



# Avendra's Ramp-Up Handbook for Multifamily Housing

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COVID-19 Back to Business Success Guide

June 2020

# Handbook Objectives

- Provide **general Avendra information and contact details** to employees stepping into purchasing roles that may not be familiar with Avendra
- Provide sources for and information about **high-demand products and services** and resources covering ramp-up procedures for equipment
- Provide **best practices** for COVID-19 sanitation and operations
- Provide **supplier lead times** to help properties ensure service suppliers, distributors and property associates have allocated enough time for projects to be completed prior to ramp-up
- Provide a **checklist** with recommendations to ensure all ramp-up actions are completed
- Provide **tips** on operational efficiencies for cost containment



## *Disclaimer:*

- *Please ensure you follow your company's standards and specifications – this guide is intended to be complementary to the direction given by your brand or management company*
- *Avendra customers: Please refer to the resources that are delivered to your email as they contain direct links to specific suppliers and ordering information*

# Staying Informed

Avendra has a range of resources to provide updates on COVID-19 supply chain impacts



## Digital Communications

Critical News Advisories  
Coronavirus Flashes  
[COVID-19 Webpage](#)



## Customer Service

Avendra's Customer Service team is proactively reaching out to customers and suppliers during this unprecedented time. In addition, the team is available to answer your questions at [customerservice@avendra.com](mailto:customerservice@avendra.com) and 866-AVENDRA.



## Account Management

Your Avendra Account Manager can help guide you towards the latest information as well as connect you with other resources – whether it is a member of our COVID-19 Task Force, the latest updates or supplier contacts.



## Outbound Calling

The Outbound Calling team interacts with select-service units and those that do not receive Account Management deployment to support client's interests and initiatives through targeted call campaigns.



Are you getting the Avendra COVID-19 communications? If not, email [customerservice@avendra.com](mailto:customerservice@avendra.com) to be added to the distribution lists.

# COVID-19 Supply Chain Updates Page

Visit the **COVID-19 Supply Chain Updates** page on myAvendra for the following:



## COVID-19 Resource Guide

This guide contains key products and guidance to help you manage your sourcing and supply chain strategy

Critical categories include:

- Masks and other personal protective equipment
- Thermometers
- Gloves
- Hand sanitizer
- Disposable products



## Important information for ramp-up and reopening:

- COVID-19 Remediation Suppliers
- [Reopening Procedures for Equipment](#)
- [Supplier Lead Times for Reinstating Service and the Ramp-Up time needed due to COVID-19](#)



## Quality Assurance and safety guidance including:

- [Sanitation Checklist](#)
- [Hand Sanitizer Use Guidance](#)



## [Industry insights and upcoming webinars](#)

# Recommended Best Practices for Ramp-Up

## General Property Sanitation:

- ✓ Install social distancing signs and indicators in the lobby, front and back of house and include any state and brand guidelines; rework lobby floor plan to accommodate social distancing
- ✓ Install sneeze guards at the front desk and appropriate F&B stations; follow state and brand guidelines (CDC)
- ✓ Sanitize all high touch areas, such as elevator buttons, mailboxes, fitness equipment, home theatre remotes, back of house doors, self-help coffee stations at regular intervals ([click to view Avendra's Sanitation Checklist](#))
- ✓ Place queuing marks in elevator lobbies to reinforce social distancing; consider using stanchions, floor decals, mats, etc. to control elevator traffic

## Personal Sanitation:

- ✓ Consider requiring teams to wear masks, change gloves after every service and wash hands frequently (CDC)
- ✓ Require front desk associates to wash hands frequently; plan coverage for time away
- ✓ Instruct building engineers and contractors to maintain their own toolboxes and to clean or disinfect their tools and other materials between uses

## Procedural Changes:

- ✓ Understand how your supplier will deliver product during the COVID timeframe ([click to view Delivery Guidance](#))
- ✓ Review inventory needs for sanitation chemicals and related products to align with new recommended practices

[Visit the National Apartment Association \(NAA\) Coronavirus Resources and Guidance page for further information](#)

