

11.5.18. Sauna

Daily

Clean and disinfect sauna as needed.

Monthly

Remove cedar flooring, strip tile and clean entire tile floor and disinfect, check for proper operation of sauna heater and safety devices.

11.5.19. Elevators

Elevators should be checked daily to ensure all safety features; indicator lights and cab lighting is operating properly. Light covers and handrails should be secure. Cab floor should be flush to landing floor when doors open. Report any malfunctions and damages to your supervisor as soon as possible. The elevator emergency call system should be tested weekly.

Elevator doors, floor and walls should be cleaned daily. All elevators have a maintenance service contract. A service technician should be inspecting all elevators monthly. A record of their findings and service should be left in the office after each visit. These records as well as service invoices, and annual inspections should be kept so any repetitious issues can be addressed.

Every six months the pit area of each elevator is to be cleaned. This is not normally a part of the service agreement. The site staff is to schedule and conduct the twice-yearly pit cleaning while regular monthly service is being performed. **At no time is site staff to enter elevator shaft to clean without Service Company present!**

The elevator control room should be checked weekly to ensure the area is cool, clean and there are no unsafe conditions. Control rooms are not to be used as storage and should be kept always locked.

11.5.20. Mold and Mildew

All sites shall have the Mold Addendum as part of the Lease signed and in each resident's file. This addendum ensures the residents clearly understand what is required of them to control mold and mildew in their apartment and obligates them to notify management of any moisture or mold problems in their apartment.

The truth is that there is no special secret to overcoming potential mold problems at your apartment home community. The real answer is just simple common sense: **Know your property's conditions, encourage the residents to alert the office when wet conditions occur, and assure the site staff inspects and reacts in the right manner.**

An educated on-site staff will know to treat every indoor moisture problem as an immediate concern. **Residents must also be educated and understand that they have a responsibility to keep their apartment homes clean, the air in the unit conditioned and circulated, and to immediately report any evidence of water leaks or moisture penetration. Routine monitoring during monthly inspections and inspections of ventilation, plumbing systems, signs of window, roof, or**

other water leaks; by the on-site maintenance staff during service requests and the immediate response to flooding, followed by drying out of damp areas will help protect against most types of mold growth.

It is imperative that monthly inspections are performed by a responsible and trained maintenance technician to assure all items on the unit entry notice and the monthly maintenance check list including inspecting for mold and mildew and water intrusion conditions, are inspected, and noted. This inspection shall be documented by filling out the “unit entry notice” leaving a copy in the unit and filing the remaining copies by leaving them in booklet form, file them in the apartment home files.

All leaks or water intrusion are a major concern and should be looked at individually to evaluate the source, the extent of damage, how best to remove the water, if fans and dehumidifiers will be required and the potential for hidden areas where water cannot be removed that will allow mold or mildew to collect.

All issues involving mold growth are to be handled through the Risk Management and Maintenance Department. An incident report is to be filled out and photos attached. These are to be forwarded to the Regional Manager, Risk Management, and the Director of Maintenance immediately so a swift and proper response can be made.

Remediation

The first step in removing indoor mold growth is **identifying and correcting moisture sources that allowed the mold to grow in the first place: roof and plumbing leaks, flashing or window sealant problems, flooding, overflow from toilets or tubs, and even humidity producing activities such as drying clothes, long and hot showers and boiling or steaming food without proper ventilation to the outside of the buildings.**

Another issue is allowing humidity to increase by opening windows and allowing humid moist air to enter the unit or allowing rainfall to enter through the same open windows. Usually, a resident that opens their windows will very rarely run their H.V.A.C., which causes humidity or moisture to form inside the unit and allows mold or mildew to collect.

