

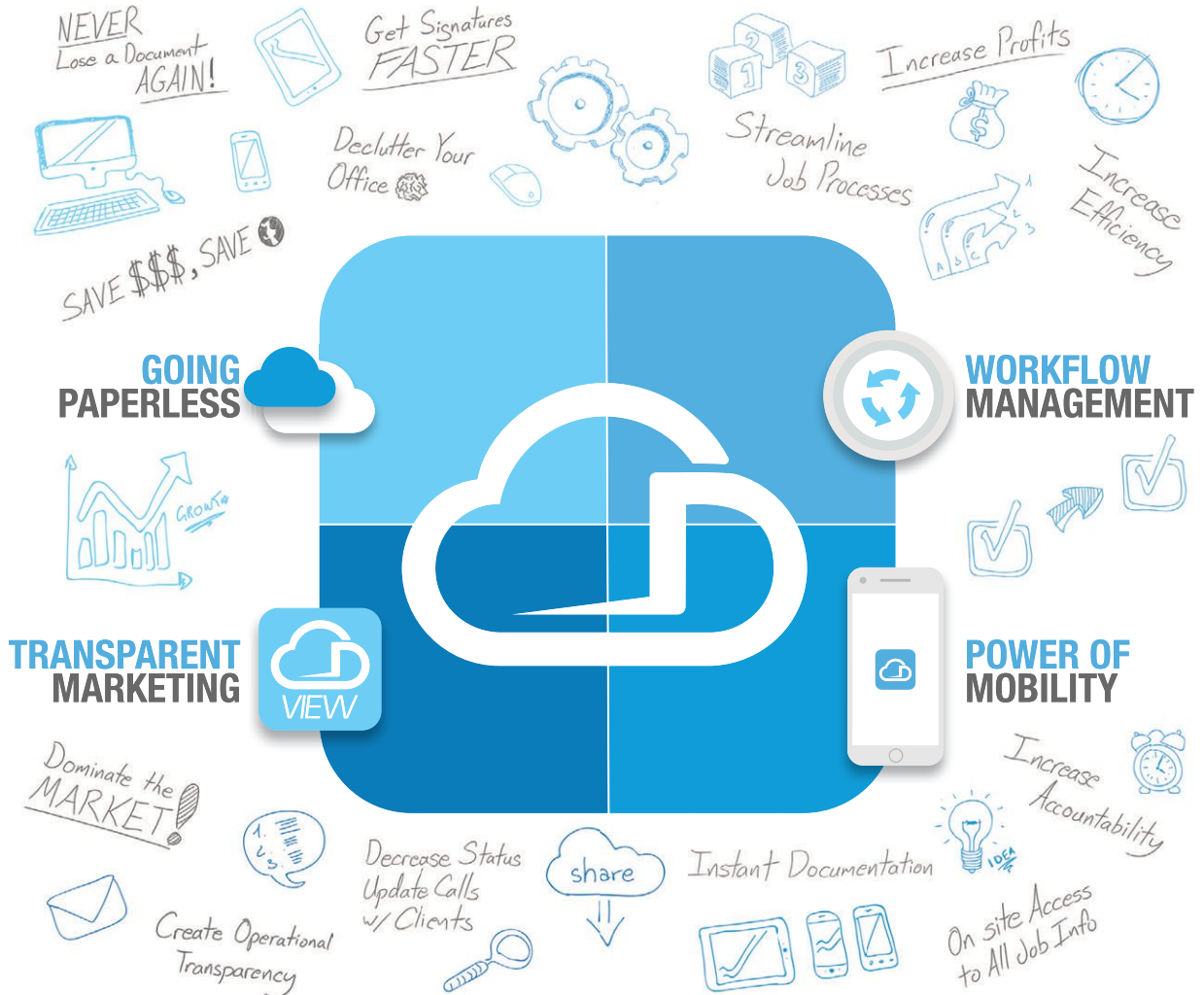
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- Pages 22-25

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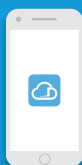
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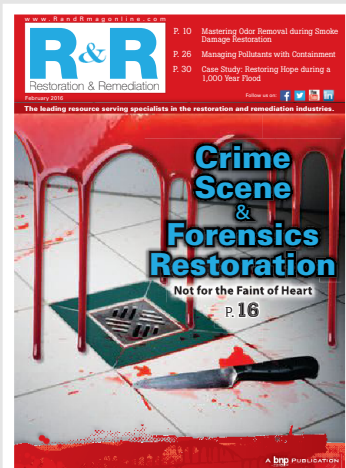
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Crime Scene & Forensics Restoration

Not for the Faint of Heart

P. 16

Features & Columns



Vol.10 No.2

February 2016

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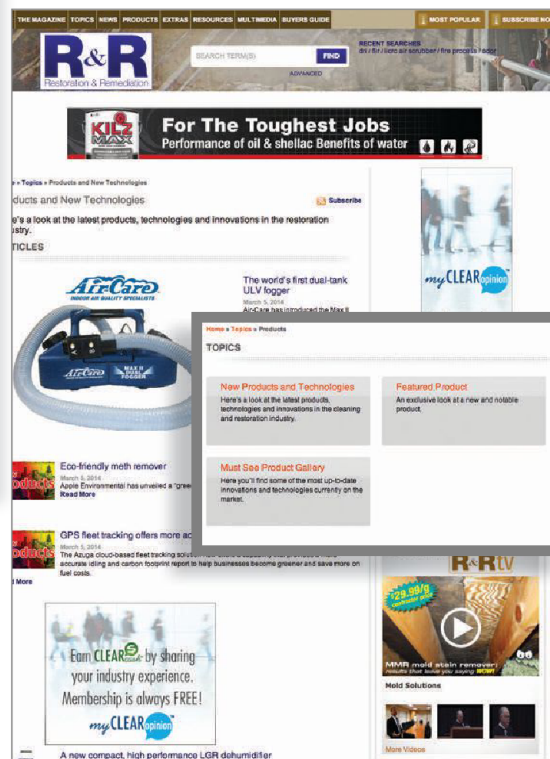
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Editorial Comment

By Michelle Blevins

Ethics in Restoration

February marks my 10th month with *R&R*, and I am loving every moment and view every day as a new opportunity to learn something new.

A few days ago, I had a conversation with a restoration business owner who asked me what has surprised me most about the industry so far. My answer? How *passionate* restorers and remediators are about proper process. Essentially, doing things the right way. I've sat in on heated discussions about the placement of air movers and dehus. Should they be further apart? Closer together? What about the angle? Is more equipment what you need? Or is it more about strategy and efficiency? You've all been in discussions like that, right?

That conversation progressed to the realization that at the core of this is the desire to run an ethical business that *does the job right every single time*. And you know what? The contractors who live by that motto also live in fear of lazier restorers who cut corners giving the good restorers a bad name.

I learned about cutting corners more than ever in preparation for this month's article on crime scene restoration, which you can find on page 16. Have you ever looked at the websites and social media pages of some so-called crime scene restoration experts out there? It's flat out disgusting. On my hunt for sources, I stumbled upon bloody crime scene photos, brain matter, captions stating the exact location of the crime scene, and even images of cleanup crew members standing over dead bodies or pools of blood as if showing off their day at the office. It was shocking.

Are those images *really* necessary to share? How can that possibly be an appropriate way to promote your business? Families of a murder victim would likely take one look at your carelessness for other victims and move on to another company with a quick click of a mouse. No one wants to see their family treated in such an unconscionable way, and this industry is about *caring* for people and *helping* them, not exploiting them. So please take a moment to think about what images you're sharing, and their potential impact, before clicking "submit."

Tom Cline has a great, related article in this issue called The Honest Business. You can find what he has to say about the importance of "being actively honest" on page 28. And, part three of Les Cunningham and Jake Avila's article on healthy family businesses continues on page 38.

I also want to point you toward information about the triumphant return of *R&R*'s Case Study Contest! You can find all the information on page 40. And there's still time to register for the *free* webinar with Michael Pinto! Find all that information, and how to register, on page 35.

Thanks, as always, for your support of *R&R*! Hope to see you on the show floor at DKI Insights!

Michelle Blevins

R&R Editor



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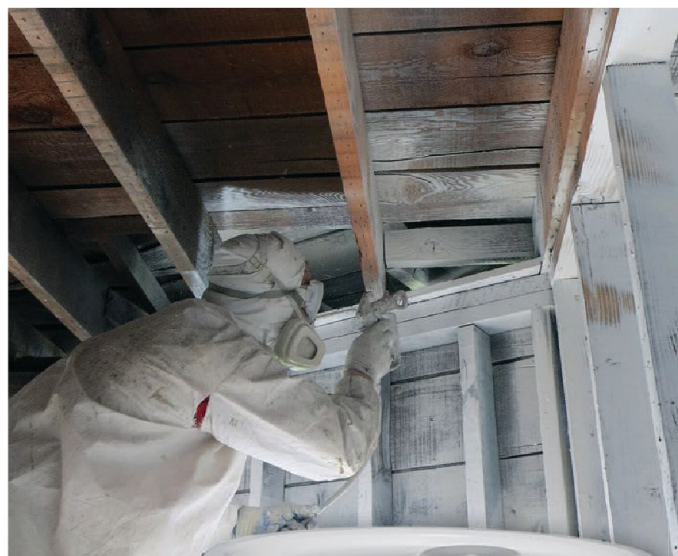
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Toss the Stats:

4 Main Features that Matter in Drying Equipment



By Mark Gibson

The disaster restoration field has come a long way since its inception not so long ago. A foregleam of the RIA was established in 1946 by a group of rug cleaning professionals known then and now as the National Institute of Rug Cleaners (NIRC). Through the decades, the association arranged itself into multiple “institutes” that served different aspects of its membership, including fire and water damage. In 1980, the Association of Specialists in Cleaning in Restoration (ASCR) was formed under whose

umbrella the National Institute of Fire Restoration (NIFR) was created. In the 90's, the NIFR became the National Institute of Disaster Restoration (NIDR). And in 2007, ASCR once again rebranded itself to become the Restoration Industry Association (RIA).

What's the point behind this little trip down a memory lane of abbreviations? Just as the disaster restoration industry has improved and specialized, so has the equipment that the industry uses. The business has also gotten much more com-

petitive, not just among contractors but between manufacturers of restoration-related equipment as well. So when it comes time for you to purchase equipment, how do you know which units to buy?

There are many claims made by manufacturers about the effectiveness of their equipment and the majority of it is valid. But there are diverse testing methods in the industry which will sometimes skew the results depending on who is evaluating the equipment.

For instance, when it comes to CFM,

About the Author

Mark Gibson is an independent contractor who has 20+ years experience in sales and marketing in the disaster restoration and jan/san markets. He also writes and publishes *The Lowdown* and other newsletters that discuss restoration, mitigation, sewage sucking, contents chucking, moisture probing, basement molding, smoke in clothing and many other industry related topics.