# Department Checklist: Engineering

## Recommended Ramp-Up Procedures\*

- Double-check inspection schedule for fire extinguishers, fire panel, Ansul systems
- Notify police department and fire department of reopening timeline
- Test emergency evacuation system
- Schedule elevator inspection/service
- Schedule interior plant maintenance and exterior landscaping and adjust scope, as needed
- Schedule pest control service
  - Common areas, back of house, rooms, exterior benches and trash cans
- Schedule pool maintenance
- Power wash outdoor furniture; sanitize tabletops
- Schedule rental uniform delivery
- Ensure generator is serviced and stable
- Schedule remediation and/or cleaning service to sanitize community areas

**\*These are industry best practice recommendations; always default to the direction from your brand or management company**

## Supplier lead time to resume service:

*Contact the supplier directly to work through any issues and opportunities*

- **Elevators: 2-4 weeks**
- **Landscaping: 2-4 weeks**
- **Air Filters/PTAC: 1-2 weeks**
- **Pool Maintenance: 1 week**
- **Fire & Life Safety: Immediate**
- **Valet Parking: 2-4 weeks**
- **Pest Control: 2-3 weeks**
- **Plant Maintenance: 2 weeks**
- **Rental Uniforms/Mats: 1-2 weeks**

Refer to your mySupplier Relationships (MSR) report on myAvendra for your full supplier list.

# Department Checklist: Cleaning

## Recommended Ramp-Up Procedures\*

- Consider implementing color-coded cloths when cleaning different areas
- Assign a daily cleaning attendant for revolving/push entry/exit door(s) or find alternatives to prevent contamination when opening and closing doors
- Provide amenity-size disinfecting wipes in community areas and wipes for cleaning staff
- Sanitize phones and cords
- Check and replace remote batteries and sanitize remote daily; consider using disposable remote-control wraps
- Check light bulbs and sanitize light switches daily
- Schedule full property deep clean, including all surfaces and upholstery
  - Common areas, back of house, rooms, exterior benches and trash cans
  - Consider offering cleaning service to residents for inside their apartment homes
- Test all cleaning equipment
- Train any new associates on chemicals and bed bug protocols

**\*These are industry best practice recommendations; always default to the direction from your brand or management company**

## Supplier lead time to resume service:

*Contact the supplier directly to work through any issues and opportunities*

- **Night Cleaning/Deep Cleaning: 1-2 weeks**
- **Floor Care: 1-2 weeks**
- **Turnover Services: Immediate**
- **Courier: Immediate**
- **Office Supplies: Immediate**

**Refer to your mySupplier Relationships (MSR) report on myAvendra for your full supplier list.**

# Finding Competitive Pricing

## Concessions Overview for Avendra Contracted Suppliers

Avendra has reached out to all of our contracted suppliers and asked suppliers to provide discounts, extended terms and hold on any price increases in the near term. These updates were communicated via email over the past six weeks. As you might expect, suppliers are facing financial and operational hardships resulting from the pandemic; however, many have offered support to Avendra customers in the way of pricing or payment term concessions.

- Over **325 contracted suppliers** are offering **financial concessions** to Avendra customers
  - Concessions vary by supplier and include holding pricing for specific timelines, extending payment terms, providing additional discounts, etc.
- Of the suppliers offering concessions, **40% are offering more advantageous payment terms** for customers
  - Offers vary by supplier, but include payment term extensions up to 90 days
- 50% of suppliers offering concessions are offering to **hold prices for certain periods of time and/or provide additional discounts**
  - Offerings vary by supplier, but include agreements of holding pricing for one to three months or to the end of 2020
  - Special additional discounts also were secured ranging from product discounts to early payment discounts

# Short Term Cost Containment

## Operational Awareness

- Know your break-even points and true costs; move to streamlined or less frequent procedures where possible
- Reconsider contract/buyout labor and instead, cross-utilize in-house associates
- Re-negotiate or re-bid service contracts to include new requirements for staffing or services; be sure to consider union requirements and restrictions

## Purchasing Practices

- Collaborate with your asset manager and adhere to a weekly spend threshold
- Centralize purchases and do not allow all associates to place direct orders
- Limit number of transactions, delivery times and frequencies
- Suspend non-essential CapEx spend/projects
- Inquire with suppliers/distributors on what products/services they may be discounting



**We are here to support you.**

**Email [CustomerService@avendra.com](mailto:CustomerService@avendra.com) or call at 866-AVENDRA or submit an issue or question using this [online form](#).**