

PROPERTY MANAGEMENT

Quarterly



Meeting retrofit project goals

A look at the inside of the main mechanical room at 1670 Broadway, a Cushman & Wakefield managed property.

Energy retrofitting means including energy-efficiency processes in all building upgrades, renovations and repair activities related to a building's energy-consuming systems. Systems may include the building envelope, heating, ventilating and air-conditioning, automation, lighting and roofing systems.

When chartering energy retrofit projects for existing buildings, it is assumed that the operating team has a sound understanding of the building's mechanical and electrical systems, as well as mechanical, electrical and plumbing systems interactions, overall energy performance characteristics and maintenance



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histories.

One of the first tasks is to retro-commission the MEP systems of a building in order to meet the design specifications and performance expectations of the original design team and to improve how building systems function together. This process not only creates a baseline for performance, but also allows for

a more accurate payback analysis of system retrofits based on energy savings. The team will develop an understanding of individual system component performance and the performance impact to the whole system. Depending on the age of the building, sometimes it is helpful to consult with the original design consultants to understand the basis of design.

Our company also mandates annual Energy Star benchmarking using the Environmental Protection Agency's Energy Star Portfolio Manager benchmarking tool to allow the team to better understand how the building is performing when compared to similar buildings nation-

wide. Energy-use intensity results will be reflected in thousand British thermal units, kBtu, per occupied square foot. The smaller the value, the better.

There are two types of energy retrofits:

- **Conventional energy retrofits.** Conventional energy retrofits are system modifications that focus on isolated system upgrades and a quick payback (typically less than three years) such as retro commissioning, HVAC system upgrades, building automation system upgrades and lighting system upgrades.

- **Deep-energy retrofits.** A deep-

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Legal guidance

A Q&A about lease guaranties and how to avoid winter-weather risks

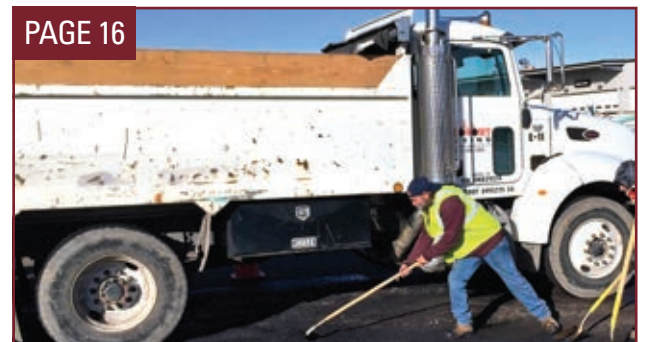
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Problem-solving options to help you avoid high replacement costs

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Vender relations

Tips for negotiating and understanding bids for your next paving project

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Letter from the Editor

Changes coming to Denver

Right before we went to press, the Denver City Council passed two amendments that will have implications for property managers and building owners within the city and county



limits. The first was an amendment to the municipal code to add a requirement for commercial and multifamily buildings over 25,000 square feet to track and publicly report their energy performance.

As part of Denver Mayor Michael Hancock's goals to reduce energy consumption in large commercial and multifamily properties by 10 percent in 2020, this new benchmarking requirement was originally part of the recommendations put forth by the Energize Denver Task Force. It was recommended that buildings benchmark their energy use on an annual basis using the free Energy Star portfolio management tool, and then every building's score would be shared with the city and made publicly available. These recommendations passed 11-0 at the Dec. 19 council meeting.

The second part of the task force recommendations, which received pushback from the real estate community, recommended that any building that did not receive an Energy Star score of 75 or higher would be required to pursue one of three pathways laid out by the task force to improve the building's energy efficiency. This part was not included in the

amendment put forth and voted on by City Council so, as of now, it isn't required. We'll see if they put forth something along these lines later in 2017.

There are 3,091 commercial and multifamily buildings that are 25,000 sf or larger in the city and county of Denver – all of which will be required to adhere to the benchmarking and reporting rules. Single buildings over 50,000 sf are required to begin reporting in 2017. Buildings 25,000 sf or larger will be required to start reporting in 2018.

The second amendment passed, a building code amendment, will affect the signage for single-stall bathrooms. Updating an ordinance that required multiple single-stall bathrooms to be marked specifically for female only and male only, when more than one bathroom was available, now must all be marked as gender neutral. This change will not affect larger public restrooms – if a restroom has more than one stall, it will stay gender specific.

The change is being billed as a simple fix. Signs must be updated by May 1, 2018, but no specific look is required as long as it is obvious that it's for a restroom and that it is gender neutral.

The update will allow transgender individuals to choose a bathroom they identify with, as well as offer more convenience for families, caretakers and, in general, anyone seeking a restroom.

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Lease agreements: You want me to guarantee what?

Usually attached to a lease is an Exhibit “E” titled “Guaranty.” How many of us have taken the time to really delve into the “whereas” and “now, therefore” to understand what guarantors are really getting themselves into?

First things first – I turned to my trusty dictionary! Guarantor is a person, organization, thing or entity that agrees to be responsible for another’s debt or performance under a contract, if the other fails to pay or perform.

Still not feeling at ease with the term, I looked up “guarantor” synonyms – backer, sponsor, patron and surety. I then looked up words that rhyme with guarantor – at death’s door; canker sore, carnivore, either-or; go in for; in line for, more and more; nevermore, not long for, predator; promisor, saddle sore, stand up for; stick up for; to die for; tug-of-war, warrantor. Ouch! Ouch! I could not catch my breath.

After reading three different lease guaranties, ranging from one paragraph to five pages, I called Amanda Halstead, seeking relief from legal jargon and asked for clarification.

Sessions: Why get a guaranty?

Halstead: A personal guaranty should be considered anytime a landlord is unsure of a tenant’s creditworthiness. It gives the landlord a second pocket to look in should the tenant default.

Sessions: Who should be named as a guarantor?

Halstead: If a tenant is an entity, a landlord should consider naming any principals of the entity and his/her spouses. Over the years, I have seen many leases that were guaranteed



Steven S. Sessions
CEO, Sessions
Group LLC, Denver

by individuals who intentionally put the bulk of their assets in their spouse’s names in an effort to protect their assets. It naturally follows that if the tenant is an individual, the tenant’s spouse should be named as a guarantor.

Sessions: Are there any provisions that a land-

lord should be sure to include in the guaranty?

Halstead: It’s important that a guaranty be one of payment and performance. In other words, we want the guarantor to be both liable for the payment of monetary obligations and for the performance of any covenants contained in the lease.

If there is more than one guarantor, it should be noted that their obligations are joint and several, meaning that they are both 100 percent responsible for the obligations thereunder, and that any release of one guarantor shall have no effect on the liability of the other.

A guaranty also should include a jury waiver. Attorney’s fees become a central issue in litigation and a jury trial can cost up to three times as much as a trial to the court. Landlords usually are careful to include jury waiver provisions in their lease but if that same language is not included in the personal guaranty, a guarantor can request a jury trial, adding to the time and expense of litigation.

Sessions: Are the provisions of a



Amanda H. Halstead
Member, Mills,
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Zaloudek LLC,
Denver

guaranty normally negotiated? In other words, is the scope of the landlord’s guaranty often diminished during a lease negotiation?

Halstead: It’s becoming increasingly more common for landlords to agree to limit a guarantor’s exposure under a guaranty. By way of example, I see guaranties that are

limited to the initial term of the lease, guaranties that are limited to a particular dollar amount and, more frequently as of late, guaranties that are limited to a 12-month rolling period. Some guaranties may even be limited to a particular item, like reimbursement of a tenant improvement allowance. These limitations can be structured in any number of ways. Where we ultimately land depends in large part on the financial strength of the tenant and a landlord’s risk tolerance.