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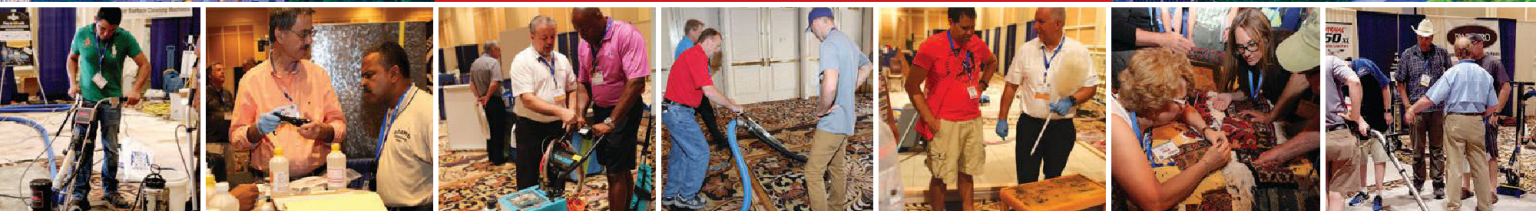
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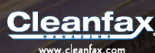
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some units are field tested (complete with the housing) and some are bench tested (no housing) which produces different results. Sometimes statistics are used as marketing tools, but as Mark Twain once said, "There are lies, damned lies and statistics." Or as American humorist Evan Esar wrote, "Definition of Statistics: The science of producing un-

reliable facts from reliable figures."

The truth is, most of the equipment that is available for the restoration contractor is pretty good stuff. But unfortunately, some cheap knock-off units have flooded the market in recent years, so you still should do your homework. That said, it ain't rocket science. The following are four main features you'll want



to look for the next time you're in the market for restoration equipment. Although we're limiting this discussion to air movers and dehumidifiers because of limited space, most of these aspects will apply to other equipment as well:

1. **Power** – in air movers, this is usually stated in terms of high CFM (Cubic Feet per Minute) or FPM (Feet per Minute). There are arguments about the importance of one over the other and some say a balance of both is important. But in advertising, the greater of the two numbers is usually highlighted. For dehumidifiers, high CFM is important because moisture can only be extracted from the amount of air that can be moved through the dehumidifier. So you also want to look for a high PPD @ AHAM (Association of Home Appliance Manufacturers) number to assure the water removal capacity and energy factor claimed for that dehumidifier are accurate.
2. **Low amps** – simply, the more equipment you can plug in, the faster the job is done. Having enough low amp equipment may even save you the expense of renting a generator for more power.



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3. Durability – there used to be a commercial for American Tourister luggage that showed a gorilla abusing their suitcase (see it on YouTube) to show how their luggage takes the punishment they often receive. Unfortunately, your restoration equipment often receives like treatment. One of the best ways to ensure you're buying a durable unit is to ask other contractors who own them how theirs have held up. If purchasing units with plastic housing, be sure that it's made by rotation molding and not injection molded. Rotomolding gives a product uniform thickness, double wall construction and virtually stress-free corners. Also, different parts that were once made by assembling assorted pieces can now be molded as a single part. It's more efficient and makes a stronger product. You can tell when a unit is injection molded because it's usually easy to push the housing in and it cracks more easily, especially in cold temperatures.

4. Safety - Most of us are used to looking for the UL (Underwriter's Laboratory) mark to make sure our purchase doesn't blow up in our face. In reality, there are other testers that are equally recognized and accepted — prominent among them, the ETL Listed Mark issued by the ETL SEMKO division of Intertek. Like the UL Mark, the ETL Listed Mark shows that a product has been independently tested by a Nationally Recognized Testing Laboratory (NRTL), that it has met the minimum requirements of commonly accepted product safety standards and that the manufacturer has agreed to periodic follow-up assessments to confirm its continued compliance. So look for a safety mark before purchasing. After all, having a piece of your equipment burn down a customer's house can really ruin your day.



Look for these symbols as a marker for safety testing.

Don't consider price the be-all and end-all. The old saying that you get what you pay for has a lot of truth behind it. Some units may incorporate a lot of bells and whistles, from high tech control boards to longer electrical cords. Some are more important than others, depending on your needs and wants. After all, everyone loves a choice, just like buying a car. But when there get to be too many options along with questionable statistics, your head can start to spin. So make it easy on yourself and concentrate on the four main features discussed in this article when shopping for equipment. You may not come away with the fanciest unit, but it'll probably do a great job for you and last a long time. **R-R**



Photos Courtesy of Mark Gibson

Durability is key. Understanding how the plastic housing is made will help you figure out how it will hold up on the job.



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Don't Skip Steps:

Mastering Odor Removal

during Smoke Damage Restoration



By Tim Bauer

Any fire restoration professional can tell you when it comes to fire damage, the fire is the easy part. There's really only one way to get rid of most damage to building materials charred by fire: remove them.

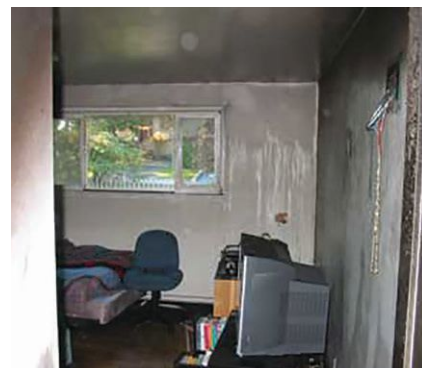
Smoke, on the other hand, is a different story. How to deal with the odor and damage of smoke is something disagreed upon by every adjuster, contractor, contents specialist and homeowner.

Step 1: Know What You're Dealing With

1. Identify the type of fire: Every fire has a personality and damage type

of its own. High oxygen fires tend to leave behind drier smoke residue that is easier to remove than the wet, smoky residue that a low oxygen fire gives off. Additionally, if water was applied to extinguish the fire, typically the humidity in a home can rise up to 100 percent, causing the wood in the home to open its pores, absorbing more smoke and residue.

2. Safety first: Smoke is highly corrosive and can ruin anything with enough time and strength. In most cases, smoke from a home or commercial fire is not coming just from



Photos Courtesy of Allied Restoration, Inc.

Different types of fires produce different types of damage. This is the result of a low oxygen fire, which results in wet, smoky residue.

About the Author

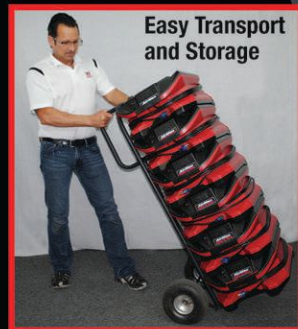
Tim Bauer is a professional marketer and storyteller who has developed and presented for companies ranging from small insurance agencies to Fortune 100 corporations. He has worked in the insurance restoration industry for almost 10 years. Tim honed his skills for branding through thousands of hours creating marketing plans, pieces and literature for over 15 years. His greatest achievement includes losing over 225 pounds and having two daughters without losing any of his hair.

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"Sistering" alongside a charred beam can help with stability.

burnt wood, but other items like plastics, leathers and other chemicals. All these things will impact the way you deal with it. Due to the toxicity of the air after burning these items, consider wearing dust masks and nitrile gloves (or heavier gloves as well if there is broken glass or other building debris present). Moreover, whatever you can do to ventilate the home is typically a positive thing for the people working inside.

3. Time is of the Essence: The sooner you start the restoration process, the lower the level of damage to the property will be. Here's what the IICRC says for a timeline of a fire:

- a. **"Within Minutes:** Acid soot residues cause plastics to yellow; small appliances located close to the source of combustion discolor; highly porous materials (marble, alabaster) discolor permanently.
- b. **Within Hours:** Acid residues stain grout in bathrooms; fiberglass bath fixtures may yellow; uncoated metals tarnish; counter tops may yellow; finishes on appliances, particularly refrigerators, may yellow; furniture finishes may discolor.
- c. **Within Days:** In time, acid residues cause painted walls to yellow permanently; metal corrodes, pits and rusts; wood furniture requires refinishing; vinyl flooring requires

refinishing or replacement; clothing becomes soot-stained; upholstery stains permanently.

- d. **Within Weeks:** Restoration costs escalate tremendously. Synthetic carpet fibers may yellow or discolor permanently; silver plate is corroded permanently; glass, crystal, china may require replacement due to severe etching and pitting caused by prolonged exposure to acid soot residues."

Understanding this, we are always prepared to begin cleanup immediately upon being called out to a new smoke damaged property.

Step 2: The Removal Process

How you clean is as important as how fast you clean. There is a wrong way and a right way to clean smoke damage and, if done incorrectly, a house can be tainted with unpleasant odors forever. In fact, there are documents recovered from



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the 1906 San Francisco fire that still to this day smell of smoke residue. If your insureds are anything like mine, they won't go for that campfire smell forever in their homes.

1. Get rid of the source of the odor:

Items deemed to be total loss or cleaned and deodorized offsite should be removed from the home as soon as possible. This step alone will mitigate a significant amount of the smoke odor.

How can you tell if something is damaged beyond repair? Here is what we look for:

- **Framing** is generally considered total loss if it is charred 1/4 of an inch or more. However, this will require a structural engineer to assess. Occasionally, the engineer will call for running an additional beam alongside the damaged one (sistering).
- **Drywall** will come clean at least 80 percent of the time. However, clean-

ing it isn't normally the concern as much as if smoke residue got behind the drywall. If smoke is in the wall cavity, the only choice is to remove and replace it.

- **Tile counters** can be cleaned, so try. If the grout doesn't come clean, replace it. Some restorers will try to chip out the top layer of grout and

re-grout, but this can result in tile chipping and not worth the effort in our experience.

- **Solid counters (granite, formica)** will clean without problem, but if smoke is inside will require sealing the under-layer (step 4). Sometimes you'll see the silhouette of where an item sat on the surface, and darker



Shadowing like this gives a glimpse at just how much cleaning there is to be done.

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It's important to make sure salvageable surfaces are properly sealed.

residue around it from the smoke. The longer the smoke sits, the more likely the discoloration will be permanent.

- **Carpet** can be cleaned from very light smoke (like in the case of first floor carpets in a second floor fire), but moderate to heavy damage will call for replacement.
- **Laminate** floors are floated floors with a layer of highly absorbent foam underneath. In other words, if smoke managed to get underneath the floor, your only option will be

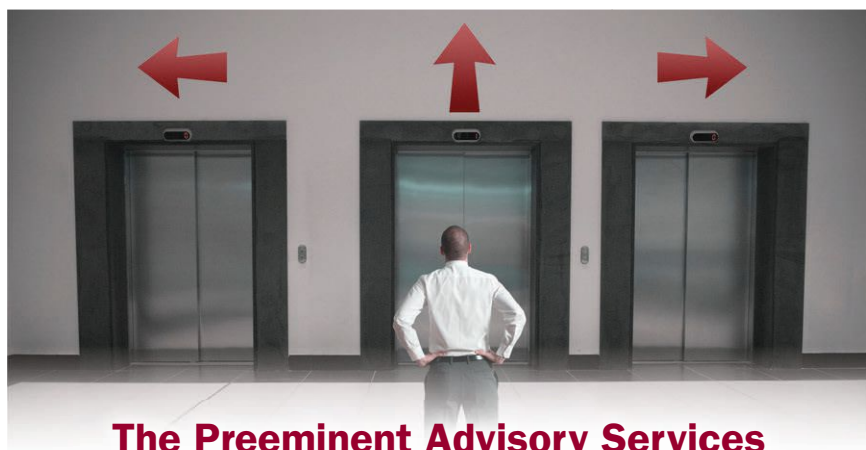
to remove the floor to remove the foam, and then replace.