Once the moisture sources are identified and properly addressed, begin drying all wet materials as soon as possible. Use fans and dehumidifiers and vent these areas to outside air **except when the outdoor humidity is high.** At times of high humidity, use fans and dehumidifiers but do not vent the areas to outside air. Many porous materials (such as wood, drywall, carpet and pad, ceiling tiles, etc.) that have absorbed moisture may not dry quickly and may require removal and replacement with new materials; non-porous materials can be saved if cleaned and kept dry. If deemed necessary by corporate staff, a contractor will be brought in to clean the unit of any possible surface or airborne contaminants. In most cases, senior management at the home office will exercise this option and arrangements will be made to address the situation at the corporate level.

In-House Remediation

If the mold growth area is small (less than 10 square feet) your on-site staff should be able to easily remediate. Always ensure the area is well ventilated with fresh air. Safety equipment is required during the removal process: safety glasses or goggles, latex gloves, long sleeve attire or Tyvek7 coverall, spray bottle or pump-up sprayer with an adjustable spray nozzle filled with the approved chemical, disposable bags and towels or rags, etc. ***You must never remove material that has dried mildew or mold spores attached. These areas should be lightly sprayed with an approved disinfectant/mildewcide such as Moldex.***

Remember, all work must be performed in a manner to minimize the amount of dust generated, thus preventing the spread of mold spores. The maintenance staff shall evaluate the extent of the mold or mildew to determine if it is just visible with little or no mold/ mildew odor. If so, this area may require only removal of the growth with a gentle spray of the approved product until saturated, let the product set until the mold or mildew goes away or starts to disappear, then scrub the area gently with a scrub brush, wipe the area clean with disposable towels, then gently mist the area again with the same approved product, and allow this application to dry. At this time, the area that was cleaned will be inspected for stability, (i.e., does the area appear soft?) If the area is unstable, it will have to be removed; if it is stable, maintenance shall evaluate the amount of water penetration or whether the mold or mildew is growing from the internal wall cavity. If the mold or mildew is generated in the internal wall cavity, the maintenance staff shall drill holes in the surface to allow application of the approved product to the interior wall cavity. **If there is any doubt as to the extent of the mold growth, carefully cut through the drywall to evaluate the interior wall condition.**

If no mold or mildew is located in the wall cavity, gently mist the interior wall cavity to eliminate any future mold or mildew growth. If removal of materials is required, the maintenance staff shall seal off the immediate area with plastic sheeting, eliminate air movement from fans, vents or registers, wear the previously mentioned approved safety equipment and start gently removing all damaged or contaminated material disposing in disposable bags. Application of the approved product to all surfaces during removal by gently spraying until saturated is very important. The remaining surfaces should then be thoroughly scrubbed with a stiff brush, after saturating them with this same approved product, and all surfaces and furnishings must be thoroughly vacuumed with a High Efficiency Particulate Air (HEPA) vacuum. If the property does not have a HEPA vacuum, multiple sprayings and wiping will suffice if all dust and debris is removed and disposed of followed by a gentle mist to all areas to kill any remaining spores.

Remember to never use a shop vacuum or any other form of standard vacuum in an area that may still contain mold spores. Doing so could pull the potentially toxigenic spores off flooring or wall surfaces and distribute them into the air and throughout the apartment unit. Also, spraying the affected units with a 90 percent water, 10 percent chlorine bleach mixture, commonly known as a biocide, is an

extremely questionable practice since water-based products can cause even further mold growth.

Outside Contractor Remediation

If the mold contamination covers a surface area greater than 10 square feet, remediation will most likely be beyond the staff's capabilities and will require an incident report completed and all contracting shall be handled through the RAM Corporate Maintenance Department and Contracting Department. In a case such as this, the resident(s) must consider temporarily vacating the affected unit(s). **Vacate, with regional manager's approval, any unit where a resident has complained of health problems they think could be caused by mold, or if you enter the areas and immediately notice bad, earthy smells or see large areas of visible mold).** Turn off the HVAC to prevent ingestion of excessively humid air and/or airborne mold spores and consult with the Maintenance Department at the Central Office to determine any additional precautions that may be needed. The Maintenance Department will coordinate use of an outside contractor through the regional manager and Contracting Department.