Sessions: Is the landlord required to get the guarantor’s consent whenever there is a change in the lease terms?

Halstead: I have to answer that with the typical attorney response – it depends. Often the guaranty will include language indicating that the guarantor obligations will apply to the lease as the same may be modified, amended or extended and that the guarantor’s consent is not required. This language typically is enforceable.

That said, there is case law, which would suggest that material and unforeseen changes to the lease

terms might serve to excuse a guarantor who has not consented. By way of example, an amendment whereby the square footage of the premises is doubled or tripled could be problematic for a landlord. It’s good practice to have a guarantor ratify and confirm his guaranty in connection with any amendments or modifications to the lease.

Sessions: What actions by the landlord would relieve the guarantor from liability?

Halstead: Any release of the tenant, fraud in the inducement or any other defense that might render a lease unenforceable, or any other act that might limit the tenant’s liability under the lease.

Sessions: Will a lease assignment or subletting affect the guarantor’s obligation?

Halstead: It can unless the landlord has included language in the guaranty indicating that the guaranty shall remain in full force and effect notwithstanding any assignment, sublease or change in ownership.

Sessions: When a tenant defaults, how often have you pursued a guarantor?

Halstead: Any time I sue a tenant, I name the guarantor in the lawsuit. Often, particularly in the instance of a tenant who is a single-purpose entity, the guarantor may be a landlord’s only means of collecting those amounts due to it.

The importance of a personal guaranty and the language that should be included within it should not be underestimated. It can truly be a useful tool in the event of a tenant default. ▲

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Winter weather creates additional risk for landlords

When entering into a lease agreement, it is important for a landlord to remember, a lease is more than just a one-sided contract by which the tenant agrees to pay rent. A landlord, by way of the lease, is agreeing to manage and maintain the property in a manner that does not create unnecessary risk of injury to the tenant or the tenant's guests. Said differently, the landlord owes a duty of care to any person upon his property. The duty of care varies based on a person's status.

Under the Premise Liability Act, there are three status levels: A trespasser, to which a landlord owes the lowest duty of care (i.e., the landlord cannot willfully or deliberately cause harm to the trespasser); a licensee, to which the landlord owes a higher duty of care (i.e., the landlord must act as a reasonable person in warning of dangerous conditions on the property); and invitee, to which the landlord owes the highest standard of care (i.e., the landlord must exercise reasonable care to protect the invitee from dangers of which he actually knew or should have known). Tenants are considered invitees and, therefore, are owed the highest standard of care. That means that landlords or property managers must take reasonable precautions to ensure that tenants and their guests are not endangered by the landlord's negligence in recognizing and eliminating dangerous conditions.

In the winter months, the standard of reasonableness seems to be exemplified because of the



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increased potential for weather-related injuries. Though there are an endless number of conditions that create risk for landlords, property owners and managers, the onset of winter conditions creates hazardous conditions that are not present during warmer weather months. By recognizing only a few of these winter weather-related hazards you can significantly reduce your risk. Below we quickly review the important issues of snow removal, habitability and security.

• **Snow and ice removal.** The most obvious of the winter dangers is accumulating snow and ice. A Colorado landlord is or should be aware of the likelihood of snow or ice accumulation and the dangers created by this condition. Thus, a landlord must make arrangements for snow and ice removal as soon as reasonably possible after its accumulation. Such removal must include all common areas, walkways and parking lots. If a tenant were to slip and fall due to the landlord's failure to make reasonable efforts to clear the snow, the landlord may well be liable for any injuries.

Also, due to the contraction and expansion of concrete and asphalt during the varying conditions of sunshine and freezing weather, a



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landlord must be vigilant and quickly repair any dangerous conditions created by the shifting walkways and parking lots. Holes in the pavement or unlevelled surfaces are potential tripping hazards that create liability for landlords.

• **Uninhabitable residential premises.** During the winter months, a landlord also must consider water and heating. Under Colorado's Warranty of Habitability, a residential premises is uninhabitable if it lacks, among other items, running water and functioning heating facilities. Obviously, a landlord should take precautions to prevent water pipes from freezing. But if this occurs and causes a water shut-off, he will need take reasonable steps to ensure that repairs are made and running water is returned within a reasonable amount of time.

The same is true with heating, specifically if a tenant notifies the landlord of a heating malfunction, the landlord is responsible to take reasonable steps to repair the heating system and return it to operational status within a reasonable time.

Either the lack of running water or the lack of heat may provide a tenant an opportunity to terminate her lease without penalty or, in some

cases, withhold rent to effect repairs. It is possible under the Warranty of Habitability for a tenant to be entitled to damages including reduced rental fees. Moreover, until the running water or heat is restored the landlord is not legally permitted to re-rent the space.

• **Security measures.** Criminal activity may increase during the winter months due to the increased hours of darkness. While landlords typically are not liable for third-party criminal acts, there are circumstances in which a landlord can be held responsible for damages.

Under the Premise Liability Act, landlords are required to act as a "reasonable landlord" would act in the same situation. Thus, if a landlord is aware of the potential for increased criminal activities, such as because of the increased hours of darkness, the landlord should take steps to make the premises more secure. This does not mean the landlord must provide 24/7 security patrols, but a landlord may consider increased exterior lighting or, at least, ensuring existing lighting is functioning properly.

There are many hazards lurking for landlords in the winter months; but there also are many precautions a landlord can take to reduce his liability exposure. Inspecting all leased properties regularly, quickly removing snow and ice accumulation, and ensuring the exterior including the parking lot is adequately lighted are small steps that can protect your tenants and reduce your winter-related increased risk.▲

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Definitions of words, phrases within a policy matter

Whether you have recovered from time spent with distant relatives over the holidays or you continue to reflect on a wonderful time had with said family, it is likely that laughter was common and smiles plentiful if word games were played. While playing these games, like Scrabble, Hangman and Pictionary, you might have followed the rules and directions, but there was little harm to anyone if you didn't. Words can provide entertainment in the context of games – but words are very important in many aspects of our lives. And while rules may seem inconsequential within these games, rules regarding the wording in your insurance policy are no laughing matter.

In the context of an insurance policy, certain words and phrases, as chosen by the insurance company, have special meanings. Trying to resolve an insurance claim is not a game – rules and directions are limited, but there may be significant monetary or coverage penalties if those available are not followed.

There are only a limited number of words and phrases defined within your policy – these words or phrases may appear in bolded text or quotation marks throughout the policy. Many policies contain a property definitions section. Whether a homeowner, building owner or property manager, knowing how your policy defines the limited words or phrases before you need the benefits of the policy is important. Insurance companies use standardized forms in their policies, but there are many standard-



Chris Rockers
Partner, The
Claims Group,
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ized forms – they chose which words are defined, yet the definitions may still vary.

You may believe you know the common-sense meaning or definition of most words, including those in an insurance policy, but you may come to learn common sense or generally

accepted definitions do not apply to insurance claims. A word may have multiple meanings. If the word is specifically defined within your policy, that is the definition that applies. Even if defined, ambiguity may exist – and, if ambiguous, the language is to be construed in favor of the policyholder. Policy language and provisions change. It is important to review the records you receive each year as the policy is renewed to learn of changes to include definitions. Contact your broker, agent or other insurance consultant with questions whenever you have a one regarding coverage, benefits or claims.

For example, look for the definition section in your policy – you may be familiar with words or terms such as “replacement cost value,” and “actual cash value” and the definition for both may include the word depreciation – but “depreciation” is not among those defined in the policy. Records used by insurance company representatives in the handling of a claim may refer to or define “depreciation,” but it is not defined in your policy. Ambiguity in a

proper assessment and proper application of depreciation allows insurance companies to withhold funds that are payable on the claim – and the amount withheld may be improperly excessive.