- **Real wood/engineered floors** can almost always be sanded and refinished to clean smoke damage.
 - **Insulation** is one item that must *always* be removed if there is any smoke inside, triggering other items for access.
- 2. Clean everything left behind:** Once all non-salvageable building materials are removed, clean! While every contractor has a preference on materials

and chemicals, generally speaking you will want a wet sponge for hard, porous materials and a dry sponge for hard, less porous materials.

- 3. Use an odor counteractant.** We always guarantee our homeowners that they won't be able to detect any form of smoke odor following the work we do in their homes. In order to prevent this, we always use both a thermal fogger and an ozone treatment, even if insurance doesn't cover it. We had a job a few years ago where the adjuster refused to pay for ozone so we just did a thermal fogging, only to be called back a year later for smoke odor. We had to tear open and ozone (and restore out of pocket) a closet just to finish the job we'd already done. We learned the hard (i.e. expensive) way not to cut corners when it comes to smoke cleanup.

- 4. Seal salvageable surfaces** that are scorched but not being removed, like framing. Between thermal fogging and ozone treatment, we seal all smoke damaged framing that is not being removed. This is even more important in areas with warm summers because the wood will actually expand in the heat causing the pores to open and smoke odor to enter back in the home. We see failure to seal remaining framing in a lot of homes repaired by non-restoration contractors.



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— Chuck Violand

Developing People & Profits



At Allied Restoration, we have trained our staff to provide a raving fan experience to every customer, and this impacts everything we do from customer service to smoke damage. By dealing with the damage with precision, we make sure our customer understands their value to us. That's really at the core of our industry, right?

Getting rid of the sight of smoke damage is a fairly easy thing to do. You can clean it, paint over it or remove the items. Odor on the other hand is invisible and even more bothersome and must be dealt with scientifically. How you do this will make all the difference of whether or not you get called back the next time they have a challenge. **R-R**

+1 800 360 3513 office@violand.com violand.com

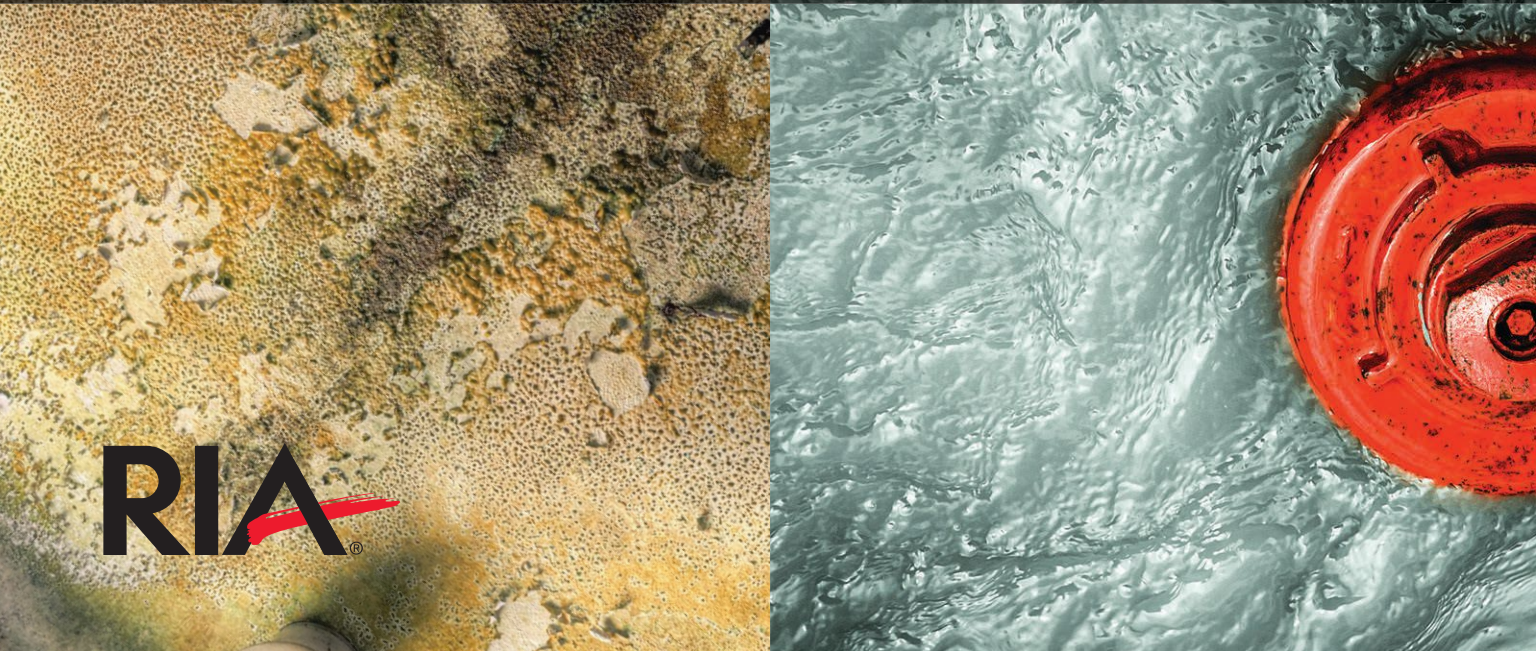


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CRIME SCENE DO NOT CROSS

Not for the **Faint of Heart**

Crime scene and forensics restoration

By Michelle Blevins

No matter the sector of the restoration industry you work in, it's likely you meet people on their very worst day, almost every day. Any property loss is devastating for the families impacted, but what about when there's another kind of loss – of human life – within a space.

Different organizations and the government are doing a better job of educating the public about the dangers of biological contamination. Gone are the days when a homeowner would spray a little vinegar water on a blood stain and pretend everything is OK. Similarly, law enforcement is increasingly aware of the dangers of biological matter like vomit, blood, etc. in their vehicles and on crime scenes, and taking more steps to ensure those contaminants are properly remediated on the surface, and below it.

That's where companies like New York-based CrimeSceneCleanup.com are taking a more active role.

"We are an environmental company that deals with one thing specifically, and that is blood."

James Michel, CEO of CrimeSceneCleanup.com

Growing through Education: Safety First

"We don't charge the police department for remediation jobs, we do it free of charge," said James Michel, CEO of CrimeSceneCleanup.com. "Anything related to our field... if it's them or a family member impacted, there is no charge, and no insurance information is taken."

Instead, Michel's crews turn the remediation into a learning experience. For example, a crew will go to the police station to clean vomit out of a patrol car and walk the officers through every step of the process so they understand the stages, and the dangers if done improv-

erly. When an officer had an HIV positive suspect spit blood on him, Michel's company came in and did a bloodborne pathogen awareness course. By educating, word about their work has traveled.

Today, Crime Scene Cleanup covers 31 states, and is constantly growing. In 2015 alone, they bought nine larger competitors. There are more big things planned for 2016. More than 90 percent of their business is crime-scene related, handling multiple cleanups a day.

Like many of the industry's experts and leaders, Michel has been in restoration since he was 17, specifically bio-hazard cleanup. As you can imagine,

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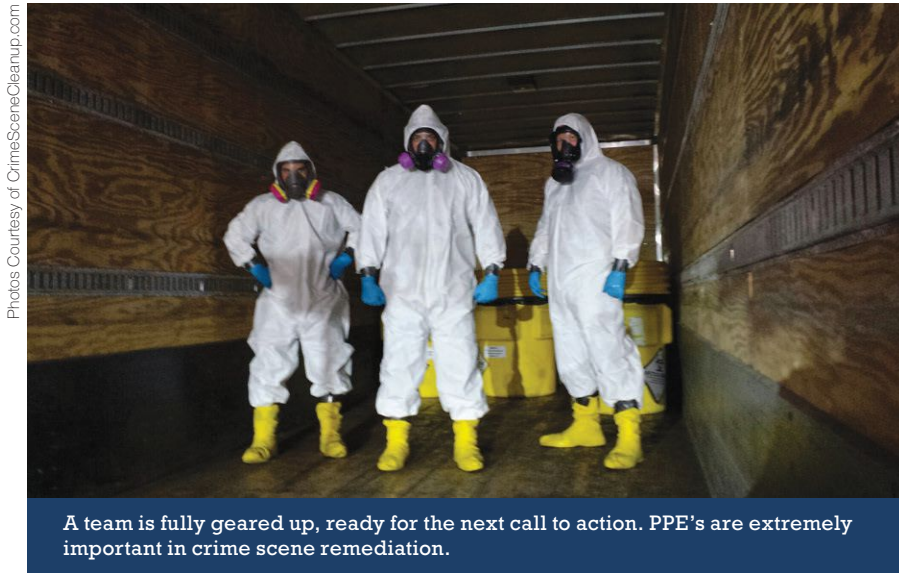
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A team is fully geared up, ready for the next call to action. PPE's are extremely important in crime scene remediation.

he takes training seriously. He holds a 501 OSHA, the highest possible certification issued by the federal government.

"It allows me personally, I went to college for this and took courses, to teach OSHA outreach programs to people and certify them with the government," said Michel. "We do a *lot* of training. A lot of companies do a 20 hour or 40 hour training, or a few days. We do a two month training course."

Michel credits all that training to an impeccable safety record. They've only had one incident since being in business, and it was from a light fixture falling from a ceiling during a walkthrough.

When it comes to gear, it's the standard: suits, booties, gloves. Plus, respirators. Everyone is fit-tested quarterly. In addition, crews go through regular physicals and drug testing, which in Michel's words, is "mandatory, sporadic, and diligent."

Hiring & Managing a Crew

So who's going to wear all that gear? Hiring qualified technicians can be tough in any sector of the restoration industry. But finding people who can handle the daily demands of crime scene cleanup takes hiring to a whole new level.

Michel mostly hires former military personnel for the simple fact that, for better or worse, veterans know how to handle blood and gore. They also have impeccable work ethics, and are goal-oriented. Michel says for him, he's never struggled to find good people and recog-

nizes he's fortunate in that area.

Employees are also not expected to act as robots and ignore the toll crime scene cleanup can cause physically and emotionally. Quarterly, Michel flies in all his managers from across the country to go over some of their harder cases and check in on everyone's well-being. In early January, he was preparing to fly an entire team – not just managers – into New York to debrief after a particularly difficult job over the holidays that Michel said "shook the bones" of the whole team.



Michel simply said, "What goes on in this world sends chills down all of our spines." But, in the same breath made it clear his company's passion for helping people.

Crime Scene Cleanup works with several pastors who are also grief counselors. They are constantly available to cleanup teams, and also visit with victims during jobs when needed – sometimes even traveling across the country to do so. Cases involving children obviously cause the most trauma.

Protecting the Victim's Family

"We do thousands of murders and suicides a year. Not hundreds, thousands," Michel explained. If you want to know more than that, forget it. Michel firmly believes sharing case statistics is negative, and would hurt the victims they help. He doesn't want his business to be based on statistics and the number of crime scenes they've cleaned up, but rather on the foundation of the good work they do.

If you visit any of Crime Scene Cleanup's social media pages or website, you'll also never see images from actual jobs. The images you're seeing in this article have been used for training purposes.



Similarly, Michel never wants a family member to see crews at work. He said a family member of the victim is present at about 40 percent of the cleanup jobs, often just keeping watch over the home or building and the possessions inside. In his words, the family member "stands post."

