



CORPORATE HOUSING
PROVIDERS ASSOCIATION

NAVIGATING THE NOISE PODCAST EPISODE 13: DOWN AND DIRTY

Brian David Joh...: Hello, everybody, and welcome to Navigating the Noise. This is season three, and a really special season. We've come together to address the current situation, what's going on with the pandemic, and also to think about the future. As always, I'm Brian David Johnson. I'm your host and your futurist, and this broadcast is brought to you by CHPA, the Corporate Housing Providers Association.

Brian David Joh...: I hope everybody is safe. It's been a really, really interesting time, and it proves to be probably going to be a really interesting time moving forward. On this broadcast and on season three, we're trying to take on the pandemic head on, really to think about what can we do, what information can we provide, what perspectives can we provide to leadership, and that's really what our goal is here on Navigating the Noise, how do we take all the noise that's out there, and certainly, we know there's a lot of noise these days, and give you the information you need, give you outside perspectives from myself as a futurist and from some of our guests, but then as well from people who are taking steps inside of the industry so you can hear what's going on. Then finally, at the end, as we always do, we're going to give you three things to do today. We've got so many good guests. There actually might be more than three. But we give you three things to do.

Brian David Joh...: Today's show is really, really interesting and really a special show because typically on Navigating the Noise, we take the work that I do as a futurist, looking out to the industry and to what's going on, and then figuring out what we need to do to prepare, but today, it's a little bit different. What I'm going to do is I'm going to... I'm also your engineer, by the way. I'm going to bring up Mary Ann Passi, the CEO of CHPA because this is coming to you, the show is coming to you for a little bit of a different reason. Let me bring up Mary Ann. Mary Ann, welcome to the show.

Mary Ann Passi: Hi.

Brian David Joh...: Thank you so much. My cohost as well-

Mary Ann Passi: Thank you.

Brian David Joh...: ... is back for a little bit, so I appreciate it. Tell us a little bit about the survey.

Mary Ann Passi: Sure. Thanks, BDJ. I hope everyone out there is safe as well. Each month, CHPA is doing a survey of our member companies, and cleaning protocol is included in that survey, so we want to share a little bit about the survey results on today's call with you. Ensuring the safety of a unit is paramount to providers, and currently cleaning is a critical part of this safety. These efforts are all part of providers' duty of care to clients, and it's a standard part, but what they're doing these days goes beyond standard to keep guests and staff safe as well.

Mary Ann Passi: 87% of our members have enhanced and/or change their cleaning protocols. As a standard service offering, providers are offering creative alternatives such as dropping off linens and towels and other things that our guests will talk about, our

panelists will talk about today. This is also one step to ensure the safety of the permanent residents of the buildings. It minimizes traffic in and out of buildings. Month over month, this month is the second month we've done this. We've seen a 10% increase in extending gap between guests in a unit.

Mary Ann Passi: What that means is members are allowing more time to lapse between the departure of one client and the actual cleaning of the unit before someone else can move in, so again, focusing on the safety of both the providers and the staff that are going into clean it and the guests themselves. Amazingly 80% of cleaning vendors and our cleaning partners are still providing their full range of services, but on a modified schedule. Our guests today will tell you a little bit more about that.

Mary Ann Passi: I also just wanted to mention that our collaborating organization, ISAAP, through their quality accreditation program is working on a standard that's coming out of this best practices in response to the pandemic. From these scenarios, they are working with Common Sense Compliance, their partner, to incorporate this into the overall quality accreditation process, so it's one more differentiator to ensure that clients and guests are feeling safe when staying in corporate housing.

Brian David Joh...: Thanks for that, Mary Ann. That's really, really great. I want to go back to that survey for a moment. I know that we're going to be sending out these surveys, and we can also use that as a way to find out what else should we talk about, what can we talk about, how can we help, who can we pull in, what information, not only about the future, but also about today, what can we do to help you get through this and not only survive but thrive.