When the remediator (outside contractor assigned by the corporate Maintenance Department) steps in, that individual or team will execute a thorough and effective treatment that, while not inexpensive, will save you considerable time and money over any delayed or poorly executed remediation.

Generally, there are two types of problems the outside contractor (assigned by the Maintenance Department) can address: #1) **a water event that could lead to mold infestation or an identifiable existing mold problem.** As an example, a water event that could lead to mold infestation would be a flood that brought water up to two feet (2') in the ground-floor units but where there is not yet any obvious mold. The contractor will remove the carpet and pads and dry them out thoroughly. (Note: If the flood contains river water, sewage or contaminants, the carpets and pads will be disposed of immediately and must be replaced.) The contractor will then pull the baseboards and remove the drywall and insulation up to twice the height of the water line. Industrial dryers and dehumidifiers will finish off the drying phase. If the contractor can determine that there is no active mold growth in the unit, the air conditioning will be set to its lowest setting to eliminate humidity in the air, ideally creating a humidity of 40 percent or less. Finally, when a moisture meter applied to drywall and wood frame members has a reading generally less than 12 percent, the contractor will apply a mold inhibitor and a sealant to the areas and then clean the HVAC systems and walls, floors, and ceiling with a HEPA vacuum. All of this is done with respiratory, eye and hand protection in an environment in which mold has not yet had a chance to take hold. #2) **an identifiable existing mold problem would be one in which mold has proliferated to a substantial degree.** In a case such as this, the remediation worker may have to execute full HAZMAT protocol, donning full-body disposable protective clothing to dry the contaminated areas, scrubbing the mold off the various surfaces, and then proceeding with the remediation just described.

Communication and frequent inspections are extremely important tools in the prevention and elimination of mold and mildew. A quick and decisive plan of attack is essential in resolution of a problem before it becomes a major problem.

11.6. Vacancies -- Make Ready

As soon as a resident has notified management of the intent to vacate an apartment, the manager should begin planning the make-ready or “turning” of that apartment. Management will determine if damage to the apartment is beyond “normal wear and tear” and if major work, such as painting and carpet replacement, must be done to make the apartment “ready.” To ensure all apartments are prepared in the same manner, the Apartment Inspection Report is used as a guide. This report gives a detailed listing of all areas that should be considered when making an apartment ready for the next occupant.

In the worst case, it should not take longer than 28 hours of labor to turn a vacant apartment. This 28 hour of labor is only applicable if the apartment has sustained extensive damage and the site staff is performing all the housekeeping, painting, and maintenance in the unit. Normal apartment turnovers should not take longer than the following:

- It should take no longer than 14 total hours of labor for a normal 1-bedroom unit. (Each person working in unit contributes to total)
- It should take no longer than 16 total hours of labor for a normal 2-bedroom unit. (Each person working in unit contributes to total)
- It should take no longer than 18 total hours of labor for a normal 3-bedroom unit. (Each person working in unit contributes to total)
- It should take no longer than 20 total hours of labor for a 4-bedroom unit. (Each person working in unit contributes to total)

Note: The above time frames only apply if the site staff is performing all the housekeeping, painting, and maintenance in the unit. If any of the work is completed by a contractor, the time to complete turn should be reduced accordingly. In most instances the painting of the unit is the most time-consuming task.

To turn apartments as efficiently as possible, make and set schedules. Plan the work required (repairs, paint, carpet cleaning, etc.). Apartment turns take priority over all other non-emergency maintenance.

It is very important that apartments be turned and re-rented in a timely manner. Every day the apartment is vacant, income is lost. With several vacant apartments and low turns or make-readies, a property can get into a negative-cash-flow situation and start experiencing financial difficulties.

11.6.1. Make-Ready Procedures

1. Enter the Apartment Turn into OneSite Facilities. (See OneSite section for instructions).