"I wish they were never there, for the fact that, our men and women are very careful when they're cleaning, but we wear Tyvek suits because we're not perfect," Michel explained. "You know, blood does get on our outfits. That's what they're made for, they're made to protect us. Of course, we never want the family to see us working."

To physically protect family members who may choose to keep watch, they too are asked to put on a protective suit and gear like gloves, booties and a paper mask. They'll also be asked to stay in a certain area. Michel understands the de-



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sire for family members to sometimes be present during the process.

"I understand. It's sensitive, it's a very, very sensitive time in peoples' lives, you're letting in a complete stranger you don't know, to come in and remove items from the home," he said. But, like any good restoration company, his crew is honest. Once, a worker found seven figures in cash inside a home and without a second thought, notified Michel so they could get in touch with the rightful owners.

The Biggest Challenges

Michel said one of the biggest challenges he faces is competitors “doing what they do.”

“The non-licensed, the non-sanctioned entities that do horrible things with their jobs, it’s something that I take very personally,” Michel said. On many occasions, Crime Scene Cleanup has been called to fix what another company has done wrong.

Crime Scene Cleanup crews carefully box up biohazard items, and they're taken to an incinerator. Throwing, for example, a bloody mattress to the curb for trash pick is an obvious no-no.

Michel used a New York City crime



scene as an example of proper disposal. First, the contaminated items are put in a red bag, then double bagged, then pre-sprayed, then properly sealed. From there, the bags are put into a box that's a specific size for the incinerator. That box is transported to the incinerator for destruction, which is costly. While you can drop garbage off at a dump for just a few dollars a ton, it's as much as \$2 or \$3 a *pound* for the incinerator. Plus, they must have a complete manifest that's issued to people at the place where the

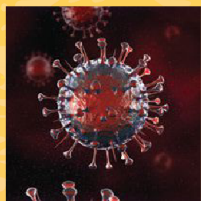
cleanup took place, Crime Scene Cleanup, the local or state environmental department, and the records must be held for 20 years.

The other big challenge: cats.

“The amount of ammonia they produce... there is nothing worse than cats,” remarked Michel. “It’s a never-ending battle. The odor is almost impossible to get out, and the cost and time to do it is massive.”

[illegible]

By Michele Blevins



OSHA Definition: Bloodborne pathogens are infectious microorganisms present in blood that can cause disease in humans. These pathogens include, but are not limited to, hepatitis B virus (HBV), hepatitis C virus (HCV), and human immunodeficiency virus (HIV), the virus that causes AIDS. Workers

exposed to bloodborne pathogens are at risk for serious or life-threatening illnesses.

If you've worked in the restoration industry long enough, chances are you've heard stories of needles found in the home of a hoarder, or needed to properly clean up and remediate blood or human waste. Any time you encounter remediation of that kind, OSHA's Bloodborne Pathogens Standard likely comes into play.

The standard (29 CFR 1910.1030) requires employers to:

- Establish an exposure control plan
- Update the plan annually
- Implement universal precautions
- ID and use engineering controls
- ID and ensure the use of work practice controls
- Provide PPEs like gloves, gowns, eye protection and masks
- Make Hep B vaccinations available to all workers with occupational exposure
- Make available post-exposure evaluation and follow-up to any occupationally exposed worker
- Use labels and signs to communicate hazards
- Provide information and training to workers
- Maintain worker medical and training records

Sources: <https://www.osha.gov/SLTC/bloodbornepathogens/index.html>



Using "stage" blood, crew members are trained on properly cleaning up blood at a crime scene that can easily seep through one surface, to another.

Another challenge is working with victims with mental illnesses. Michel says it's an uphill battle every time.

Plus, it takes an emotional toll on the crew.

"I've been on thousands of cleanup jobs," he said. "I can write down details of every single one. It never leaves you, no matter what kind of therapy we offer."

Final Advice

"Until you are fully licensed, insured, and bonded to do everything, please trust the professionals to do this," Michel said. "There are certain jobs where you can't mess up, this is one of them. If you don't do it right, you should be ashamed of yourself."

He also says for those in this line of work, it helps when your team feels like family. At CrimeSceneCleanup.com, Michel's teams eat meals together, gather around the same table, and play together.

"God needs to give us the strength to get through these days," he said. **R-R**

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GOING PAPERLESS



Going paperless is a popular goal of many business owners with restoration contractors being no exception, but it is easier said than done. Tom Laska, Founder of ICC Restoration, knows all too well the trials, tribulations, and benefits of going paperless. This is an on going process, but we have verified that ICC has shifted to a nearly paperless operation. Hopefully, their story can help you start to make the transition.



TOM LASKA
President & CEO
ICC Restoration & Cleaning Services



What made you want to go paperless?

We wanted to be on the cutting edge of restoration companies and really differentiate ourselves. Shortly after a visit from Next Gear, it became apparent that it was going to take some work to become truly paperless and made the commitment at that point.

What was the difficulty of making the shift to paperless?

Getting the team on board and excited, especially accounting... they love their paper. I decided to spend a weekend in the office to start scanning in all of the documents from our filing cabinets. In two weekends, we removed all filing cabinets from our office and it immediately got the attention of our office staff reinforcing that this change was happening.

Walk us through what paperless means to ICC?

It really excites us! We are reducing the use of our world's resources, which has a positive impact on our environment and it has allowed us to focus on our clients' needs with greater efficiency. This directly coincides with ICC's core values of always providing quality service with honesty and integrity. Reaching the millennial workforce is important to ICC and focusing on technology and the environment is a great way to do that.

What Operational benefits did you see?

TIME! It's easy to look up files right from your desk or from anywhere in the world by just logging into the system. Also, we don't lose documentation, which means we get paid faster, more often, and client information is ALWAYS secure.

What bottom line benefits did you realize?

We save on print cartridges, paper, time and even administrative personnel. We reviewed a scheduling process and discovered that we were still printing schedules for our field technicians. If a schedule change was made, we'd re-print the entire schedule. When we costed it out, going paperless saves us around \$10k per year just by sending out schedules electronically. Think about it, that is just one process in our business.

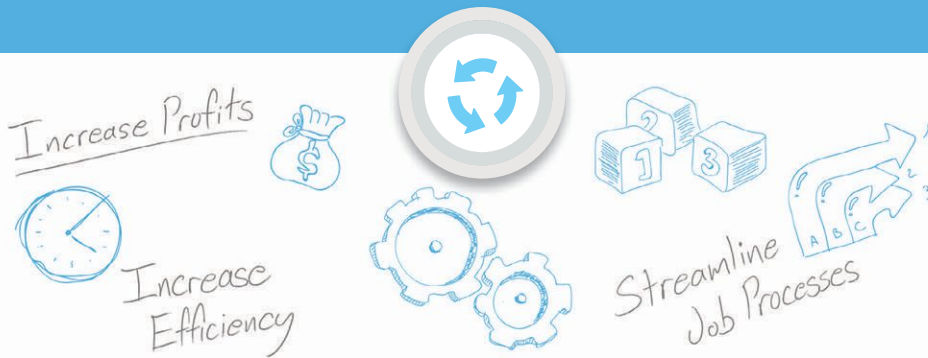
Tips and Tricks to making the change?

We started the process at the beginning of our company's new year. When I started, we were only a couple months into a new year, so the amount of documents was pretty light. Make the initial push significant and keep going in small doses. It is better to take a bit longer than get discouraged, but don't lose sight of the goal. Begin removing anything that generates paper and depend only on the digital systems you implement.



Watch the full interviews at WWW.NEXTGEARSOLUTIONS.COM/SUCCESS

WORKFLOW MANAGEMENT



Any business needs well documented processes to survive, but if growth and success are the goal a workflow system is vital. Restoration contractors also deal with carrier requirements that further complicate the workflow process. Jocelyn Dornfeld with A&J Specialty Services has been creating a follow-the-prompt culture for over a year and a half. While there is always room for improvement, we think A&J has done a great job optimizing workflows and there is a lot to learn from their story.



JOCELYN DORNFELD
Office Supervisor
A&J Specialty Services



Why use a workflow management software?

To think that every employee can remember each specific step or task, every time – is just not reality. Yes, I'm sure you held a wonderful training workshop and everyone nodded their head that they understood each step, but that just isn't the case. Workflow management software helps organize and (gently) remind us to "start" a task, email out a job link, or upload photos we need for certain services.

What was the staff's reaction?

It just made good sense. The employees were excited to not be lugging around books or carrying extra equipment, like digital cameras.

What was the difficulty of making the shift?

We had decided to take the conversion in small steps. We understood that this was a huge undertaking and had a lot of moving parts and pieces to implement. To think that we could get the conversion done, train, implement all departments, and work out any "bugs" was wishful thinking. Once we had one process set and running great, we moved to the next one.

What operational benefits do you see?

Well, communication is the biggest problem most companies face and it's also the best solution. Any tool or program to increase communication between us and our clients is worth it! The workflows that are set up with each service ensures that no matter who is working on which project, each step or task is completed and the client is updated in real-time. Our employees know that they don't have to remember every bit of training from every manual because we have workflows to streamline the process.

What bottom line benefits did you realize?

WE GET PAID!! I know this seems like a silly answer or a "duh", but in this business, there are many companies out there who love to not pay or negotiate till we're blue in the face. Not paying is extremely difficult when the client has been in the loop the entire time. We've also had an increase in insurance agents who advise their clients to continue with us through the rebuild phase due to the great communication process during the mitigation phase. We hear comments all the time now that we are easy to do business with.

Tips and Tricks to making the change?

Implement in small steps. Continue to train and monitor the process. We go over mobile app features during company meetings and make sure every employee goes through the steps - that way we can all help each other if we run into issues in the field or office.

TRANSPARENT MARKETING

Dominate the
MARKET!



Create Operational
Transparency



Decrease Status
Update Calls



Sales, Marketing, and Production are disconnected departments for most restoration companies. However, companies that align them are powerfully different. Adam Beck, Mike Ugcla, Paul Parkerson and Vic Beck have been working the last 3 years to redefine how marketing and production work to complement one another. They have done a great job preaching transparency to drive efficiency and we hope you can learn from their story.



MIKE UGCLA
Co-Owner
Arcus Restoration



Why use DASH in your Marketing/Sales efforts?

We had an office full of whiteboards and filing cabinets, so the decision was really based on operational integrity, not sales and marketing. However, once we saw the ability to offer transparency and accountability to our referral sources, we realized we'd gotten more than what we paid for. Since, DASH has been a huge differentiator for us, and the rest of our competition is chasing to catch up.

What was the staff's reaction?

Well, people are almost always fearful of change. However, our staff knew that we had reached the absolute limit of our current operations. DASH was a necessity if we were going to continue to grow. Once the staff witnessed the effectiveness of DASH, buy-in was a breeze. DASH quickly became the backbone of our operation, and there was no thought of returning to the old ways. Today, we have a lot more success recruiting talent and we attribute a lot of that to our process improvement.

What was the difficulty of making the shift?

*We began offering any potential referral source a window into every job they referred to us. So, we send them the **DASH View** portal so that they can view the job – notes, photos, etc. – at every stage of the process, in real time. Since we all only get one chance to make a good first impression, you better have a first class process in place before letting the customers into the kitchen. That was the hardest part – updating our operation so that transparency was not a scary notion.*

What operational benefits have you seen?