Brian David Joh...: Today, we've kind of nicknamed our show the Down and Dirty Show. It's about cleaning. It's about duty of care. It's about those processes and what can we do about it. We've got a great slate of guests that we're going to go through. The first is Dan DeClerico. He's from HomeAdvisor. Next we have Mark Strumwasser from Sunshine Rentals, and finally we have Robyn Joliat from RESIDE Worldwide, and we're going to them in a moment, but first, we're going to dive into the road ahead.

Brian David Joh...: The road ahead is usually where we look out into the future, but this one is a little bit different with Down and Dirty and thinking about what's going on and what does it mean have duty of care and what does it mean to make sure that these spaces are safe and secure for people and for the residents, and for myself, I was thinking about that, and from a future, this is not a future problem, this is a problem for today. This is a problem for right now.

Brian David Joh...: As many of you know, I am a professor at Arizona State University. I also do a lot of work with universities all over the world as well as architecture firms and building firms that are actually building these and doing work with cities as well. I've had some really interesting conversation, and I thought I might bring that perspective in where I've talked to people to think about how do we get ready, how do we get ready for the fall

semester, what does it mean to have the students come back, and what are the steps that they need to take?

Brian David Joh...: You can begin to see, I think, in a very similar way that many of you are going through that these administrations are going to think about these cleaning protocols and not only how do they make sure that the dorms and the rooms are clean, but then how are they shifting their processes and procedures, just like Mary Ann just said, where maybe dropping off linens where that's not a process procedure that we did in the past. At big universities, you can hear them saying, "Well, we may not do those big lecture halls, at least for the fall or for the spring. We might shift that to all online, but we do know that the university experience, it is really all about these students getting together and talking, but it might be a smaller group talking."

Brian David Joh...: They're really even thinking about how to change the work that they do, understanding that there's value, understanding their value as a university, but saying, "Maybe we don't normally do it this way. We should... We've always done it this way for sure for decades, for some people centuries, but now, maybe in light of the pandemic, we should think about adjusting those processes and procedures," and that's where I'm really interested to hear the perspective of the folks today.

Brian David Joh...: A second thing that I thought was really interesting is it really, of course, isn't just about the students. It's not just about the students feeling comfortable about coming back and making sure that they're safe. It's about their families. It's about their network as well. I think that also has a lot to do with CHPA and a lot of the work that you do. It really isn't just about the person who's going to be in the unit. It's about the company. It's about the organization.

Brian David Joh...: It's about their family, the traveler and that family's traveler because we know, and I think many of us have seen this, that our family networks, our social networks, that we're very much tied to them, and there's the stressors. I think many of us, as we are disconnected because we are sheltering in place and can't connect with our families, that causes an incredible amount of stress, and so those connections are really, really important, so then if we now have somebody who is going, who is traveling, who is going into one of these units or one of these dorms, we have to understand it not only affects that person and their company, but it also affects that family as well.

Brian David Joh...: I always thought, I thought that was an interesting perspective as we're thinking about, well, what does it mean to rethink your processes and procedures, not just for cleaning, but just how you do things. This got me thinking about who can I bring in from an outside perspective, who may not be directly in the industry but might be adjacent? I thought about Dan. Dan's from HomeAdvisor. Dan has been doing some interesting work and speaking on with some interesting ideas. Again, HomeAdvisor is really more in the residential space, so I wanted to go to Dan and say, "Dan, as you're thinking through this landscape, what are the things that you and that HomeAdvisor are thinking about?"

Dan DeClerico: Yeah, I mean, obviously, this is an incredibly uncertain time, so it's hard to say exactly how the future's going to play out here, but I guess if there's a silver lining in all of this, it's really forcing a very rapid adoption and embrace of new technologies, which in the home services space has been a little bit slow to happen.