In looking to protect the building owner and tenants, other defined words or terms of significance include “business income,” “extra expense,” “ordinary payroll expense,” “period of restoration,” and “tenant improvements and betterments.” These definitions impact payments issued on claims, expenses that are covered, repairs that are covered and the length of time payments are available.

You also will want to carefully review leases with tenants to know the obligations of the tenants’ insurance company and your insurance company. Know if and how your policy on behalf of the owner is different and how betterments are addressed. One definition within a lessee’s policy is as follows:

Tenant improvements and betterments means fixtures, alterations, installations or additions made part of the building you occupy but do not own and that you cannot legally remove; and that are made at your expense; or that you acquired from the prior tenant at your expense.

Understanding the components of a building or structure and any specific improvements to the property by a tenant is best captured in writing. Should a claim involve multiple carriers and tenants, a coordination of efforts will be required. If damages are sustained to a building, considerations should be given to how the claim is

A word may have multiple meanings. If the word is specifically defined within your policy, that is the definition that applies.

to be adjusted and how the loss will impact your tenants and your business relationship with each based upon terms of the leases.

Two more words to contemplate, neither of which are found or defined in your policy: reputable – meaning in good repute, having a good reputation, well thought of, and respectable; and ethical – pertaining to or dealing with morals or principles of morality, pertaining to right or wrong in conduct. Insurance claims are important. Insurance companies and their representatives should be reputable and ethical. Games should not be played – not with words or efforts to properly resolve a claim.▲

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The importance of Regulation 8: Asbestos rules

Asbestos is a naturally occurring mineral that once was praised for its versatility, renowned for its heat resistance, flexible strength and insulating properties, and used for virtually everything in the home and in commercial construction. Basically, it added strength without adding much weight. There are six types of asbestos minerals, according to the Environmental Protection Agency.

All commercial forms of asbestos are carcinogenic. When materials that contain asbestos are disturbed or damaged, fibers are released into the air and can be inhaled. When these fibers are inhaled they can stay in the lungs for years and cause serious diseases. It often takes a progression of time for the exposed people to begin to exhibit signs of illness, which is why it is important that people are proactive and not reactive when dealing with asbestos.

Structures built before 1980 often are filled with asbestos, needing only normal usage and age (wear and tear) to disturb the fibers and send them airborne. Friable ACM is any material that contains more than 1 percent asbestos by weight or area, depending on whether it is a bulk or sheet material and can be reduced to powder by the squeezing or crushing of an ordinary human hand, also called pulverizing. Asbestos can be found in almost all construction materials, floor tiles, roofing materials, furnaces, plumbing



Brandi Peppers
Regional account executive,
American Technologies Inc.,
Denver

materials, appliances, fireplaces and window caulking, leaving most everyone vulnerable if the materials are disturbed.

Effective Jan. 30, 2008, the Colorado Air Quality Control Commission enacted emission standards for asbestos, governing asbestos abatement in Colorado. These standards

are known as Regulation 8. It is important to note that structures of any age may contain asbestos-containing materials, commonly referred to as ACM; even those newly built may have asbestos.

There are circumstances where testing is not be mandatory. There must be proof that the building was built after Oct. 12, 1988, and the architect or engineer who built the building is required to sign and submit documentation showing that no ACM was specified or used in the construction of the building. If both of these requirements are not met, the structure must be tested for asbestos, regardless of age.

The various levels of asbestos-containing materials being manipulated can prompt the need for testing as well. If the structures/components being disturbed exceed the levels listed below, they must be inspected for asbestos by a



Michael Seidenberg
Project director,
American Technologies Inc.,
Denver

Colorado-certified asbestos building inspector.

- Single-family residential dwellings – the red flag levels are 50 linear feet of piping; 32 square feet on other surfaces; or the volume equal to a 55-gallon drum.

- Public and commercial buildings – the red flag levels are 260 linear

feet of piping; 160 sf on other surfaces; or the volume equal to a 55-gallon drum.

In most situations, a Colorado-certified general abatement contractor must remove the asbestos-containing materials. A written application to the Colorado Department of Public Health and Environment often is required and a 10-working-day notification period (emergencies excluded) before the initiation of removal of regulated asbestos containing materials. All waste products from the removal must be disposed of at approved asbestos waste disposal sites, regardless of the quantity of ACM being disposed. Companies are required to abide by state regulations for disposing of the removed asbestos material properly, regardless of who removes it. It is never acceptable to recycle items with asbestos containing materials.

If the asbestos is being removed from any structure other than one's personal home, written notification is required to be submitted to the Colorado Department of Public Health and Environment at least 10 working days prior to the renovation or demolition. There is a fee associated with the notification. Notification must be filed by using a notification of demolition form available from the air pollution control division. The notification form will ask about the types of asbestos in the structure, quantity of asbestos involved and who will be performing the removal. The issue with self-removal is that it inevitably upsets asbestos deposits and releases thousands of harmful airborne asbestos particles. Proper asbestos abatement, under most circumstances, requires very specific protocol and is best handled by a professional.

Only an individual or company licensed by the state of Colorado, after completing mandatory training, may remove asbestos from structures. It is important to note that if a structure is demolished, the owner of the structure will be subject to federal regulations even if there is no asbestos in the facility. The definition of demolition is the wrecking or taking out of any load-supporting structural member together with any related handling operations or the intentional burning of any facility.▲



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Sustainability

Investment property opportunities illuminated

Dynamic property managers are the ones who can identify unique opportunities to reduce the owner's bottom line while simultaneously giving tenants good reasons to stay. Hidden in the shadows of opportunities to greatly reduce costs while beautifying a property lies light-emitting diode lighting conversion. Right now, and it won't last forever, changing out incandescent and compact fluorescent lamp bulbs to LED is an overlooked investment opportunity that accomplishes those hard to find opportunities. In fact, the incentives offered by energy companies to make the move to LED are so profitable that some tenants are choosing to split or cover the entire cost of the conversion.

Managed properties have an available operating budget, which often includes working capital for improvements and deferred maintenance. LED doesn't just reduce an energy bill after you put it in. It has an impact on line items in the budget, which include hundreds, sometimes thousands of purchased light bulbs and labor costs to replace burnt-out bulbs with other low-efficiency bulb that will burn out again in a few years. I have dug into those expenses for large facilities and just those replacement costs, excluding the energy consumption cost, can run into the tens of thousands per year.

Current efficient LED bulbs can last at least 50,000 hours and some are improving to 100,00 hours. On a conservative average use that is 20 years. The budgetary line items containing those costs are not just reduced but virtually eliminated, immediately increasing the cash flow of the property. LED also puts off significantly less heat, and since heating costs much less than cooling, the energy savings extends to the reduced cost of air-conditioning in the warmer months. You will be green not just from a sustainability standpoint, but also from a cash point of view.

LED is the most practical, economical, efficient and longest-lasting manmade light. You do not have to take my word for it, but I can give you some pretty good indicators that LED is here to stay. Union Station, Colorado Convention Center, Denver Pavilions and Denver International Airport are just a few examples of local facilities that are making the move to LED and benefiting from the available rebates and energy savings.

Right now energy companies coupled with sustainability initiatives are mandated to financially incentivize properties make the transition to LED. We are being pushed by "the powers that be" to change all our lights to LED. The push comes with free money in the form of rebates. Once enough properties move to LED, these compelling incentives will cease to exist. If you are going to make the move to LED, I would recommend letting Xcel and our other public and private partnerships help you pay for it now.

The incentives that are available are not just a little bit of free money. We are seeing rebate checks back to companies that choose to change out their lighting to LED up 47 percent of gross project costs. When designed correctly, we see return on investments of as little as 1.04 years and continuous savings of 50 percent less on the cost of lighting energy. This real money goes straight back into the pockets



Erik Myklebust
President, IES
Distributors,
Denver

of the facility owners or tenants.