Communication and quick access to information is it for me. Because we're marketing transparency, we really had to up our game in production from a documentation perspective. Our marketing strategy really demanded operational efficiency from production. Today, on top of developing new relationships, a project manager can run more jobs than he could 4 years ago with white boards and folders.

What bottom line benefits did you realize?

*We are really great at what we do. We do quality work, we're courteous, our team is professional, and we also look the part. But there are a lot of companies that also do good work and employ good people. The fact is, we're being referred jobs because we make the claim experience as pleasant as possible and our communication is unmatched. The easiest answer is that we're winning jobs because of a process and **DASH View** is a key component of that process.*

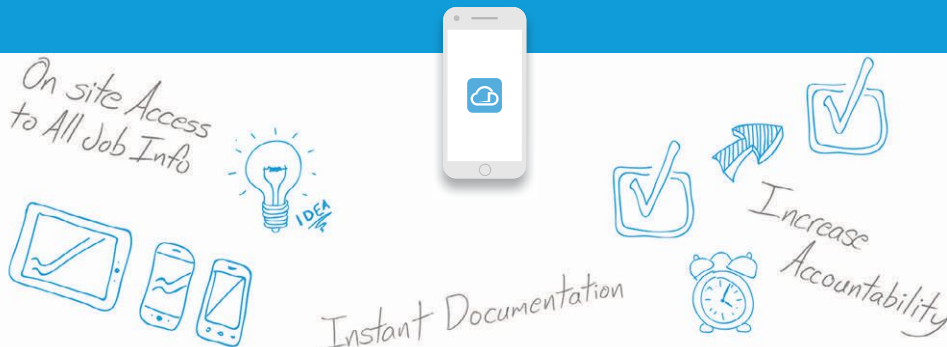
Tips and Tricks to making the change?

Software implementation is tough and no system is going to magically fix your business. It's going to take a lot of work, so take things slow. You just can't do everything all at once, so focus on a few process improvements at first and start to implement additional pieces of the system once the use of its basic features becomes habitual. Know change is difficult and talk about it often.



Watch the full interviews at WWW.NEXTGEARSOLUTIONS.COM/SUCCESS

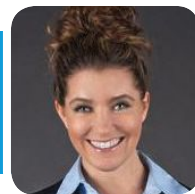
POWER OF MOBILITY



In a society that's addicted to instant information gratification and an industry that is demanding real time transparency, restoration contractors are having to shift administrative documentation from the office to the field. Cathy Teets at ECO Disaster Services has spent the last two years doing just that. We hope you can take something away from how Cathy and her team have stayed ahead of the current changing landscape.



CATHY TEETS
CEO & Founder
Eco Disaster Services



Why did you decide to take your company Mobile?

ECO Disaster Services invests in the best for our customers, business partners and our staff. We provide our customers with the most accurate up to date information and a promise to always deliver a first class customer experience. By going mobile, our office and customers are able to view live progress notes and photos as they are happening which is a fundamental part of our commitment to a superior and transparent customer experience.

What was the staff's reaction?

Apprehensive and resistant at first, an "old school mindset" that we need to keep the paper copy. Operational change can manifest into questions about job security, employer satisfaction and whether they are capable of adapting to technology.

What operational benefits have you seen?

Communication and Measurement... As the industry changed, we had to change the way we do business and communicate. We adapted to thrive in the emergency service industry during an age that demands immediate information. It's the 21st century and the age of the internet. Society has grown accustomed to having "information" at their fingertips, so that's what we give them.

Communication and documentation goes from the field to the office in real time. This means no paperwork to carry around, lose, or misplace... Always accurate and always current! The office is able to view immediate and accurate placement of our equipment and inventory which is crucial in a catastrophe situation... there's no time lost running back to the warehouse for an inventory count. We simply keep moving to the next customer needing help.

Using DASH has without a doubt changed how we communicate and provide our services. Customers, adjusters, and insurance companies express the ease of doing business with us and love the ability to access DASH View 24/7 to review daily notes, photos, and project progress at their convenience without having to pick up a telephone.

What bottom line benefits did you realize?

We're far more productive with DASH. Compliance was just one more added feature we knew we wanted but didn't realize the positive impact it would have on quality control. We built in every step of the project... From the initial contact to each follow-up, every step becomes an action item holding an individual and our company accountable..

Tips and Tricks to making the change?

Ask yourself what type of company you want to be and what is our commitment level to our customers. Will constant communication and transparency make a difference to your customers? Answering yes is the beginning of the transition.



Managing Pollutants

with Containment



By Dan Bernazzani PhD

Ever since Dr. Michael Berry published his guide for the cleaning and restoration industry entitled: *Protecting the Built Environment: Cleaning for Health* (Tricomm 21st Press, 1993), I have seen a shift in the way professional cleaners and restorers manage pollutants in the built environment. He encouraged our industry to learn environmental practices including containment, which is a preventative procedure that reduces impact on our respiratory system.

Soon after Dr. Berry's publication was released, the IICRC published its first

version of S500 Standard and Reference Guide for Professional Water Damage Restoration in 1994. Containment procedures were included in the document which said "eliminating safety hazards is the technician's first priority." That containment process is to be followed by technicians determining further requirements for containment based on a particular job's demands.

Looking back as a contributor to that document, we should have stated: "Containment will not eliminate safety hazards, but with proper workmanship

and materials, it should reduce exposure routes."

When the ANSI/IICRC S520 Standard for Mold Remediation was published, methods for containment took on a more prominent role. Every contaminant human beings are exposed to in the environment affects our health, making containment an important procedure. Negative pressurization, as well, is becoming a focus for prudent remediators and may be the unsung hero when utilized properly with containment.

The S520 Standard further discusses

About the Author

Dr. Daniel Bernazzani Senior VP Environmental Services Division at YOUNG & Associates is an indoor environmental professional whose credentials in the field date back to the 1980s. He is a past president of the IICRC and a contributing author to ANSI/IICRC's S500 and S520. He has authored hundreds of articles and taught water and mold remediation classes around the world. He consults on complex claims and leads a team of world-class building consultants ensuring that indoor environmental losses are quickly and properly restored to healthy indoor environments.

containment in Section 12.1.1.1 stating, “During mold remediation projects, containments generally are separated into three basic types:

- Source Containment
- Local “Mini” Containment
- Full-Scale Containment

Expanding containments may be necessary when additional mold contamination is discovered.”

The document goes on to stress the importance of properly handling or not disturbing contaminated materials, maintaining integrity throughout the remediation process, and constructing containment in such a way that if pressurization is lost flaps will close. Plus, the S520 talks about breaches, failures, monitoring, and documenting containment performance.

Containment procedures are also covered in the Occupational Safety and Health Act (OSHA). OSHA requires employers to provide a safe and healthful workplace. The employer’s role is to assure the safety of workers by implementing procedures for containing listed organic or inorganic particles, and those not listed specifically are covered under the Particulates Not Otherwise Regulated (PNOR). These rules are especially important when regulated substances are involved.

A very important segment of our remediation industry involves the remediation of healthcare facilities. Our industry may be dealing with at-risk populations and should understand the Facilities Guidelines Institute (FGI) “*Guidelines for the Design and Construction of Healthcare Facilities*,” which was adopted by 42 states. This document provides guidance on infection control during mitigation, construction and post-construction phases.

Many organizations provide training and testing, with some now employing competency testing for establishing containment. Hands-on training should be part of any training program and include procedures for designing, constructing, maintaining and removing containment protocols.

Employers should also develop standard operating procedures for erecting



and maintaining containment. Normally, containment consists of 6 mil FR polyethylene sheeting erected in such a manner that it limits the exposure from contaminants to workers, occupants and unaffected areas or contents. Containment reduces risk by isolating clean areas from contaminated ones and should be labeled to effectively communicate to untrained individuals not to enter or otherwise compromise the space. This is critical when sensitive individuals, who are more vulnerable to environmental contaminants, are concerned.

Everything human beings are exposed to in the environment affects our health. OSHA provides activity sheets for workers in certain fields like mold remediation. For other operations or situations (i.e., asbestos, lead, mercury, etc.), specific information is also available. Mold procedures often vary depending on size

or condition, as defined in the S520. Small isolated areas may not require containment, whereas mid-size and large areas typically need engineering controls to minimize cross contamination by containing contaminants at or near the source. Containment may be as simple as protecting areas directly adjacent with plastic sheeting or sealing contents, surfaces, and/or building openings, fixtures, and ventilation ducts/grills in the work area. If contaminated surfaces are present, isolation barriers can be erected to separate contaminated from uncontaminated areas and protect both workers and occupants.

Containment helps manage contaminants by controlling them close to their source and conscientious remediators understand that this simple process helps provide for the safety of workers and occupants. **R-R**

The Honest Business



We typically hear about cheaters and scofflaws in the business world on the sales or marketing side. Things such as false claims being made about what results a product or service will provide. The used car is advertised as “clean” when, in fact, it was recently pulled from

In a TED Talk a couple years ago, Marcus Sheridan shared the story of his pool company. In the midst of the U.S. financial crisis, the company changed its marketing strategy to “answering all the questions they had heard from customers over the years regarding fiberglass pools.” Good or bad, they put the information on their website, which became the most visited in their industry and the subject of a *New York Times* Business Section article.

If your technician scrapes the company truck on a customer's mailbox while backing out of her driveway, will they

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stop and say something to the customer, making sure to include, "...and we'll take care of it right away"? Will they then voluntarily go to you or their supervisor and tell them what happened? If your business development rep. isn't totally truthful about the sales calls and meetings they show on the weekly sales report they turn in, what else are they being less than honest about? Could there be a valid reason why any of your employees would be less than 100 percent open and honest with a customer?

As the business owner, you reveal your commitment to honesty when you pay your company's bills and your employees on time, when you file taxes, and when you make commitments to your customers. Honest business practices inspire both your staff and customers with respect for your mission. What we're talking about here goes well beyond not lying to your customers or your employees; it's being actively honest. It's owning a mistake when you mess up and admitting

when you are wrong. It requires acknowledging the state of your business to your employees and only selling to your customers what you can deliver effectively.



Honest business practices also require the ability to make tough decisions. While we can all agree that we want all of our employees to be honest all of the time, your commitment to honesty will be tested by the behavior of your people.

Are you willing to terminate a high-performing, long-term employee who fails to be honest with you? How serious an issue must be involved before you are willing to take that step? In a recent discussion with a client regarding just such a situation, the owner said, "If [the employee] is dishonest with me regard-

ing this relatively minor issue and, when confronted, refuses to admit the lie, I will forever have the question in my mind about whether he is being totally honest with me. I cannot accept that in my business." This commitment to integrity will pay huge dividends in the long run regarding the culture that exists within the organization and the character of the employees the organization is able to attract and retain. The alternative is a slippery slope where acceptance of minor less-than-complete-truths can lead to a pattern of fudging that threatens the credibility of the owner and the business.