Dan DeClerico: HomeAdvisor, just to level set very quickly, we're a leader in the home services marketplace. Our whole business is connecting homeowners with home service professionals, electricians, contractors, certainly house cleaners as well. So much of that activity traditionally has been word of mouth. We know that only about 10 to 15% of these transactions are happening online. Obviously, our whole the reason for being is to try to change that. I won't say it's been an uphill battle, but these traditional word-of-mouth practices are so entrenched. That's just how people are used to doing things. The pandemic is really forcing a real sea change there because, obviously, people want to be as, as low-contact as possible.

Dan DeClerico: ... Because obviously people want to be as low contact as possible, both interacting with professionals, but then bringing them into the home. So I guess to answer the question, a lot of practices and protocols that are being adopted I think are going to continue far into the future, because they bring so much efficiency, so much convenience, and yeah, so much safety to the process.

Dan DeClerico: So just one example, video messaging, what we're doing right now. We surveyed our members, about 1000 of them and heard that more than 40% are doing much more video messaging on those initial calls with home owners, where they used to show up at the front door and walk into the home to talk about the project. All of that activity is now happening online.

Dan DeClerico: Again, because of the pandemic, because it's a necessity now, but moving forward it's going to provide a great convenience. We're seeing a real rapid embrace of this technology, which is a very good thing for the industry. I hate to talk about upsides to a pandemic, but it is one good thing moving forward that may come out of this.

Brian David Joh...: That is great Dan, I think that's really helpful. In this area, and believe us, on Navigating the Noise we are always trying to find the optimistic side of things to find out how we can go through and do it. But that's really interesting, to say that people are using tech and bringing technology in because they want to have contactless, and they can't get together. It's a really interesting perspective to say, okay, maybe some of the processes and procedures that we're going through today would then be adopted for tomorrow because they're so much more efficient, and we're learning from it. I think that's a good, maybe free thing to do is to assess as we're going through over the next few months, as we're rolling this out, to be able to go and figure out how is it making things better? How could it maker things more effective? I think that's really great.

Brian David Joh...: So now let's move to the next section, so that's the road ahead and Dan did a great job, being able to think about how do we take what's going on and think about how it

might affect us in the future. Now let's go to what matters, so in the what matters section is where we bring together people in the industry who are doing work and who are living this on the front lines. So we're going to start with Robyn.

Brian David Joh...: So Robyn, I want to pass it to you, and Robyn's called in to us today. Robyn, I want to pass it to you, so when it comes to the responsibility of duty of care, how have you changed your processes and procedures? What have you done to be able to adjust to this?

Robyn Joliat: Sure. Thanks. Glad to be here today and talk about a topic that's definitely important, we've been focusing on as a very high priority within our organization. Cleaning has always been a very specific topic in our industry, and something that matters and is very important as we deal with our guests and create an environment that's comfortable for them.

Robyn Joliat: But, in this pandemic situation it's become even more important, as you just mentioned, to really have that duty of care. So as an organization we've really focused on our product alignment, really taking a look at how and what products we were using, making sure that they were the industrial grade EPA approved, and really taking a step back at not only looking at those chemicals but looking at the training of the use of those chemicals, making sure that as the CDC was actually updating and providing more information out to the public, we were aligning with those lists and we were being very cautious and aware of what was coming out, as new information was being released. So that we were staying up to particularly and actually going above and beyond.

Robyn Joliat: We've embraced our supplier with our chemicals, and they've been very instrumental, including doing new training videos. So I think when we talk about technology, making sure that our employees have videos on the usage of those chemicals as well as additional resources so that when they're actually providing those cleans we've built in cards specific to those chemicals to really give them guidance and more specific directions, so that if they're cleaning a new surface or a new apartment they're considering the chemical they're using for a hard surface versus porous, non-porous, and they're really aligning each chemical properly.

Robyn Joliat: As well, we've put an emphasis back on our PPE, and reevaluated what we were providing to make sure that we're minimizing risk for our employees and our guests. So that when we are out there cleaning the apartments we have the appropriate gear. We've addressed the training, and ensured that all of our employees have gone through an updated training on all PPE usage. So that they're completely following steps.