An LED upgrade does not have to be part of a larger remodel and, with the right partner, can be done quickly and effortlessly. There is quite a bit of research on which color temperature and color rendering is best for different areas

and rooms. An LED expert can make sure you are getting the right light for each application. It may be helpful to know LED can be added to a refurbish project as a trigger point if a certain return on investment is required for various sustainability financing, such as Commercial Property Assessed Clean Energy.

Striking the balance between cost and value, the time really is right now. I have been in this industry for

Union Station, Colorado Convention Center, Denver Pavilions and Denver International Airport are just a few examples of local facilities that are making the move to LED and benefiting from the available rebates and energy savings.

a long time, and I am clear we've reached a perfect trifecta of a stable technology, an active rebate program that will only be around a limited time, and significant energy savings realized immediately. This is one of those decisions where the interest of all parties can align and it can be an

easy win for the owner, the property manager and the tenant. I am confident that if you take a closer look, it won't be hard to illuminate others about this opportunity. I highly recommend getting a lighting assessment to put you on the path to a brighter future.▲



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Tune-ups increase asset value, decrease expenses

Building tune-ups are opportunities that address the trifecta of bottom-line improvements for an organization: increased asset value, increased productivity, and reduced maintenance and operating expenses. Building air quality and thermal comfort have been shown to significantly impact occupant and staff productivity. Couple that with the fact that over \$1.50 per square foot is spent on energy in a typical office building and the importance of keeping your building's mechanical and electrical systems well maintained and operating efficiently becomes clear. Today's leading companies understand that energy-cost savings can contribute to the overall profitability of the business in a significant way. Additional benefits associated with keeping your facility in top operating condition include improving operations and maintenance staff knowledge, reducing emissions and garnering utility program monetary incentives.

Building tune-ups have been shown to cost about 30 cents per sf on average and produce benefits totaling an estimated 27 cents per square foot, with an expected payback period of 1.1 years. That's a 90 percent average return on investment with relatively low risk. These financial rewards are helping drive the retro-commissioning tune-up industry toward a \$4 billion annual market with an energy-savings potential of roughly \$30 billion.

Opportunities for improvements come primarily through identifying and fixing such problems as heating, ventilating and air-conditioning and lighting left on when spaces are unoc-



Peter D'Antonio,
PE, CEM,
LEED AP
President, PCD
Engineering Inc.,
Longmont

cupied; dampers or valves not working properly; duct, valve or pipe leakage; and building-automation software programming issues. Other problems can involve condenser fouling, improper refrigerant charge and insufficient evaporator airflow. Many of these opportunities go unnoticed day-to-day while eating

away profits.

Buildings that are prime candidates for cost-effective tune-ups include those that have unjustified high-energy use, have energy systems that fail frequently, yield excessive occupant-comfort complaints or have a building staff that knows the problems exist but lacks the time to fix them, among other problems.

To get started, work with a consultant to identify opportunities for comfort, maintenance and energy savings. Most of the utility companies in Colorado subsidize building tune-up audits and provide financial incentives, such as rebates or low-cost financing, to help you implement energy-saving measures. Federal tax credits are available for making efficiency improvements in commercial buildings.

Working with a building tune-up consultant to audit your facilities and equipment will develop a list of defects that need to be corrected. This will help you be systematic in your

approach to maintenance as well as equipment repair and replacement. It will assist you in establishing a more accurate annual maintenance budget as well as budget for larger capital upgrade and replacements projects. When selecting tune-up providers, search for a provider who is considered objective, has direct and relevant experience, possesses communication and conflict-resolution skills, has adequate organizational skills and has a forensic personality.

In addition to working with an expert building tune-up consultant, similar to tuning up your car, there are some simple and inexpensive things you can do to keep building equipment and systems effectively maintained. Effective operations cannot be realized without a comprehensive facility maintenance program. A good maintenance program is built on a foundation of prevention. Preventive maintenance often is best performed when equipment is not being used during the course of the year. Preventive maintenance includes periodic maintenance work on equipment to reduce the risk for emergency failure and protect the investment.

The following is a list of what owners and operators need to know when performing preventive maintenance. Many of these items represent routine maintenance and can be carried out by facility personnel; others may require qualified service personnel for which you choose to outsource to a preventive maintenance contractor.

- Compile a database containing maintenance procedures and maintenance schedule for all equipment. Manufacturers' operation and main-

tenance manuals are a good place to start when developing these schedules. They usually provide guidelines about the frequency of preventive service, as well as a complete list of items that must be maintained.

- Communicate the maintenance schedule to staff so all can be informed as to what equipment will be down for service during what time periods.

- Perform annual tune-ups on your HVAC equipment per the operation and maintenance manuals. This will maintain peak operating efficiency and lengthen service life of the equipment. Other typical easy-to-perform tasks include cleaning or replacing HVAC air filters, cleaning air-conditioning and refrigeration condenser coils, oiling/greasing pump and fan motors that have such fittings, checking sensor calibration, checking ducts and piping for blockage, cleaning strainers, checking glycol levels and fluid condition/chemical treatment as well as air vents and system pressures.

- Use forms or a database for recording periodic, preventive maintenance activities.

- Keep a record of all maintenance and repair expenses. This will not only assist in developing accurate budgets but also pinpoint problematic equipment.

Following these procedures will allow you to take greater control of your facility, reduce operating and maintenance costs, reduce the likelihood of experiencing emergency shutdowns, extend equipment life and improve your company's bottom line.▲

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Maintenance

Sustainable, economical solutions to replacement

One of the challenges building and facility managers face on an almost daily basis is how to keep the key components of their aging facilities operating economically. Often replacing a component isn't possible due to the way the building is constructed around the part in question. Also, often the time-frame to get a new one isn't practical. Even when a new component is available, once you factor in cost, you must decide if the replacement is your best option.



John McDonough, FMP
District manager,
Enecon Corp.,
Denver

Advanced-polymer composite rebuilding and preservation systems often provide alternatives to replacement or costly conventional repair methods. These types of systems have been used for many years by the military and nuclear power industry; however, few facility and commercial property managers realize they are available. These options are often "green," because they provide the facility manager the ability to repair rather than replace a piece of equipment, thereby keeping material out of a landfill.

One recent project where these alternatives materials came into play was a historic and iconic 100-plus-year-old water tower, which was experiencing issues as a result of severe deterioration of the concrete footers supporting it. Over the decades, numerous patching and coating projects were done using various concrete compounds. While in the short term each of these fixes temporarily made the bases look better, due to the fact concrete shrinks as it cures, the repairs eventually cracked, flaked and failed. Also, the new concrete and cementitious materials used didn't bond well to the older cured concrete, which further contributed to the degradation of the concrete footers.