Expecting complete honesty from yourself and all of your employees all of the time is a recipe for a brand that is highly valued, a workplace that quality employees seek out, and a culture that thrives on teamwork and commitment. Having an honest business means you are dedicated to providing an honest service by an honest company in an honest way. No shortcuts. **R&R**

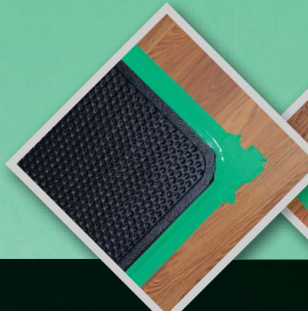
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Restoring Hope

during a 1,000 Year Flood

One family, two floods, and a death



By Alexander Ruggie

In October of 2015, 911 Restoration took on the challenges presented by the flooding of South Carolina homes and businesses in the aftermath of Hurricane Joaquin. One particular home was so affected by the flood waters that the ground beneath it became supersaturated and liquefaction actually shifted the earth, piling debris on top of the existing sump pump. This stopped it from pumping out the rest of the incoming water and much of the house flooded as a result.

By this point, the flooding that had taken place in South Carolina was already being called a one thousand year event. The rarity of this quantity and caliber of devastation meant it was now officially declared a state of emergency through FEMA. Needless to say, the homeowners at this location did not need to be convinced of this fact.

"This flood disaster has been like nothing South Carolina has ever seen. This type of flooding occurs only once in a thousand years."

Gov. Nikki Haley, South Carolina

Hank Miller drove more than 400 miles, from Virginia to South Carolina, to rescue homeowners in need and see them through the tough times. Hank had already been working 12 to 14 hour days for more than a week by the time this job came to his attention, but he still rushed to the scene to help the homeowner.

Hank and his 911 Restoration crew arrived at the site to find a single story home with a crawlspace stretching out underneath the first half of the structure. The crawlspace included a converted garage turned into a den where the water wicked up all the drywall and ruined the

entire room.

The flooding even penetrated the ground to such a degree that it became supersaturated and could no longer hold any more water. This made the ground more of a viscous liquid than a solid foundation the house was built upon. Because the ground became so fluid, the drum holding the sump pump sank, then overflowed and allowed debris and soil to shut down the pump. Without a working sump pump, the home stood no chance of beating back the water that would eventually destroy much of it.

Initially the plan was to extract the wa-

About the Author

Alexander Ruggie is the PR Director for 911 Restoration, and he has been in the advertising, marketing and entertainment industries for more than a decade. When Alexander isn't crafting strategies and campaigns to help homeowners in need, he is trying to save the world, one well-worded idea at a time.



A moisture meter is used to determine moisture levels in various surfaces in the home.

ter and then begin the drywall demolition, but when Hank and his 911 Restoration team arrived on the scene they found that the ground was still saturated and any water they pumped out would be quickly replaced by seepage. With this in mind, Hank and his team shifted their focus and instead looked for the sump pump drum that had vanished in the flooding.

After finding the sump pump drum and clearing it of debris, mud, and gunk, they determined the pump itself was

done for, and replaced the whole unit. Fortunately for the homeowner, Hank did this just in time, because a second wave of rain stormed in and threatened to destroy the whole house this time. But, with a working sump, the rest of the house was saved from an influx of additional rain that would have otherwise flooded it.



The sump pump issues were just the beginning of what this family had to deal with in the wake of Hurricane Joaquin.

Tragically, the hardship for these homeowners was only just beginning. After the first wave of flood water subsided, their daughter passed away from unrelated causes. Being a family man himself, Hank understood completely that while there was nothing he could do to make the family whole again, he could at least do so for their home.

Making every effort to ease their suffering as much as possible, Hank pulled all of his crews from other jobs, and even hired locals to help speed the restoration process. Hank and his 911 Restoration team got back to work as quickly as possible, though at this point it had

been two weeks since the initial flooding had occurred.

While the greater majority of the damage was done, it still felt like an ongoing problem to the homeowners who were now grappling with the loss of their daughter, in addition to their home. Hank took it upon himself to help with all of the insurance paperwork, and deal with all the specifics required by FEMA so that the homeowners could begin healing emotionally.

Hank's demolition crew came in and took out all the soaked drywall and any other water damaged materials that needed disposal. After digging in, they also realized category three water had been transported by the air conditioner into the duct work in the ceilings, obviously meaning replacement.



Crews found mold in parts of the home.

After doing all of the demolition work, removing waterlogged and moldy debris, they then deployed air moving equipment and completely dried out the home. Ultimately, the whole process would end up being one of the most challenging restoration jobs that Hank and his team have ever taken on.

At the time this article was written in late 2015, Hank and the homeowners were still wrestling with FEMA, the insurance provider, and the family continuing to recover from it all. But, they are safely back in their comfort zone: their own home. **R&R**



Measuring how far the water damage spread.

Note from the Editor:

What to get a closer look at this remediation job? Check out two videos on our website taken by Hank during different stages of the job to see what challenges the crew faced.

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R&R IICRC Monthly Update – February 2016

I IICRC Technical Conference Update

The IICRC's *Journal of Cleaning, Restoration & Inspection* will host its inaugural Restoration Technical Conference & Symposium April 10 – 11, 2016, at the Georgia Tech Hotel and Conference Center in Atlanta. Held on the campus of the Georgia Institute of Technology (Georgia Tech), the conference is jointly sponsored by the IICRC and the Cleaning Industry Research Institute (CIRI).

The conference will feature cutting-edge presentations from leading scientists based on original research and reviews of existing research. In addition, there will be lively panel presentations and discussions about the new S500 and S520 standards and the CIRI Clean Standard as well as a preview of a new fire/smoke standard. Presentations to date include:

- “The Use of DNA Sequencing to Assess the Effectiveness of ATP Testing and Water-Damaged Environments,” presented by Dr. Jordan and Dr. Richard Shaughnessy
- “The use of ATP Technology to Assess the Hygiene Standards in Clinical Workspaces in Hospital ICUs,” presented by Greg Whiteley
- “ANSI/IICRC S500 Water Restoration Standard: A Panel Presentation and Discussion,” presented by members of the ANSI/IICRC S500 Consensus Body
- “ANSI/IICRC S520 Mold Remediation Standard: A Panel Presentation and Discussion,” presented by members of the ANSI/IICRC S520 Consensus Body
- “The CIRI Clean Standard,” presented by members of the CIRI Science Advisory Panel

In addition to the presentations listed above, there will be three additional presentations in the areas of restoration, remediation and cleaning science. Stay tuned to for updated speaker and presentation announcements.

For registration information and more details, visit the Technical Conference website at <http://www.iicrc.org/registrants/iicrc-technical-conference/>. For questions, please contact Carole Onweller at Carole@iicrc.org, or John Downey at jdowney@iicrc.org.

S500 and S520 Published

The newly-revised, ANSI-approved IICRC S500 Standard and Reference Guide for Professional Water Damage Restora-

tion and the S520 Standard for Professional Mold Remediation and IICRC R520 Reference Guide for Professional Mold Remediation have recently been published.

The IICRC Standards team has recorded two informational webinars for those interested in learning more about the S500 and S520. The presentations feature discussions of the revisions made since the Standards were previously published and can be found on the IICRC's YouTube channel at <http://www.youtube.com/theiicrc>.

To purchase a copy of either of the new S500 or S520 Standards, visit the IICRC website at <http://webstore.iicrc.org>.



IICRC

Institute of Inspection Cleaning
and Restoration Certification

Standards Subscription Website

The IICRC recently launched a new standards subscription website allowing IICRC instructors and schools, Certified Firms and registrants to access standards, reference guides, technical papers and multimedia publications from anywhere an Internet connection is available. The site is located at <http://publications.iicrc.org>.

Standards website subscriptions are available in basic and premium packages. The basic package provides online access to all current IICRC standards and reference guides. The premium subscription also provides access to historical standards, new and updated technical papers, MoU partner organizations' reference documents and standards, and multimedia publications including instructional videos. Both are offered as annual subscriptions.

For a demonstration on how to use the new subscription site, a how-to video is available on the IICRC's YouTube channel at <http://www.youtube.com/theiicrc>.

For questions regarding the Standard Subscription website, please contact IICRC Standards Director Mili Washington at mili@iicrc.org. **R&R**

2016 RIA Conference is NEXT MONTH!

It's a big year for RIA! This year, the industry will celebrate the 70th Anniversary of the Restoration Industry Association during the 2016 International Restoration Convention and Industry Expo. This year's convention is March 21-23 at the Orlando World Center Marriott in Orlando, Fla.



Gain maximum advertising exposure through exhibitor booths while networking with restoration professionals, and taking advantage of educational opportunities.



Judy Ferraro

Plus, the RIA is excited to bring in Judy Ferraro as the keynote speaker. With more than 30 years of sales and leadership experience, and some experience in standup comedy, Judy is guaranteed to entertain and teach, all at once. She will focus on the importance of listening, asking good questions, and having the ability to laugh.

Looking for ways to reach RIA members? Contact Emilia Phillip at ephilip@restorationindustry.org for advertising and sponsorship opportunities at our other events.

OSHA Holds Public Meeting on New Voluntary Safety and Health Program Management Guidelines

On Dec. 9, OSHA held a public meeting at the Department of Labor in Washington, D.C. to discuss its revised Safety and Health Program Management Guidelines, which are voluntary guidelines for employers. Dr. David Michaels, Assistant Secretary of Labor for Occupational Safety and Health, led the meeting and sought input on the guidelines, which are currently in draft form. In addition to seeking general input and guidance from stakeholders, Dr. Michaels explained that OSHA was seeking answers to five key questions as well:

1. What is your experience with safety and health programs or management systems?
2. How well do they work?
3. What were the challenges?
4. What factors made them succeed?
5. How can OSHA's guidelines be an instrument of change in the culture of the U.S. workplace?

OSHA set the deadline for public feedback for Feb. 14. There will be a second public meeting on this issue in March, and another opportunity for stakeholders to be heard.

Xactware's 2015 Property Report Available This Month for RIA Members

Xactware's Property Reports for the United States, Canada, and United Kingdom are invaluable resources for any professional who wants to better understand the year-over-year trends that are unfolding in the property insurance industry. With in-depth overviews of developments in claims estimates and building cost rates, Xactware's property reports provide useful information that can help you learn from the past as you prepare for the future. While you wait for the 2015 report to be posted, be sure to check out previous reports to see industry trends and changes.

To access the report as an RIA member please contact RIA at info@restorationindustry.org.

RIA Membership Committee Launches Young Professional Restorers' Committee

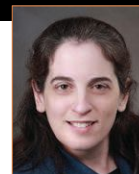
The Young Professional Restorers' Committee (YPRC) of the RIA Membership Committee seeks to inspire, connect, and educate the next generation of restoration industry professionals. The YPRC provides insight to the needs and preferences of the next generation of restoration professionals. Members act as advocates for RIA, promoting the benefits of RIA membership to their peers, and work with other RIA members to establish a diverse network of restoration professionals.

To find out more information contact Meghan Czaikoski at mcaikoski@restorationindustry.org to reach Chair Ben Justensen. **R&R**



That Pesky Smoke Odor

Using New Technology to Find Chemical Smoke Residue



By Dr. Alice Delia

Fire and smoke damage can be one of the most challenging remediation tasks. There's the actual damage from the fire, which is relatively straightforward, and then there's the smoke. Smoke can travel surprisingly far, especially when circulated by an active HVAC system or pushed by fast-moving air currents.

Most post-fire measurements and remediation efforts are focused on the smoke particulate (soot, char, and ash), but addressing these does not always remove the accompanying gaseous chemical contamination. The most crucial

chemical components for long-term contamination are the volatile organic compounds (VOCs) and semi-volatile organic compounds (SVOCs). These chemical constituents are primarily responsible for the characteristic smoky odor, the source of countless complaints, and many health concerns, especially regarding respiratory and eye irritation as well as more serious chronic conditions.