Robyn Joliat: We've updated protocols to think about from the time they are in our office or in our vehicles, how they're working on the cleanliness, from in our own vehicles, to the time they leave our vehicle, to actually entering into an apartment that may be vacant that they're preparing for the next guest.

Robyn Joliat: We also looked at specialized equipment and really took a stance on investing in how we were going to approach the clean. So broadening how and what we were using for the clean, to ensure that we were really looking at the cleaning, sanitizing, disinfecting process, and by following those guidelines and adding additional equipment as far as color coded cloths so that we were not having any cross contamination.

Robyn Joliat: We also spent a lot of time working and researching and then investing in the electric sprayers., so that we would have the ability to work with those chemicals that would distribute the electric charge for the disinfectants to help with the way that we were distributing the disinfectants. Allowing us to have a much broader way of disseminating the disinfectant and really ensuring that that was taken care of and that we were hitting all of the components needed.

Robyn Joliat: And then focusing really on the high touch areas, broadening our scope. While prior to this pandemic we had a very regimen process on how we were cleaning our apartments to prepare, whether that be with an occupied or an unoccupied apartment, we really actually dug a little deeper and we increased our cleaning processes and added about 51 additional high touch steps in cleaning areas to our cleaning process.

Robyn Joliat: And then worked on a training, with our employees. They had this new engaged process that we're focusing more on those high touch areas, that maybe historically we hadn't really thought about. An example would be keys, prior to the pandemic, we talk about an arrival process or someone moving into our apartment, the actual sanitation or disinfecting of a key that someone may use to enter the apartment really wasn't something that we considered or thought of. Now, prior to anyone arriving or entering into a apartment we are actually sanitizing and disinfecting the keys and the door knobs and the locks. So that when they're actually entering that apartment we know that's all been taken care of, and they have a sanitized entry prior to even going into a cleaned apartment when they move in with us.

Robyn Joliat: So that's really been where we've focused, in thinking about a broader way of all of those things that people may have not thought about, that we always were a part of the process, but maybe not as isolated as it is today. And that's been something that our employees have enjoyed really thinking about and being included in, as well as creating that sense of security and that peace of mind that all of those areas are being considered.

Robyn Joliat: They've also appreciated just having the documentation so that as they're out there and going through this each and every day there's very solid structure to make sure that they feel confident that they're hitting all of those areas to deliver. From a duty of care it's important to us, but not only is this something that we're doing in our own markets and with our own team, but we're also creating these materials and we're sharing that across our supply chain. So we've worked with our partners and with our suppliers so that they are emulating those same processes and those same formats

and materials and support, so that we can have duty of care across our supply chain. So that our customers know that as they're staying in one of our physical apartments, or if they're booking with us and they're staying in one of our partner apartments they're getting that

Robyn Joliat: same level of clean, sanitized, disinfected apartment that can create that level of comfort and safety, and just a feeling of they know they're receiving that same level of service. So that's kind of where we've been focusing on creating the foundation, broadening the way we've looked at it, and then making sure that we're able to have that across our entire distribution.

Brian David Joh...: Thank you for that, Robyn. Yeah, I think there are a couple of things that you said that really struck me. Really, it's fascinating just I think with many of the steps that you're taking, it's just that attention to detail. That really, really getting down to the detail and thinking about every single step of the process, and I think paying attention to those details in ways that maybe in the past we hadn't paid attention to them. And then, a thing that I'm always a big, big fan of is, as you said, it's training. Once you paid attention to details and once you have the products, again, knowing how to use them and making sure that employees and staff and people know how to use them, I think is really important.

Brian David Joh...: And quite honestly, I think for the guests themselves or for the people who will be there for the clients, even knowing that you are paying attention to that detail, that you are taking those steps, but then also that you're doing that training, I think would give some really nice assurance to your customers and your clients.