As part of a large-scale restoration effort, the owner of the water tower sought new technologies and options. Based on research, the owner elected to use an advanced



The applicability of concretelike polymer-based materials is widespread and can be beneficial when setting, securing or repairing areas around handrails, metal stair noses and footers.

polymer-based material that not only gave the appearance of concrete but also delivered a bond strength to the existing concrete material that strengthened and protected it from further decay. Additionally, the repair material selected would bond to the steel bases that sit on the concrete, thereby stopping water from entering the existing gap between the steel and concrete, which in the past had caused severe corrosion to the steel as well as damage to the concrete as a result of freeze-thaw cycling. While the material selected was more expensive than conventional modified concrete patching material, the owner realized that short-term fixes yield short-term results and elected to invest in a solution that is

designed to last. The applicability of these concretelike polymer-based materials is widespread. The bond strength of these type of systems to concrete often is greater than concrete's ability to bond to itself. These types of materials also bond to metallic surfaces, which is beneficial when setting, securing or repairing areas around handrails and metal stair noses. There is zero shrinkage during the curing process; consequently, the material can be easily formed. Also fast set-up times make these systems applicable in a wide range of applications. Another area where these compounds are seeing a great deal of

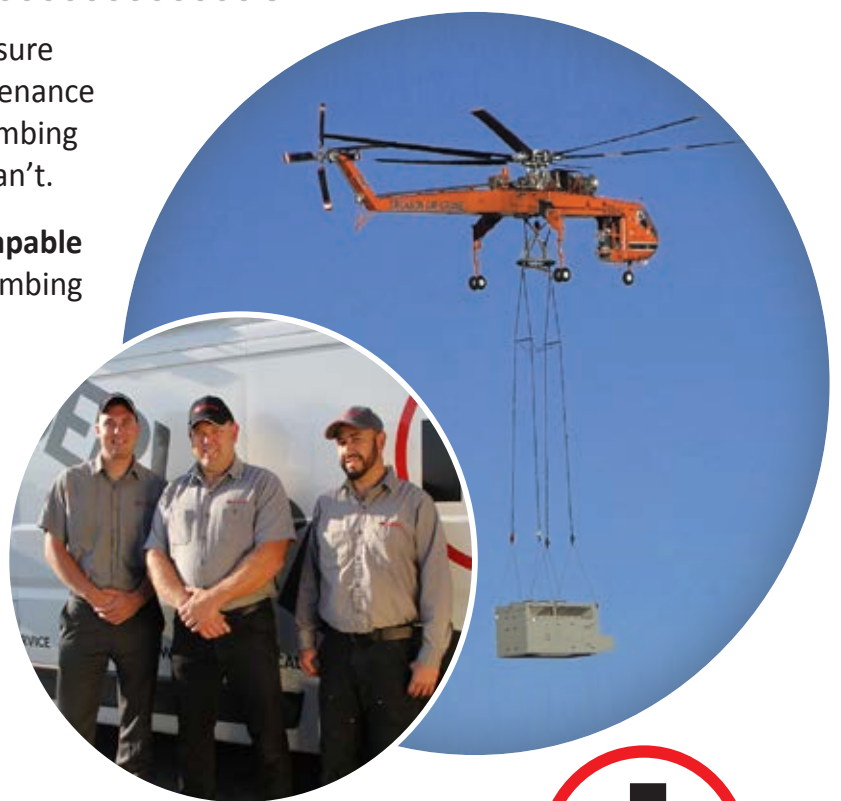
Please see 'McDonough,' Page 19

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RK Service recently installed 12 RTUs on the roof of a local mall by using a helicopter.



Use building information management for projects

When managing construction work in commercial buildings, property managers can face myriad challenges, depending on the project and the scope of work. Commercial building construction projects can range from standard to complex tenant finish projects as well as significant capital construction work. This might include, but is not limited to, remodel work of main building lobbies, elevator lobby remodel, façade repair or remodel, parking garage repair as well as modifying or replacing building mechanical, electrical, life-safety and access control systems.

Of course, there are many components to creating a successful project, such as quality of field survey, budget pricing, design documents, pricing and schedule. However, the two most important components are the appropriate use of building information management and the free flow of communication. BIM can be used to address, enhance or impact all of the previously mentioned components, including communication.

The technology associated with BIM continues to improve and can help during the design process, which includes creating as-built models where either none exist or where existing as-builts are not accurate. As part of BIM, scanning technology is available that will capture existing building conditions and then convert that information into an electronic format. This electronic format can be used to view those conditions electronically.



Tom Pritekel
Project
development
manager, Hensel
Phelps, Denver

The electronic format also can be used to assist in creating 3-D models of the existing conditions. The 3-D model will allow the design team to accurately align new design content with existing conditions. There are several advantages of this technology. Not only is it the fastest and most accurate way to capture field data, but also it promotes accurate alignment and reduces the number of trips required to verify field conditions, which will reduce, if not eliminate, potential change orders during construction. The accuracy of field scanning is within 2 millimeters for interior scans and within 3/8 inch for exterior scans of approximately 200 feet distance. Change orders can negatively affect schedule and quality of work and add unexpected costs to the project. Scanning is not a complicated process. As part of the Los Angeles International Airport project, we scanned 4 million square feet over a 24-hour period, which allowed the recording of as-built conditions to be completed in a more efficient and accurate manner.

Using BIM allows accurate design-bid drawings to be produced. In turn, this gives confidence to the bid costs and schedule, which will be accurate, provided nothing changes (owner or tenant gener-



Hensel Phelps

The pixilated scan of existing field conditions

ated changes after design and bid). BIM with 3-D modeling provides the owner, tenant and other affected parties an accurate picture of how the design, including finishes and colors, will look, which can be used to adjust the design to a final, acceptable product.

It is much easier to incorporate green design and sustainability features when using BIM technology, which minimizes the negative impact to the environment and creates operating efficiencies. BIM also can be used for value engineering. As a result, decisions can be made that increase the building value in several ways, including making the building a more desirable work place to create demand and lowering operating costs by reducing gross rents because of the decrease in operating expenses, which will result in an increase in net rents. A reputation of comfortable tenants will help create additional demand as well, which will improve financial performance of the property

and create satisfied ownership.

Communication

Given the impact that each of these projects can have on the tenants, customers, guests and visitors of the building, good communication is another critical component to a successful project. Proactive communication helps eliminate problems before they are created and is another way to provide excellent customer service. It also helps the property manager be proactive and not reactive. As the saying goes, "A stitch in time saves nine."

For example, when looking at a tenant finish project, either with new tenants or existing tenants, the communication begins with the leasing broker and the property manager. The manager gains various information through the leasing broker about the scope of work, including the tenant finish allowance to be provided by the landlord,

Please see 'Pritekel,' Page 19

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Technology

Tech questions to ask your service provider

If you're a property or facilities manager, consider taking stock of your facility service company to ensure that its technology platforms are helping you keep your building running, improve building performance and meet business objectives.

In our ever-evolving technology landscape, competitive service companies offer more than adequate plumbing, heating, ventilating and air-conditioning, and electrical skills. They offer a level of technological and operations savvy that can increase the efficiency and accuracy of all service work – resulting in fewer service calls, less downtime, higher energy efficiency and better building performance.

If you have a planned maintenance agreement with a service firm, ask how it uses technology to operate its business to get a better sense of how its technology (or lack thereof) may impact your business. Following are some questions you should ask your service provider.

• **How does your service provider use technology to help you achieve your business goals?**

Savvy property owners and managers want partners who can help them solve their business problems, not just fix leaky pipes. Service providers are moving beyond traditional preventative maintenance and routine repairs to outcome-based services like operating facilities and energy management. The objective of top service providers should go beyond just fixing stuff. They should deliver services that enable you to meet your business goals and increase your profitability.

• **How does mobility and connectivity**



Chris Westlake
Vice president, RK
Service, Denver

enable your provider to improve its service?

Mobility is now a basic component of field service. Companies without it are at a competitive disadvantage. Service connectivity and mobility are top drivers for speeding up business cycles and increasing productivity. This

requires that service providers use technology to achieve a tighter, more efficient integration between sales, customer communications, dispatch and delivery.

Progressive companies and their service technicians have the ability to stay connected with countless devices ranging from company sites and technicians' mobile devices to customer equipment and automation systems that enable real-time visibility into a building's operational performance.

Mobility enables productivity enhancements that improve overall service, such as the ability to have an accurate view of your facility and relevant equipment before arriving on site; faster ability to log, assign and accept service cases, update service orders, request tasks, access knowledge and close out service jobs; and use of virtual specialists and peers, combined with access to knowledge bases for faster resolution times and higher first-time fix.