What can measurements show about smoke contamination?

Evaluation of the soot, char, and ash

has long been the industry standard for smoke remediation because there are several methods that can be used to measure particulate contamination. However, there is little consensus regarding which specific method(s) should be used or agreement concerning what constitutes a clean or "smoke-free" level. IESO/RIA 6001 (Evaluation of HVAC Interior Surfaces to Determine the Presence of Fire-Related Particulate) provides some measurement guidance, but is limited to the HVAC system. ASTM D1506 determines ash content

About the Author

Dr. Alice Delia is the Laboratory Director at Prism Analytical Technologies. She manages the Air Quality Group and has been responsible for the development and deployment of several new methodologies for air quality testing, including tobacco smoke and fire & smoke residue using VOC markers.



Restoration & Remediation

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The impact of the New York licensing law stretches well beyond the Empire State. Those efforts to protect consumers from fraudulent mold activities are based on a definition that acknowledges the nature of mold exposure to certain individuals. This supports research that is coming from numerous medical and scientific fields which identifies various individuals as being more reactive to mold and water damaged buildings than the general population.

In the face of these developments it is important for contractors to hear about some of the latest technology available for addressing mold including chemicals initially designed for stain removal.

By attending this webinar, attendees will:

- Learn about how the new licensing rules in New York are being implemented.
- Receive an introduction to the complexities of assisting mold sensitized customers.
- Understand the best practice for incorporating mold stain removers into remediation protocols while complying with the current industry standard of care.

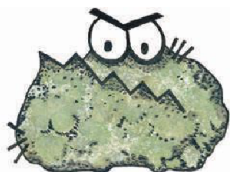
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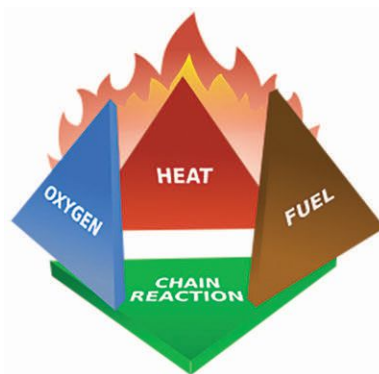
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by measuring carbon black, but it is not always effective in smoke contamination assessments. The lack of universal methods and guidelines can lead to conflicting results based on which test is performed and which laboratory performs that test, leaving remediators with a lot of uncertainty.

The case is worse for chemical contaminants – there aren't any guidelines at all. For a long time, the chemical residues were simply too difficult to measure or evaluate. Sometimes very limited chemical data was collected, typically acrolein concentrations, but this chemical indicator is only useful in certain situations and is not reliable for evaluating smoke contamination more than a few weeks after the fire occurred. Essentially, it was used because it was available, not because of the intrinsic value.

Recently, more comprehensive chemical testing to assess smoke contamination was developed by Prism Analytical Technologies, a company that has specialized in chemical measurement technologies for air for over 20 years. This method is based on the use of several chemical indicators that are relatively common to multiple types of fire and are uncommon in typical indoor environments. Incorporation of characteristic indoor chemicals is a key component to this method. Without accounting for these “normal” VOCs and SVOCs, it is far too easy to come to an incorrect appraisal of the amount of smoke residue present.

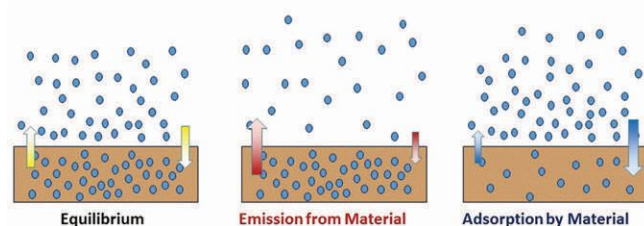


Fire is the result of a chain reaction between oxygen, heat, and fuel. When one runs out of energy, the fire dies.

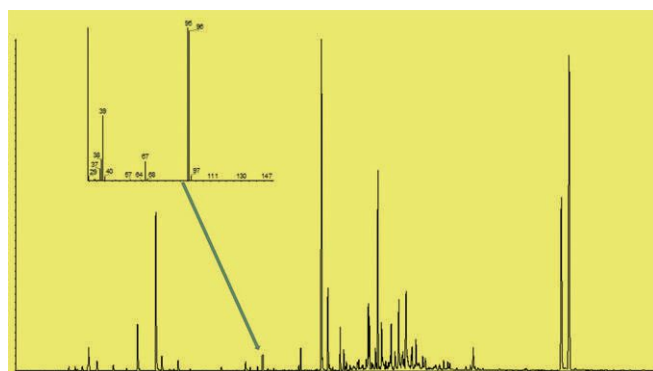
large range of VOCs and SVOCs generated makes measurement challenging, especially since many VOCs and SVOCs created by a fire are the same as those that might be found in an unaffected indoor environment. Different fuel sources (e.g., structural framing, furniture, flooring, paint, fabrics, appliances, plastics, rubber, etc.) can change the type of chemicals formed. The smokiness of the fire also has an effect, tilting the distribution of the chemical types.

Gaseous chemical contamination can be tricky because it is not visible and may be more or less noticeable depending on the conditions, particularly temperature and humidity. These gases, both VOCs and SVOCs, are adsorbed into porous materi-

als (e.g., carpet, foam cushions or padding, mattresses, fabrics, insulation, etc.) during the fire and subsequently form a balance, or equilibrium, with the gases still in the air. As that balance is disrupted, the gases either flow into (adsorption) or out of (emission) the porous material in order to rebalance their concentrations. So as time goes on and the VOCs in the air are removed by normal air exchange or specific clean up measures, the VOCs adsorbed into the material will slowly be re-emitted and may become noticeable months or even years later, especially on warm and humid days. This results in complaints about smoke odor.



Different chemicals result in varying degrees of damage, depending on the surface and conditions.



This graphic shows results of a post-fire analysis.

What's so difficult about smoke VOCs?

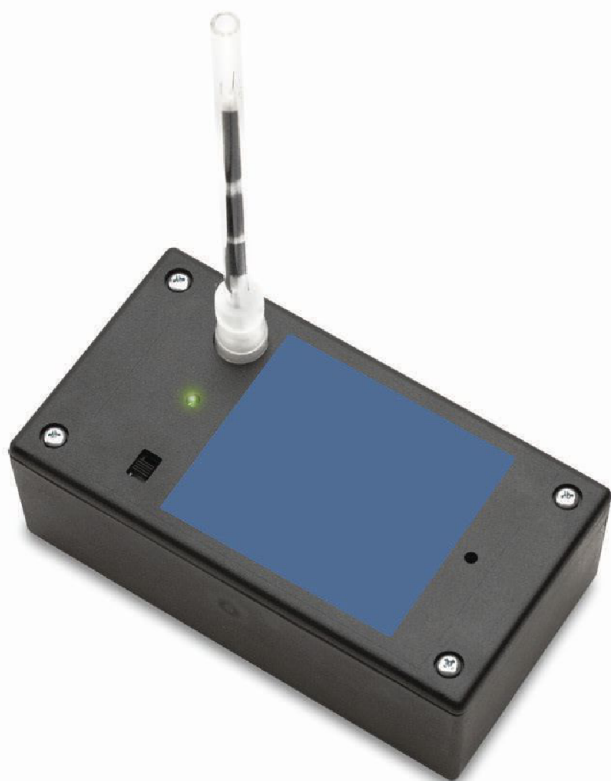
It might seem as though cleaning up the smoke particulate should take care of the VOCs and SVOCs also, but they are part of different processes.

Fire is a result of combining fuel, oxygen, and heat and sustains itself with additional fuel, oxygen, and heat until one of these components is insufficient to maintain the fire. During a fire, the physical materials that burn (the fuel) decompose or break down, releasing soot, char, and ash, while the chemical components go through chemical conversion processes that produce an incredible variety of different types of chemicals. The

Further complicating the issue is that although there can be a lot of smoke VOCs, their concentration is very low compared to all the *other* VOCs in indoor air. For example, one home measured in late 2013 contained only about 0.2 percent smoke VOCs out of all VOCs in that sample. After cleanup or remediation, the VOCs often increase substantially as a result of new materials used to repair or renovate the damaged areas.

What does the new technology do?

Sophisticated laboratory instruments are used to identify specific VOCs and SVOCs that signify the presence of the chemical smoke residue. The different chemical types also provide information concerning the type of material (the fuel) burned during the fire and aid in determining how persistent the smoke residue might be, which also offers insight into the likelihood of recurrence of smoke odor later.



Samples are collected on-site and sent to the laboratory for analysis. The variability of chemical residues from smoke and individual situations means that the same sampling strategy may not be appropriate for every situation. Air and bulk material (e.g., carpet, heavy fabric, foam cushion or padding) samples are the most useful, providing insight into inhalation concerns in the case of recent fire and persistent contamination that could be a problem later for older fires, respectively. Other sample media may be useful in certain situations as well.

Assessment of fire and smoke damage, both before and after cleanup or remediation, can be a complex undertaking. Employing measurements of both particulate and chemical residues presents a much more comprehensive evaluation of contamination and aids remediators in implementing a more effective clean up strategy. **R&R**

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CA Construction founders Chuck and Naomi Avila, with Aaron Avila (son), Justin Smith (nephew), and Jake Avila (son) at a Business Networks meeting in St. Louis, MO.

Part 3: Healthy Family Relationships

Strategies for developing, embracing, & nurturing our closest relationships



By Jacob Avila, M.B.A., D.P.P.D. & Les Cunningham, CGC, CR, CCR, CGRa

Every family should take time to identify and discuss what it values as a family and a business. Beyond this, it is also important for family members to make a deliberate effort to know and understand the personal values of all the members who are contributing to the business. Taking a genuine interest in understanding values at each of these levels and supporting them can build trust, unite family members, and increase the quality of decisions that are made.

While there may be differences in how each family articulates its values, it is essential that the values serve to support the business and family:

1. Business – It is important the needs of the business be met

“The idea of passing on a value system is fundamental to the most successful business-owning families... They may include integrity, persistence, openness, respect for and caring about people, trust with customers and suppliers, and a belief in the entrepreneurial spirit. As the values are seen to really make a difference and serve the business, enhancing its success, they bring strength back to the family because it can use the business as a mirror and as a reminder that the family’s values really do have merit”

(Ward J. L., 2004, pp. 92-93).

About the Author

Jacob Avila, M.B.A., D.P.P.D. is an associate professor of management at the Crowell School of Business at Biola University. Prior to Biola University he served as department chair, MBA program director, and assistant professor of management at California Baptist University from 2012-2015. His industry experience spans over 17 years in the construction industry where he worked primarily in general management and business development.

Les Cunningham, CGC, CR, CCR, CGRa is an international business consultant who works with 200+ companies on an ongoing basis. He has worked as a teacher, military pilot, commercial airline pilot and owner/manager of his own remodeling and restoration business. His firm, Business Networks, specializes in helping businesses become more profitable through interaction with their industry peers.

first. Ultimately, when the business thrives it is better equipped to meet the needs of the family, employees, customers, and other stakeholders. Decisions must strongly consider what is in the best interest of the business and act accordingly.