Robyn Joliat: Well, and I think having the documentation for clients helps as well. Knowing and seeing. Because we have been receiving requests where people just want to see what you've been working on, and being able to easily provide material that clearly outlines and articulates all of those steps and gives them a comfort that it is documented and it is a resource that either they can share and or that you have, also helps I think customers really understand what you're doing to create that peace of mind.

Brian David Joh...: Yeah, that's a really, really good point. So now Mark, I'm going to pass it over to you. It's kind of same question. You've heard what Robyn and the folks over at Reside Worldwide are doing. So for you, as you're thinking of duty of care and thinking about this changed environment, what sort of things are you doing over at Sunshine Rentals?

Mark Strumwasse...: Well, thanks for having me, and I think Robyn did a great overview of everything. I completely agree. We've done a lot of the same things. I'm going to peel back the onion because I'm an anal guy. I like to get more of the details on things. So we actually went as far as a face mask. I'm going to do a little show and tell, is that okay? So here's two face masks. So which is the right one? We went to that level, and you know what we answered? I'm going to take it simple. The one they would wear,

because the one they wear is the one that works the best. So we have two options. Mine happens to have a little American flag on it.

Mark Strumwasse...: But anyways, face masks. Robyn mentioned PPE. Gloves, obviously got some of that. She mentioned the colored cloths. So those are microfiber cloths we ensure our staff uses. We have three colors of those. But what's the point of all this. At the end of the day we want to give that guest this emotional feeling when they walk through the door that the place is clean. Cleaning is very tactical. It's got to smell fresh. You can't see a virus, so it's an emotional thing. Does it look clean? But we can't see it. I wanted with my staff... We've been doing this 17 years and we've developed our own videos over the years. We've worked with Ecolab exclusively on all of our cleaning products. And as soon as this came out, I said, "We need to peel back the onion. We need to go and check every product we're using. Does it do what we think it does? And is it doing what we need it to do going forward?"

Mark Strumwasse...: And I'd like to share a little example of that. At the beginning, a lot of my staff said, "Mark, we need to go to Clorox wipes." Showing that. And I said, "Well, why do you think that?" Because they heard the word Clorox. They heard Clorox in the news. Put some Clorox in some water, but some bleach in some water. And I read the directions and it says it takes four minutes of wet contact time for that wipe to actually kill a virus. Now, I don't know how many people watch someone just wipe a door handle and walk away, but here in California, that's not going to stay wet for four minutes. So it's not really doing what we want it to do. So we looked at our disinfectant product from Ecolab.

Mark Strumwasse...: It's a peroxide product. And honestly, we had it at a medium concentration, which for years worked really well for us. But to get that wet time, that soak time, that maximum efficiency so it would actually kill a neurovirus... So there's a difference. Let me take a step back. I learned there's sanitizing and there's disinfecting. And what's the difference? Sanitizing kills some of the germs. That's something like our degreaser that we use. It sanitizes. This stuff kills, but it only kills if we get that maximum concentration, in this case six ounces to a gallon. Do you really need to know that? No, but in 45 seconds of a wet contact time, it's going to kill everything. So we changed our dosage. We checked all of our metering. We've always checked it every week, but we never actually thought about are we doing the right dosage. Right, we have the right product, but are we using it at the right strength? So that was an internal thing.

Mark Strumwasse...: Now with us, we have 17 housekeepers. I had our housekeeping manager do FaceTime with each housekeeper and walk through the use changes. We already had videos, but how do you get them to change behavior? Everyone's used to spraying it and wiping it. Well, we needed them to spray it and let it sit. They're not used to that. They're used to that with an oven, they're used to that in other places. So it was those little, I'll call them tactical details, that I think make the world of difference, so when that guest walks in, not only do you do they emotionally feel the unit's clean, but we have the peace of mind of knowing it is clean. Because they can't really tell. So I don't want it to be a marketing thing. I actually want to know it's clean.

