

WELCOME TO



EDCON

*LEARN • CONNECT • GROW*

Presented in Partnership With





# MAINTENANCE & OFFICE COMMUNICATION

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*Aligning Culture, Budget & Teamwork for Success in Housing*



# WHY THIS MATTERS IN HOUSING

CONTEXT



**Resident experience depends on team alignment**



**Maintenance + Office = One Resident Journey**



**Communication breakdowns cost money**



**Culture drives retention & performance**

*In housing, silos are expensive.*

# TODAY'S ROADMAP

TODAY'S GAME PLAN

01



The 7 Ways  
of Being

02



Budget  
Knowledge  
& Operational  
Awareness

03



Setting Clear  
Expectations

04



Teamwork:  
Success &  
Challenges

05



Practical  
Takeaways

# THE 7 WAYS OF BEING

*More than slogans — these are operational behaviors that drive results*

**01**

**Be Welcoming**

**02**

**Be Genuine**

**03**

**Be Considerate**

**04**

**Be Knowledgeable**

**05**

**Be Involved**

**06**

**Be Inclusive**

**07**

**Be Approachable**

*These behaviors affect work orders, renewals & team culture.*

# 01

## BE WELCOMING

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*Maintenance Example:  
Announcing entry properly*

*Office Example:  
Greeting service team with urgency*

### KEY BEHAVIORS

WAY 01 OF 7

● First impressions matter

● Body language and tone

● Respect in resident homes

● Cross-department courtesy

# 02

## BE GENUINE

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*"Residents prefer honesty over perfection."*

### KEY BEHAVIORS

WAY 02 OF 7

● Honest timelines

● Realistic expectations

● Own mistakes

● Transparent communication

# 03

## BE CONSIDERATE

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*"Consideration reduces conflict."*

### KEY BEHAVIORS

WAY 03 OF 7

- Resident schedules
- Cleanliness after work orders
- Office workload pressures
- Maintenance emergency fatigue

# 04

## BE KNOWLEDGEABLE

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*"Knowledge builds trust across teams."*

### KEY BEHAVIORS

WAY 04 OF 7

● Property systems & equipment

● Lease terms affect maintenance

● Budget impact of repairs

● Vendor contracts

# 05

## BE INVOLVED

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*"Involvement breaks silos."*

### KEY BEHAVIORS

WAY 05 OF 7

● Attend team meetings

● Share recurring issue patterns

● Participate in budget planning

● Support community events

# 06

## BE INCLUSIVE

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*"Inclusive teams perform better."*

### KEY BEHAVIORS

WAY 06 OF 7

● Invite the maintenance voice into decisions

● Share office updates

● Respect cultural differences

● Recognize contributions publicly

# 07

## BE APPROACHABLE

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*"Approachability reduces turnover."*

### KEY BEHAVIORS

WAY 07 OF 7

● Open door leadership

● Psychological safety

● No-blame culture

● Encourage questions

# WHY BUDGET KNOWLEDGE MATTERS



## Repairs Affect NOI

- Taking the time to see if an item can be repaired
- Repairing it right the 1st time



## Preventive vs Reactive Maintenance

Example – HVAC, Plumbing



## CapEx vs OpEx

Example – New roof Vs Roof repair



## Supply Control

Knowing your budget, proper inventory

# BRIDGING BUDGET & COMMUNICATION

1



**Work Order  
Documentation**

2



**Photo  
Records**

3



**Vendor  
Comparisons**

4



**Forecast  
Large Repairs**

*Office teams need full visibility into costs*

# TEACHING FINANCIAL AWARENESS TO TEAMS

SECTION 2 · BUDGET KNOWLEDGE



**Share Monthly Budget Updates**



**Explain Variance Reports**



**Set Cost-Per-Unit Goals**



**Celebrate Savings**

OWNERSHIP MINDSET IMPROVES RESULTS

# CLEAR EXPECTATIONS PREVENT CONFLICT



**Response Time  
Standards**



**Emergency  
Definitions**



**Turn  
Timelines**



**Communication  
Protocols**

*Clarity reduces frustration*

# RESIDENT EXPECTATIONS vs REALITY

## RESIDENT EXPECTATION

- Social media speed culture
- Same-day service pressures
- They expect clear communication
- Call & Email as follow up

BRIDGE  
THE  
GAP

## OUR OPERATIONAL REALITY

- Education through communication
- Set realistic timelines
- If there are delays – relay the info
- Document communication in work order

*Under-promise. Over-deliver. Educate through proactive communication.*

# WHAT SUCCESS LOOKS LIKE



**Low Work  
Order Backlog**



**Positive  
Resident Reviews**



**Budget  
Adherence**



**Strong  
Renewal Rates**



**Low Staff  
Turnover**

*Success is measurable — track it, celebrate it, build on it.*

# COMMON CHALLENGES

01 Office vs Maintenance tension

02 Blame shifting

03 Budget restrictions

04 Burnout

05 Staffing shortages

Normalize these challenges before solving them

# OVERCOMING CHALLENGES



**Weekly  
Alignment  
Meetings**



**Shared KPIs**



**Cross Training**



**Recognition  
Programs**



**Leadership  
Modeling  
Behavior**

*Culture is Intentional*

## 01 The Communication Breakdown

*Heavy turn – Unit was not ready*

## 02 What Went Wrong

*Office was not aware of the extent of the turn, maintenance did not communicate, and now we missed a move-in*

## 03 How It Was Fixed

*Team walked unit together, developed a reasonable timeline and expectations, adjusted makeready date*

## 04 Lessons Learned

*To walk units together when possible. To communicate and discuss timelines – all this plays into resident satisfaction and the overall teamwork*

# 5 IMMEDIATE ACTIONS YOU CAN IMPLEMENT

**1** Start weekly maintenance-office sync meetings



**2** Share budget snapshots monthly



**3** Define response-time standards



**4** Recognize team wins publicly



**5** Reinforce the 7 Ways of Being daily



# Tell Us What You Think!

**Please take a moment to provide feedback about this session using the QR Code posted in the room**

# Thank You For Attending!