2. Family – Family members must work diligently to foster an environment that encourages its members to value the family as a unit and individual family members. Trust is a central component to meaningful relationships and, if a family is to develop healthy relationships among members, it is imperative the trust is built with a genuine concern for the wellbeing of the family unit and each member.

Enhance family emotional intelligence

“Family emotional intelligence aims to improve the ability of individual family members to know their feelings in order to use them appropriately to make decisions. It also enables family members to manage their emotional life without being hijacked by patterns in their family of origin and increases empathy for others’ emotions” (Poza, 2010, p. 37).

Daniel Goleman has written many articles and books on the theory of emotional intelligence. It is a useful tool that facilitates the development of practical skills needed to work more effectively with others. The theory gained traction when Goleman’s research compared emotional intelligence to other professional competencies such as technical skills and intelligence quotient. In his studies, Goleman found and argued emotional intelligence was a significant factor contributing to the professional success of high caliber executives - who were the primary subjects of his initial research. He further argued that technical skills and intelligence quotient were critical, but were also merely “threshold capabilities” and emotional intelligence was two times more important than the others at all levels of professional employment (Goleman, 2005).

The five primary components to emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skill. We have observed that

families who work to develop their emotional intelligence, with or without formal knowledge of the theory, tend to work well together and experience more success in business.



Chuck Avila introducing his oldest grandson, Jackson Avila, to construction equipment.

It is our hope that families come to value emotional intelligence and work at developing it to enhance their relationships and grow a strong business. There are numerous assessment instruments that can be purchased and used to measure emotional intelligence, but a very practical and inexpensive place to start is to pick up any one of Daniel Goleman’s articles or books on the topic and read it as a family.

Develop a governance mechanism

“A business that is well-governed is free to work toward the highest and best objectives of business – maximizing profit, improving strategy, creating jobs, fostering employee development and serving all stakeholders, including shareholders, employees, customers, suppliers and the community... [Yet] many business-owning families drift unconsciously into haphazard or destructive patterns of decision-making and communicating that can threaten and even destroy those shared interests” (Aronoff & Ward, 1996, p. 1).

Family business governance is concerned with the manner in which decisions are made. It is imperative for families to give significant thought to how they will make decisions and the values that will guide their decisions. A strong

governance system acknowledges there are distinct characteristics of the family and the business and where particular boundaries exist. This requires an understanding that there are areas in which the family and the business are independent of each other and areas in which they are interdependent. We have observed an underlying theme that is central to every family’s philosophy of governance – family first or business first.

Based on our observations, we believe families who have the capacity to place the needs of the business first when making decisions are in a position of strength. We are not suggesting every decision has to be a zero sum game in which one of the two must win or lose. The primary point is when the needs of the business come first, the business has an enhanced capacity to thrive. When decisions favor the family, the business may become vulnerable which can also put the family at risk.

Others argue there is no right or wrong answer to which philosophy is best. Regardless of the position, it is imperative the family is in agreement regarding which philosophy they will govern by or which philosophy will be applied in various circumstances. There are advantages and disadvantages to both. *Family Business Governance: Maximizing Family and Business Potential* by Craig E. Aronoff and John L. Ward (1996) is a tested resource that can provide further insight and strategies for managing some of these complex challenges families encounter when developing governance systems. **R&R**

A Note from the Authors:

This is the third article of a four-part series on the importance of healthy family relationships within family-owned restoration firms. Part one introduced the nature of family-owned businesses; Part two discussed the impact relational health has on firm performance and strategies for assessing relational development needs. Next month, the conversation ends with two vital strategies for healthy family-owned restoration firms.

Berks Fire Water Restorations Employees Earn Numerous Certifications in 2015

Fourteen Berks Fire Water Restorations, Inc. employees received Institute of Inspection, Cleaning and Restoration Certification (IICRC) Certifications during 2015. According to the IICRC, there are currently more than 53,000 active IICRC Certified Technicians and more than 6,000 active IICRC Certified Firms around the world. On the IICRC Master Level, Berks Fire Water Restorations holds nine IICRC Master Water Certifications, eight IICRC Master Fire & Smoke Certifications and eight Master Textile Certifications. As an IICRC Certified Firm, the company must demonstrate proof of insurance, maintain a written customer complaint policy with documented follow-up and provide ongoing education and training leading to certification for all technicians. IICRC Certified Firms are also required to abide by the IICRC Code of Ethics. Services provided by IICRC Certified professionals range from flooring inspection and cleaning to mold remediation to water and fire damage restoration.

For a full list of recipients and photos, visit www.randrmagonline.com.

web: www.bfwrestorations.com



Photo Courtesy of Amphenol

Protimeter Introduces New HygroMaster 2 Hygrometer

Protimeter is pleased to announce the new HygroMaster 2 Thermo-Hygrometer with Psychrometric Calculations. The HygroMaster 2 is Protimeter's latest offering from the new lineup of robust functional moisture meters and Hygrometers and continues the recent success of the Surveymaster, Aquant, MMS2 and Digital Mini. The feature rich HygroMaster 2 has a simple color screen and user interface with multi-function capability and extremely fast response to temperature and relative humidity changes.

Surface infra-red temperature measurement with laser pointer, data logging, customizable display and field replaceable RH sensor make the HygroMaster 2 a top performer.

web: www.amphenol-sensors.com

The popular contest is **BACK!** Put your company's work on display in our **Case Study Contest**

Briefly describe your unique or notable project in the entry form found online to enter.

Contest Details:

- Entries are due by March 31
- Winner (and finalists) will be featured in the June issue
- All entries will be considered for future published case studies in R&R
- Entries should include:
 - Write-up of a unique restoration job tackled within the last few years
 - Photos
 - Videos (when available)



Entries can be submitted at:

<http://www.randrmagonline.com/CaseStudyContest>

Have questions or need additional information?

Email our editor **Michelle Blevins** at blevinsm@bnpmedia.com

Concrobium's Botanical Disinfectant Now Available in 55 Gallon Drum

Concrobium Professional Restoration Products has announced the general availability of its innovative botanical disinfectant in a 55 gallon drum format. Concrobium Broad Spectrum Disinfectant is an EPA-registered bactericide, virucide, fungicide and tuberculocide, and offers one-step cleaning and disinfection to restoration professionals. The solution is ideally suited to the 55 gallon format because, unlike first-generation botanical disinfectants, it is highly stable and won't separate. The new size helps high volume users of the product reduce their cost per gallon. Concrobium Broad Spectrum Disinfectant is a thymol-based, hospital-grade disinfectant that qualifies for Xactimate's GRMB code. The unique formula offers an extremely low odor profile for applicators and their customers who may be sensitive to the smell of traditional thyme-based products. Its powerful, proprietary surfactants offer exceptional cleaning performance so users can clean and disinfect in one simple step.

www.concrobiumpro.com

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- Saves handling time and personnel expense on pack out
- Same great on-site portable storage service
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For more information, or to set up a local demonstration, please contact our National Restoration Team at 888-282-3022 or restoration@1800packrat.com.

Photo Courtesy of SteamMasterGolf



The whole team posing with the check for the total raised in the 2015 tournament.

SteamMasterGolf Raises \$22K for Three Colorado Charities

Over the last decade, the SteamMasterGolf tournament has raised more than \$350,000 for charities and non-profits. This year, participants raised \$22,083 for the Vail Valley Charitable Fund, Eagle County Emergency Responders Fund, The Literacy Project, and Matthews Education Project. SteamMasterGolf tournament was founded and organized by SteamMaster Restoration and Cleaning in memory of Kim Matthews, former Marketing Director who passed away in May 2005.

www.steammastergolf.com

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~ Dave DeFreitas (owner), Bridgewater, NJ

“We went from \$180,000 first year, to \$1,000,000.000 this year- year 2!”

~ Jerry Temple (owner)
Chester, VA

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Last Word from the Editor

By Michelle Blevins

That's it for the second issue of *R&R* in 2016! Next month, we will help the RIA celebrate its 70th Anniversary! Plus, we're adding a new topic: duct cleaning, an important part of many remediation jobs where IAQ is concerned.

Between issues, please be sure to check out our web-ex-

clusive content on www.randrmagonline.com. Don't forget to watch the videos connected to this month's case study on water damage restoration, plus recent Ask the Expert interviews from Dave and Kari Dybdahl who bring you up to speed on how to be sure your insurance policy is in line with what you need. **R&R**

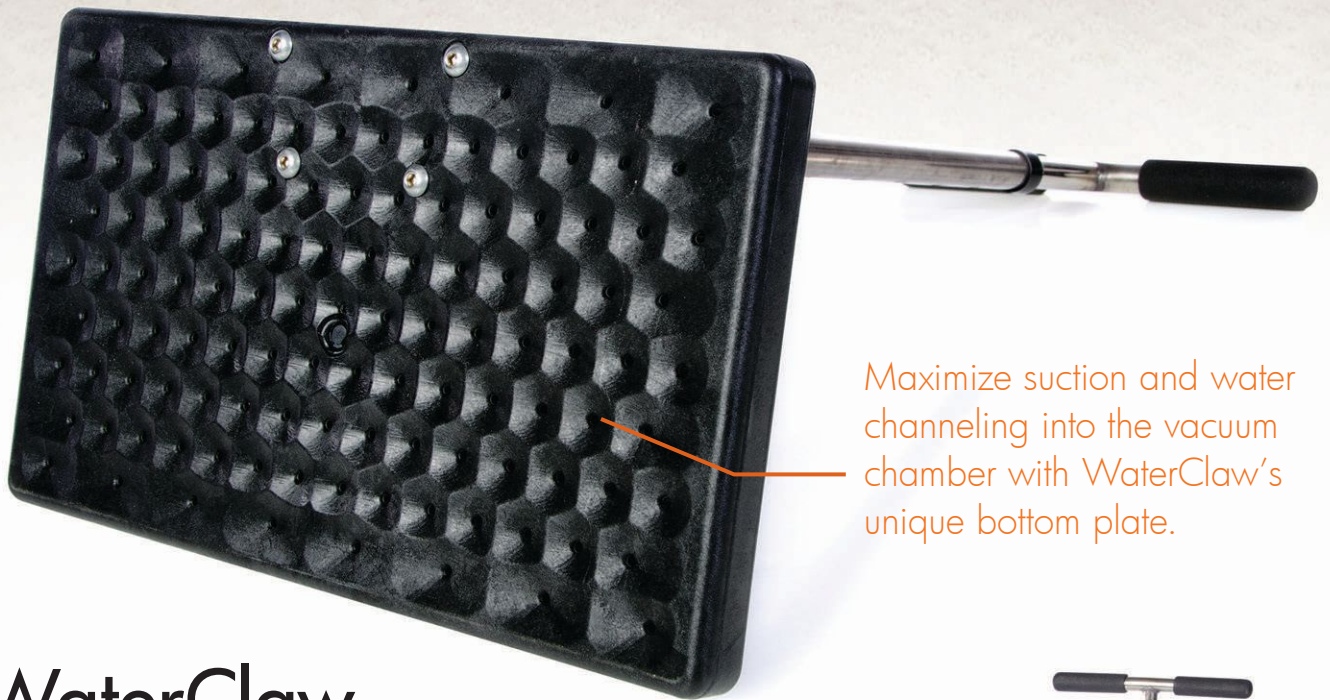
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