Mark Strumwasse...: I want to go to sleep at night. My mom told me failure is not an option. So I don't want to ever get that phone call, "A guest moved in, never left the unit, and two weeks later they got coronavirus." Because that means we failed. I don't want to be in that scenario. So we really looked into that and we've added some things. This is a little foam. I'll try to get it in the frame there. A foam pump sprayer, and this is for our bathroom cleaner. And what we found is, with a foam sprayer, and Ecolab was very helpful on this, that adding some air to the product allows it to cling to that wall longer. It's pressurized, so it allows it to penetrate further. And it's practical. It's something a housekeeper would actually carry around apartment to apartment and apply, and it's easy to use.

Mark Strumwasse...: So that's really how we went through everything, was trying to look at each area of the apartment. Of course your high touch areas and all the areas we've always cleaned, and at the end of the day we want them to look clean and we also want them to be disinfected. So that was the big battle, because sometimes when you disinfect something it can leave a foggy surface. It can leave little spots, which goes back to my emotional thing. So if you look at the glass table and you see some little spots, it's been disinfected but it doesn't look clean. So we want to make sure we're doing both. We want it to look clean, we want it to smell clean, and we want it to actually be clean and disinfected.

Mark Strumwasse...: So I'm trying to make that point because that's really where we've spent our time is going through people. And we've tried to take it, like I said with our housekeepers, one-on-one. And every time there's a slight adjustment, it's a day for our housekeeping manager and she arranges a time when our housekeeper is in one of the apartments and share FaceTime with them, and walk them through it. And they set their phone on the thing so she can see them using it, and that's been our method with social distancing. In the past we'd all do a group meeting. We'd put them all in a room, we'd all demonstrate and walk room to room. We can't do that now, or we aren't supposed to do that now. So we're trying to use technology, and at the same time create process and procedure that's highly repeatable for a very consistent result.

Mark Strumwasse...: So I guess at the end of the day, that's really where we spent our time and focus, and honestly, taking ownership throughout our company. So we do our laundry in house. Something that wasn't really talked about, but that is part of the cleaning process. If somebody is in an apartment and we're cleaning their sheets and towels, we exchange them every time we're servicing it. Every week or every other week, and guests really like that. It's a hotel-like experience. So we checked our laundry system. Good news, hey, we were beyond what we were supposed to be doing with our disinfecting, our water temperature, our dryer temperature.

Mark Strumwasse...: Same thing with our dishwasher. Is the sanitizer at the right level? You can have the devices, but if you're not maintaining them, checking them, and staying on top of what your levels are, are they really doing what you need them to do? So I think for us, the eye-opener wasn't that we didn't have the right processes. For example, Robyn mentioned keys and lock boxes. That's something we've always done a clean on. I'm

not saying, "Hey, good for us." We've done it because we get them dirty. Our folks wear gloves and they'll transfer something to them. So it's just been something a few years back that we said, "Hey, we just need to wipe these things down before we put them out so they look clean." But to Robyn's point, what are we wiping them down with? Is it a disinfectant? Is it a sanitizer? Or were we just making it look clean? So I think that's really at the end of the day, to think through the visual part, the emotional part, and the factual part of, am I using the right thing?

Brian David Joh...: That's great. Thank you so much, Mark. I can tell you, we love a good show and tell here on Navigating the Noise. So that's the What Matters section of the podcast, and thank you both Robyn and Mark for that. I think that detail, and Mark, what you got into. And then those specifics, especially when you're trying to deal with this, not only the specifics of cleaning and sanitizing, as you said, but then also the impact that it's having.

Brian David Joh...: So we're going to go into the last section of the broadcast, which is three things to do.

Brian David Joh...: This is where taking all of this, this sort of down and dirty subject, and kind of thinking about what's going on when it comes to duty of care, when it comes to cleaning during this pandemic and beyond. What are things that you can do? What are things that you can do today? I mean, I think we've got some great examples of that. Both Mark and Robyn talked about things that you could do today. But then even what we heard from Dan. There's some things not only to look at what you're doing today, but it will help you think about tomorrow.