• **How is your service company using technology to better understand your facility and equipment?**

A common problem for facilities service providers is their lack of documented knowledge about their customers' facilities and equipment. By partnering with a technology provider, service companies can develop and maintain an accurate view of customers' facilities, equipment and service/repair history. This helps the service provider better service your facility because it enables better scheduling, parts planning, inventory control and the ability to perform remote diagnostics and repairs.

A good service partner should be committed to developing increasingly complex service programs uniquely tailored to your situation, which can vary greatly depending on your industry, region, facility, on-site staff and types of equipment. The objective is to use technology to stay tuned in to your facility continuously to optimize performance.

• **Does your provider use data to drive continually better service and give you metrics?**

Good data around building efficiency and performance enables predictive analytics and better insights into quality and productivity. But a service firm that sends you reams of reports and spreadsheets isn't doing you much of a favor.

A good service company will know how to aggregate lots of data regarding your facility, equipment and repair history – and distill that data into succinct and meaningful information you can use. High-quality analytical tools combined with structured, well-managed analytical processes are required to avoid getting overwhelmed by data "noise" while allowing you to uncover

and act on real trends and cause-effect drivers.

• **Does your provider invest in technology training for its staff?**

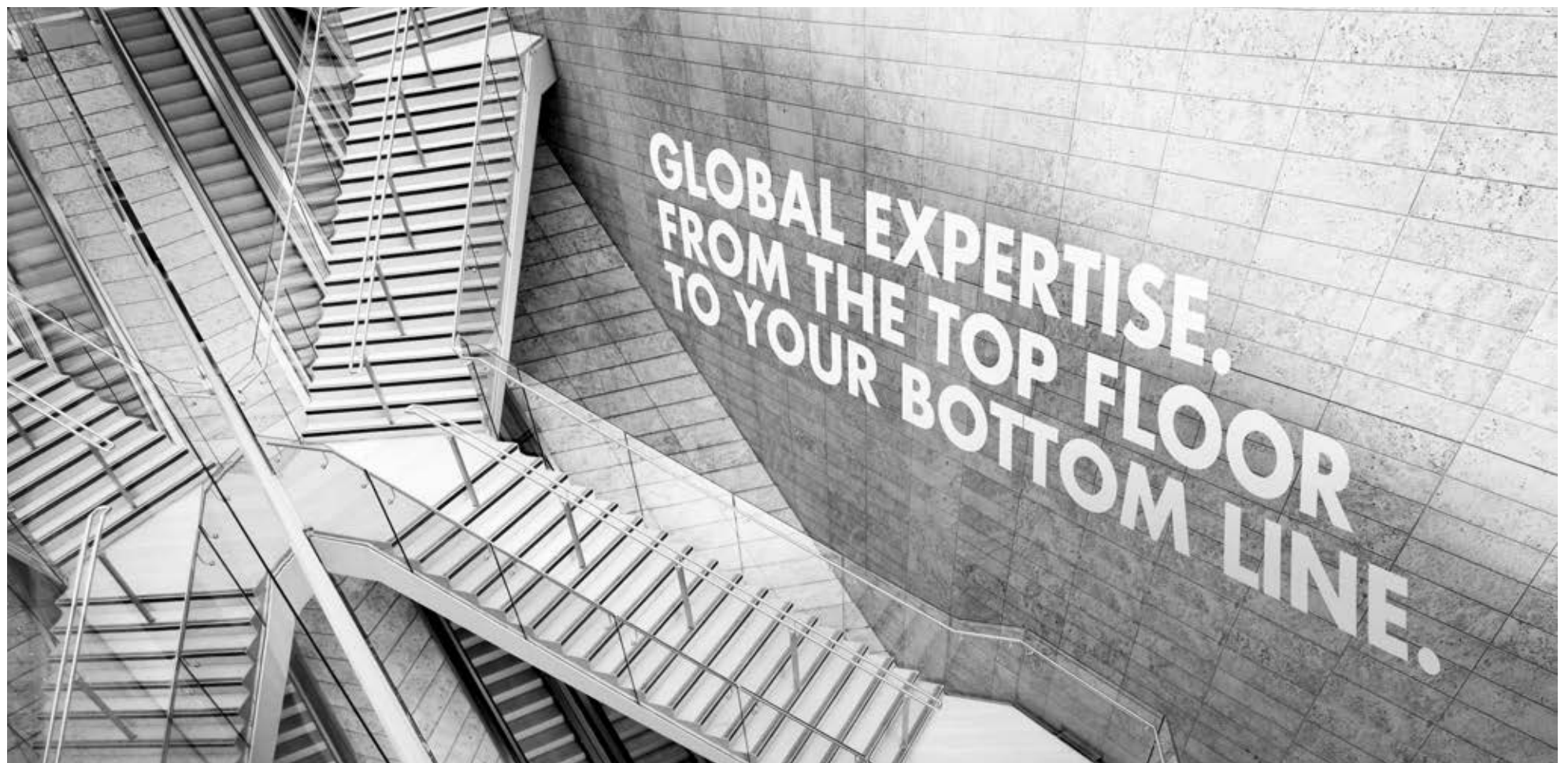
Most service companies send their service technicians to training to develop their trade skills. But you should ask about what types of technology training they offer and how they learn about the latest technologies that run equipment.

Equipment is becoming more complex and often is part of a system with a software component associated with it. Extensive product and application knowledge is required. Technology assists us with faster learning curves through availability of knowledge, ease of communication with peers, access to performance support and easier-to-use productivity tools for field technicians. Service staff who are well trained on technology platforms will perform better for you.

• **Is your provider looking into the future to prepare for what's next?**

Next phases of service field mobility likely will include improvements meant to better enable service staff with better user interfaces and faster network speed.

Remote monitoring, predictive analytics and energy management will become more commonplace as well. An innovative service company will keep its eyes on the horizon in order to understand technology trends and continue evolving. It's about more than repairs and maintenance – by selecting a firm that embraces technology, you can increase the efficiency, longevity and overall value of your facility.▲



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How to compare bids for your next paving project

As you watch your parking lot fill with snow, you know each new inch is additional work for you. The concrete and asphalt surrounding your building is the bridge each employee crosses every workday to do their job. Adapting to mother nature in Colorado is not easy, much like keeping a commercial facility in tip-top shape. Anyone responsible for maintaining a facility quickly learns the amount of industrial knowledge and infrastructure one will manage can make your head spin. Maintaining a facility in the ever-changing climate of Colorado brings challenges all its own, adding regional yearly projects to an already full plate. Shuffling through competing paving bids you may have more questions than answers; when all you want is to compare apples to apples.

Upon reviewing the three mandatory bids, all you find is contractor jargon and project totals. The lowest bid seems attractive, but what are you actually buying? Will you find yourself right back here in a few short months gathering new bids? Below are some tips for next paving season and suggestions on how to create a paving project scope of work.

Before you call your local concrete and asphalt companies, walk your property and begin to define a scope. Sending an estimator to inspect your property without preparation will add time and effort to the bidding process. Preparing for a site walk will prevent a paving company from presenting you with an outlandish



Mark Weber
Sales rep, Economy Paving, Arvada

scope of work or creating a project scope catered to its strengths, rather than your needs and current issues. Highlighting problem areas, as well as providing a budget range, desired date of completion and any special requirements will aid in an effective bid process. Marking areas with paint and numerical reference will allow management to compare dimensions of desired repairs and the cost associated with them. This will allow for efficient comparison between contractors and make selecting a company easier.

Understanding warning signs related to your lot is important and can be done with little working knowledge of our industry. While anyone can see large potholes and crumbling curbs, there are a few additional warning signs one should look for when building a scope of work.

