

Sandoval carries that philosophy over into his work ethic as well, where one of his goals is to help his employees succeed.

"I like to be a facilitator and help people achieve their goals," he said. "I'm goal-oriented and even if they don't see themselves as goal-oriented, I ask them, what do they want out of this career other than a paycheck? It's not about the money, because this is

not the industry where lot of money is to be made, there has to be a more people focused purpose or goal that drives one in this industry. If I don't hear that, then they probably aren't a good fit for this business."

Sandoval's approach since becoming an owner at WSH Management two years ago is an inverted triangle model. He helps define the company's culture so that it runs more like a family business where residents have access to everyone, including himself. "We focus on EQ [emotional quotient] as much as IQ [intelligence quotient] because we are dealing with people. We treat people individually," he said. "Even though we are a small company, we spend a lot on education. We never wanted to be the biggest; we

want to be the best."

WSH Management has 38 properties with just over 3,000 units, mostly in Southern California. Sandoval has been with the company for 18 years. Prior to that, he worked in the assisted living field. Besides earning his NAHP-e, Sandoval holds the designations of Certified Active Adult Specialist in Housing and Certified Aging in Place Specialist. He has a master of business administration from Pepperdine University and earned his bachelor's degree from California State University at Fullerton.

Sandoval is also president of AHMA-PSW, where he is focused on revitalizing the association. **NU —JJ**

This profile first appeared in the March/April 2018 issue of NAHMA News.

PROTECTING THE INTERESTS OF AFFORDABLE HOUSING PROPERTY MANAGERS AND OWNERS

www.nahma.org
 Alexandria, VA 22314
 400 North Columbus Street, Suite 203
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