Brian David Joh...: So also as your engineer, now, I'm going to take us to gallery view because I'm going to open it up to everybody to see if ... And I've given them fair warning that I was going to do this and let me see. Does anybody have any three things to do? We might have more than three things to do. I certainly can steal from all of you, but I might actually just open it up. Does anybody have ... Mary Ann, Dan, Robyn, Mark, any ... What would be a specific thing that people could start doing today to start dealing with it, to start dealing with the pandemic or to start doing today to start preparing for what comes after the pandemic. Anybody?

Mark Strumwasse...: I'll jump in. I think the most important thing is to check that you're using the right product in the right way and it's not hard, but actually read the directions. I know that sounds silly, but just read those darn directions. Males, we hate reading directions. It's like Ikea stuff. I always have extra screws, but with cleaning, it's the same idea. Got to follow those directions and make sure your team understands what they need to do. Communication and reading the directions.

Brian David Joh...: So number one thing to do, read the directions. Read the directions and make sure you're using it right. By the way, we're going to make sure to post the link to the sort of usage of the instructions that Dan mentioned about Lysol. Just so can everybody see it. I thought that was a really kind of fascinating example of what we all thought just from a branding standpoint because we all know we all grew up with Lysol and Clorox and

all that. Sure. This is what they say. Wow. Let's make sure we're reading the directions. All right, so that's Mark's. Anybody else got one?

Mary Ann Passi: I've got one.

Brian David Joh...: Let's go with Mary Ann and then, Robyn, we'll go to you. So let's start with Mary Ann.

Mary Ann Passi: I was going to suggest looking at what you're doing, and both Robyn and Mark mentioned it, Dan as well, for duty of care, looking at it from the person staying in the unit's perspective. So our members already do that as a matter of course. But in looking at some of the information, how we're coming out of the pandemic for meetings, for conferences, for travel, it's talking about, and Mark touched on this too, that emotional sense of fear. Everyone's going to need to get over their fear of travel or their fear of staying somewhere new where they haven't been sheltering in place. So how do you deal with that? So looking at whatever you're doing or your actual units from the person that's going to be staying in it from their perspective.

Brian David Joh...: That's great. Thank you. Thank you Mary Ann, and Robyn, what were you going to say?

Robyn Joliat: I was going to say, I think what you can do is start thinking about sustainability. I think it's very easy to react in the moment and I think everyone out there is probably thinking about the now and are doing things now, but I think now is the time to also start thinking about how can you reinsure that this and what you're doing today is sustainable for the longterm when people are starting to return to work, when all of your employees are back, when your business is in full force and your occupancies start to rise and you have more people moving in and you're turning apartments more than you are today because that's what's going to be critical is that all of the items that you've thought about or the changes that you made are sustainable so that these practices can become a part of your organization and your culture. You're able to sustain what you built to make sure that for the future we can continue to stay on top of it and deliver that service.

Brian David Joh...: That's great, Robyn, and it's really good because it actually also makes us think about tomorrow and not only what we're doing today. And I think that's a real opportunity that we have in front of us with this pandemic is to understand that a lot of things have collapsed. A lot of supply chains have broken down, a lot of the way that we do business has broken down and certainly what where we are right now is not our new normal. I can tell you that. We will come back, but how we come back and what we come back to is up to us to a certain extent. We can start thinking about that. There's certain things we need to do for duty of care and for health and certainly to make sure that we can get back to business. But as businesses and leaders of your business, you get to decide how we want to come back.