Water is the No. 1 enemy concerning concrete and asphalt and often is the main concern for operations managers when designing and building a project. The movement or direction of water to go where you want it is vital for a long-lasting parking lot. During your lot inspections make note of all pooling water locations to discuss with your contractor. These areas cause trouble regardless of the season and will lead to expensive solutions if

neglected for multiple seasons. Land shifting, sinkholes, irrigation and poor grading are all possible culprits for water pooling. Hairline cracking and exposed rock in your lots are warning signs that need to be address in your walks.



Economy Paving crews perform a full-depth replacement, which is the result of neglecting a parking lot for years and refusing to do maintenance practices to prolong the life of the concrete and asphalt.

Remove and replace is generally the most expensive item for a customer due to the large amount of material and man power needed to perform the task. Maintenance packages are an excellent way to prolong the life of your parking lot and save your company money.

Crackfill and seal coat are popular asphalt maintenance applications and have been in the industry for decades. Offered by most contractors, these applications will be presented in a square foot or linear foot

These early signs of stressed or weakened material can lead to major renovations down the road. If not addressed, water will continually penetrate the subgrade below your lot, causing large cracks and alligatored areas. Large cracks and alligatored areas can only be fixed with a remove-and-replace procedure.

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Vendor Trends

Seating options for mixed-use public spaces

In the built environment, buildings and projects are trending toward mixed use, where different combinations of land uses and activities come together to create dynamic synergies. Within the realm of mixed use, public spaces are incredibly important and, within that space, seating becomes a critical component. The most popular form of public seating typically is benches. Truth be known, there are plenty of other seating options as well as a plethora of seating enhancements that should be given consideration to meet a variety of seating needs.

• **Benches.** Benches that offer uniqueness, a secondary function or a design element give mixed-use public spaces an inviting perspective not once achievable.

For example, art benches are functional benches with an artistic twist. They are suitable as signature or statement pieces for public spaces, and they can be fun, whimsical or just weird. You can think of this seating as a way to establish a brand or create a backdrop for photo opportunities.

In addition, pattern and logo benches are gaining in popularity. Companies are opting to customize benches with logos or site-specific designs, which can be used on a series of benches, chairs, tables and planters within an area.

Benches with light-emitting diode lighting elements are starting to appear as a standard feature, with some models utilizing translucent materials and internal lighting. Other models incorporate the LED



James Shaffer
President,
Streetscapes Inc.,
Denver

lighting into the bench seats, backs or support systems.

And then there are benches with dual functions, such as combining bike racks and benches to provide public seating and bike parking. Planter benches perform double duty as decorative and

functional seating elements. And circular benches are used as pre-cast seat walls, landscape borders or as landmark destinations. These benches help position art, plants or other decorative elements into open spaces.

Prefabricated seat walls are available in circular, linear and organic models with straight, rounded or curved ends. Single- or dual-seat depths make them very versatile in public spaces. Optional elements like wood seats, decorative arms and unique backs created upscale versions of standard models. Some seatwalls offer inside and outside steps to create circular play or viewing areas while others offer seating on both sides of the circle.

In private or public areas with limited space, small benches are an excellent option. These small benches reduce the amount of space needed to provide public seating. Available in a variety of shapes, sizes and materials, look for small benches to become a standard feature in public spaces.

• **Nontraditional seating.** Moving past the traditional idea of benches for public seating, we're seeing some new seating trends. Adirondack chairs, which usually are confined to decks and patios, are bringing variety to public spaces. They come in many seating options, including deck chairs, high chairs, sun loungers and benches, and often they are available in an explosion of single and multiple colors to announce their presence.

Sun loungers, which usually are associated with deck, pool and patio areas, are beginning to appear in non-pool public spaces like public plazas, street parklets and parks. They encourage users to relax and refresh while checking their email or taking a break from their daily routine. Likewise, low chairs embrace the design of standard side and armchairs but in a relaxed lounge version. This design works well on decks, plazas and other areas to encourage users to hang out.

Bollards are traditionally used as barriers and barricades to prohibit vehicles from entering public spaces, but are being recognized as an ideal seating elements. If the bollards are the proper diameter and seat height, they become a natural



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A pod canopy bench elicits intrigue and functions both as a seating element as well as a unique design feature.

seat for people watching whatever is unfolding around them.

Although somewhat rare in public spaces, hanging benches, chairs and rockers have moved from one's porch into public spaces. Their appeal is universal and they attract a wide range of users in a variety of age groups. Hanging seats can naturally enhance one's public experience.

In the past, stationary public chairs were the norm. However, portable and moveable folding chairs are now incredibly popular. They provide users with options related

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energy retrofit achieves greater energy savings by using a more holistic, design-centered approach. These projects are more extensive and involve significant overhauls or replacements of building systems.

Chartering Projects

A key step to chartering energy projects is an integrated team charrette where key stakeholders and experts are involved in an informative workshop to create realistic and achievable energy goals and objectives based on the building's life cycle and the individual energy project's life-cycle cost analysis. Stakeholders may include the following individuals or disciplines:

- Ownership
- Building management
- Building engineers
- MEP engineers
- Structural engineer
- Utility representative
- Automation contractor
- Fire alarm contractor (Important to include this group when developing scope for chiller retrofits related to refrigerant release detection and monitoring and BAS upgrades related to smoke control.)

Discussion points for the workshop may include:

- Three-, five- and 10-year capital plans.
- Ownership energy and sustainability initiatives.
- Ownership anticipated investment term and return on investment expectations.
- MEP systems that are facing impending failures, at or near the end of their useful life expectancy,

or where parts are becoming obsolete and hard to find.

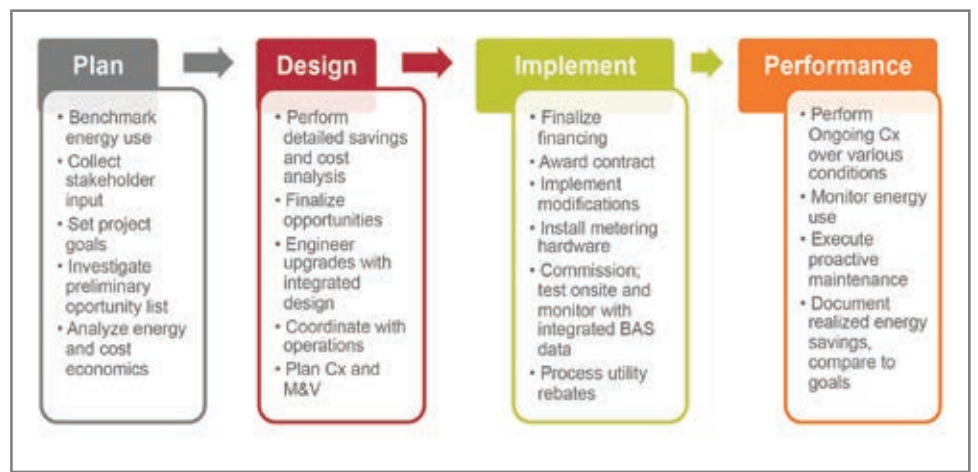
- Utility incentives.
- The building's energy consumption trends and benchmark data.
- Analyze energy and cost economics.
- Individual project prioritization and integration.
- Lessons learned from past projects.

Once the team has clearly defined the projects, four important process groups need to be considered to ensure that the project meets its performance and energy goals.

1. Plan. At the onset of a potential project, it is important to gather input from all key stakeholders to determine existing capital plans in place, challenges faced by operations and maintenance staff, and related building concerns such as comfort and indoor air quality.

The energy use should be benchmarked and analyzed early in the process to determine the potential energy-savings opportunities. An initial energy assessment will identify potential opportunities, including the energy savings and cost expectations. Goal setting in this phase will help prioritize opportunities and focus the remaining phases of the project.

2. Design. To finalize the scope of the energy-upgrade project, detailed energy savings and cost estimates should be performed to confirm the project budget and the expected economics. For large upgrades, a computer-simulated energy model can be used to capture interactions between various systems. An integrated design process is key to pull together information from team members such as a contractor to



Cushman & Wakefield of Colorado

The four process groups for a retrofit project

confirm the budget and the commissioning agent to begin reviewing the system design. Having licensed professionals design and engineer system upgrades is important to capture the whole system picture and implement the best long-term strategy.

3. Implement. Once the project is developed and financing is in place, implementation of changes can begin. Modifications may occur in one upgrade or in multiple phases. Commissioning should be included in this process to coordinate across contractors, review submittals, perform site observations, test equipment operation and monitor operation. Any necessary metering upgrades should be installed at this time along with integration of the building automation system with monitoring software to set the stage for ongoing optimization.

4. Performance. With an integrated design process, well-coordinated

implementation and thorough commissioning, the upgraded building will be ready for ongoing high performance. To help confirm and maintain this performance, ongoing commissioning and monitoring should be incorporated. If the BAS has been integrated with monitoring software during commissioning, ongoing commissioning can be cost-effectively executed over the first year of operation to confirm operation during changing weather and occupancy conditions.

Energy consumption also should be monitored throughout the year using demand interval data to evaluate the energy use post upgrade. At the end of the first year, the energy savings can be documented and a new baseline set for comparison in future years. Throughout operation, executing a proactive maintenance plan will help ensure the building stays on track with project goals. ▲



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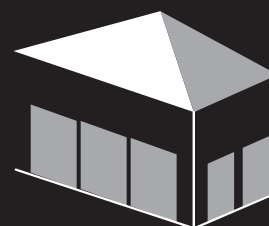
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practical application is where metal posts and railing are set in concrete. These areas often are subject to pooling water. Consequently rain, melting snow and de-icing chemicals penetrate into the concrete and voids between the concrete and handrail bases causing severe corrosion resulting in the swelling of the steel set in the concrete, thereby causing the concrete to crack as a result of corrosion or the expansion

of water in freezing conditions. Steel bases that are surface mounted to the slab or wall tops also can experience corrosion from water and de-icing chemicals used in the winter. Simply coating these areas with a paintlike material may not deliver a long-term solution if the design causes water and chemicals to pond at the point of attachment.

Advanced-polymer composite rebuilding and coating systems are available from a handful of manufacturers and come in a variety of forms

to address myriad repair, restoration and protection roles. Investing in these newer technologies isn't always the right answer. However, a knowledgeable solutions provider should assist you in determining when the investment delivers the return on investment you are seeking.

Some of the questions you should be asking when speaking to your solutions provider are what are the alternatives, what's the cost of each solution and what's the turnaround

time required from start to return to service. What is the cost associated with doing nothing and pushing the repair out to some future date? What are the owner's long-term plans for the building?

At the end, when you wonder if an alternative to replacement is available or if a large-scale capital project might be avoided, check with your engineered solutions provider. You might just find that there's a green solution that in the end keeps more green into your pocket.▲

Pritikel

Continued from Page 14

as well as the deadlines associated with the project. It is during these conversations that the property manager can advise the leasing broker when there is something requested that won't work with the building or building systems or that might add unnecessary cost to the project.

Additional lines of communication are between the property manager and the owner, the tenant for whom the work is being done, the design professionals, the contractor and the tenants of the building who will be affected by the project.

Regarding communication with the tenants who are impacted by the work, as part of our Facility Life Solutions, we find that meeting in

person with the clients and affected parties is the best way to communicate. Additionally, a call center that allows clients and others to communicate issues that need to be addressed in short order is helpful. When needed, consider a website for clients and affected parties to check the status of the project at any time as well as to provide them with an place to express concerns.

Communication also can include additional services such as creating operating procedures, emergency procedures and maintenance procedures that can be used by the building's management and operating engineering teams in order to properly maintain new systems. After all, there is no one better to create these documents than the installing contractor.▲

Weber

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metric. Online tools such as Google Earth will allow for management teams to verify contractor measurements or set a desired scope. Route and calk along with grinding of trip hazards are examples of concrete maintenance. Much like asphalt maintenance, these inexpensive tasks can add life to your property and, more importantly, keep your tenants safe. Knowledgeable com-

panies will be adept with current Americans with Disabilities Act regulations and guidelines for getting your property safe on multiple levels. Performing maintenance practices are recommended every one to three years, depending on sun exposure, traffic capacity and vehicle weight. Annually budgeting for concrete and asphalt maintenance will save your company money in the long term and allow you the opportunity to discuss practical knowledge of an

outside industry to decision makers in your company.

Understanding that very few companies get excited about spending time and money on concrete and asphalt repairs, the above tips can make your life easier and much less expensive. Your parking lot often is the first representation your customers receive of your company and with minimal preparation you can extend the look and life of your property.

As your calendar begins to fill up,

remember these tips for your next paving project. Survey your lot for warning signs, note weakened paving material and obvious damages. Take advantage of accessible aerial technology and understand dimensions of your property as you set the scope for the project. Plan for annual maintenance practices to extend the life of your current parking lot. When the next paving project presents itself move with confidence, you are ready.▲

Shaffer

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to function, placement and density. Many of these models are available in metal, plastic and wood, and can be used both indoors and outdoors. Casual seating that is small, light-

weight and easily moveable can function as both short-term seating and side tables.

Folding chairs are ideal for sidewalk cafes and coffee and ice cream shops as well as decks and patios. Stack chairs are popular in the

office environment, however their outdoor brethren are staple of outdoor cafes and restaurants. These lightweight seating options require less storage, increase flexibility and can introduce splashes of color into dull environments.

So when considering seating for mixed-use public spaces there are far more options available than the standard two- or three-seat bench. Embrace a mix of public seating options and turn dead space into vibrant public seating places.▲

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Welcome & Opening Remarks
Steve Sessions, JD, RPA, Chief Executive Officer,
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7:30 – 8:15 A.M.
Office Broker Panel
Doug Wulf, Executive Managing Director, Cushman & Wakefield
Jamie Gard, Executive Managing Director, Newmark Grubb Knight Frank
Alec Wynne, Principal, Managing Director, Avison Young
Moderator: Lyla Gambow, CPM, Managing Senior Vice President, Transwestern

8:15 – 9:00 A.M.
Investment Broker Panel
Mike Winn, Vice Chairman, CBRE | Capital Markets
Mark Katz, Managing Director, HFF, Inc.
Moderator: Bruce Backstrom, Senior Vice President, Colorado, Hannay Realty Advisors

9:00 – 9:45 A.M.
Networking Break

9:45 – 10:15 A.M.
Regulatory, Legislative and Permitting Panel
Matthew W. Poling, Principal, Ryan
Additional Panelists TBD
Moderator: Dan Simpson, Director of Management Services, Newmark Grubb Knight Frank

10:15 – 10:45 A.M.
Property Management Panel: Attracting the Next Generation of Property Managers
Justin Backstrom, Director – Property Management, Hannay Realty Advisors
Amanda Granado, Assistant Property Manager, Unico Properties, LLC
Tanya Leung, General Manager, LBA Realty
Moderator: Thomas E. Bahn, Senior Vice President, Stream Realty Partners

10:45 – 11:15 A.M.
Protecting the Image of Your Property Panel
Moderator: Steve Sessions, JD, RPA, Chief Executive Officer, Sessions Group, LLC

11:15 – 11:45 A.M.
Keynote Address
Kevin Hougen, President/CEO, Aurora Chamber of Commerce

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