Brian David Joh...: And I really want to echo what Robyn was saying and I've been talking with a lot of business people about this that let's think about sustainability. Let's think about

inclusion. Let's think about making sure that we're involving people who maybe we didn't involve before. So I think that was great. Now Dan, I'm going to put you on the spot because you already gave us a great one around kind of learning, kind of like what Robyn was saying around sort of as we come back. I think you made a great point to say there's things that you might be doing that you hadn't done it this way before, but now when we come back you might want to keep doing it because you've found any efficiencies. Any other thoughts that you might have for us?

Dan DeClerico: Yeah, no. So I talked about the digitalization of home services. It used to be about the firm handshake, the clean shirt, the clean truck. Now it's just as important to be savvy on these Zoom calls or have that very robust online presence. Also, a real embrace of a more on demand model. This is something we talked a lot about. You don't hail the taxi. You call the Uber, the point I was making earlier. I actually have a visual, I only just thought of this, I don't know if I could do a screen share or if that's too clunky for the presentation.

Brian David Joh...: Why don't you do this, Dan? Let's do this. Tell us about it and then you can send us the visual and we'll make sure to post it on the website so everybody can go and take a look at it.

Dan DeClerico: Perfect. Perfect. So as other service sectors have already done that, this is the experience that we're starting to deliver with home services. So a user can come to Home Advisor or Handy or Angie's List, some of our other partners and just tap in some information and instantly book that project. And even with upfront pricing, which removes a real pain point for the consumer not knowing how much a certain project is going to cost. So the on demand and the upfront pricing, those are two factors that in addition to the larger digitalization that I was talking about earlier that people really need to get comfortable with and make sure that they have the tech competencies built into their business so that they're able to take advantage of this really rapidly changing landscape.

Brian David Joh...: That's really helpful, Dan, and I think you make also a great point to pull out a little bit as we start to wrap up here is that ... And also to start to get comfortable with things that you maybe weren't comfortable with in the past, that this pandemic is forcing us to do things for safety and for duty of care that we maybe didn't normally do. And you're going to have to get comfortable with it because there's some things we're just going to have to do. But then also as you said, you can kind of learn from that. So wow. Thanks, everybody. See, I told everybody there's going to be a great show. You not only got three things, you got four things to do on this one. All right, so I am going to take us back to speaker view and wrap us up here for the end of the show.

Brian David Joh...: So first off I want to thank my guests. So Dan, Robyn, Mark, thank you so much for coming. Really, really appreciate you coming on. And also we're rushing real fast as you can imagine on Navigating the Noise to make sure that we're getting this information out to you as quick as possible. Really trying to find people. Dan was really good. I reached out to Dan and I know that the work he's doing over at Home

Advisor's really interesting and it was from a different area and he thought I was a little nuts for having him come on, but I really appreciate him kind of coming on because I think the work that they're doing could provide us here at CHPA Membership some interesting perspectives and certainly for Robyn and Mark, the level of detail, the level that you've all given us, I think is really, really helpful.

Brian David Joh...:

And then Mary Ann, my cohost, of course, it's always wonderful to have you on so thank you so much. So everybody, again, I want to remind you to be safe. If you have any other questions, you can always reach out. If you have any other issues that you'd like us to track down for you, again, they don't just have to be future issues like we normally do on Navigating the Noise, just like this one. When we saw that survey that Mary Ann mentioned, we were like, "We've got to do something. Let's figure out who we can get on just so we can help." So please, please answer that survey. Please reach out to us and we'll make sure that we not only get through this, but we thrive on the other side of it.

Brian David Joh...:

So I want to thank you everybody for listening to Navigating the Noise brought to you by CHPA, the Corporate Housing Providers Association. Please reach out to us and let us know what you think. Again, let us know those questions. We really want to hear about it. You can email us at info@chpaonline.org. You can follow us on Twitter. We're @CHPAOnline or visit the website where we'll be posting Dan's visual and Mark's visual, and you'll see links to everything from what all the guests are doing, what their organizations are doing. And that's of course at chpaonline.org. So again, thank you so much for joining us here on Navigating the Noise and we look forward to talking to you again soon.