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PROPERTY MANAGEMENT Quarterly

Gensler

Prologis' new Denver office utilizes outdoor amenity space, which can now be included in the property's rentable area, according to the new BOMA 2017 Office Standard.

Did your rentable area increase in 2017?

If you own or lease an office building, there's a chance that the rentable area may increase when measured with the new BOMA 2017 Office Standard, released in October. The recently launched office standard has made some significant changes in the types of spaces included in rentable area.

The Building Owners and Managers Association International distributes floor-area measurement standards to provide a uniform basis for measuring rentable area in existing and new buildings. While the 2017 version of the Office Standard adopts best practices learned from the 2010 version, it also seeks to accommodate design and amenity trends, which have evolved since the previous standard was released.

Garett Naff
Area analysis consultant at Gensler, and BOMA International committee chair, Denver

As people embrace more convenient lifestyles – blending work and play – the built environment must keep pace. Today's tenants are demanding more amenities, at both an increase in size and quality. This all comes with a cost to the developer, and tenants have shown that they are willing to pay a premium for places and services that support their lifestyle.

Jon Gambrill
Managing director, Gensler, Denver

One of the amenities that has influenced the BOMA 2017 standard is the inclusion of outdoor balconies and rooftop terraces in rentable area. These spaces are becoming an expectation of tenants, who have a renewed focus on employee productivity and wellness, and who understand that access to nature and outdoor spaces is a critical component to their workplace strategy.

In the past, there was not a consistent method for building owners to account for tenant amenities, such as rooftop terraces and balconies. BOMA is catching up to the market, and the new standard will

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Green Roof Initiative

What the passage of the Denver Green Roof Initiative means for your property

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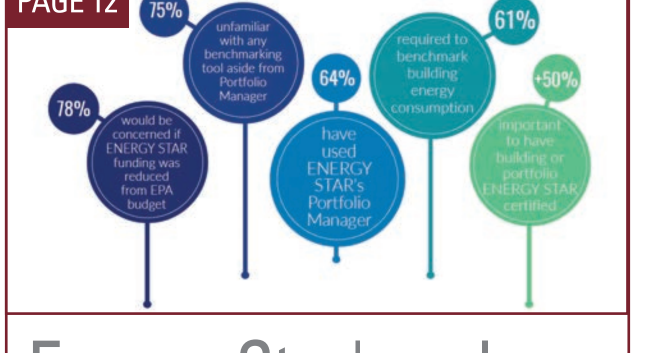

Energy Star's value

As cities seek to reduce energy consumption, Energy Star remains indispensable

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TOBY Award winners

Four individuals and five buildings were honored at the 2017 TOBY Awards

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Letter from the Editor

Crafting 2018 resolutions

As we start the year, it's always nice to set goals and resolutions. As property managers, there are numerous responsibilities and relationships that can benefit from this type of planning. This issue lays out a number of suggestions.

For long-term budgetary goals, the authors in this issue challenge managers to consider the return on investment of incorporating smart technologies into their building systems and to consider how well an asset is prepared for changes and challenges that will come about as Colorado adjusts to climate variations.

The recently passed Denver Green Roof Initiative also requires proper planning on the part of management staff, because existing buildings will be required to meet the mandate in two circumstances – roof replacements on buildings that meet the square footage parameters and when additional square footage is added, which brings a building's total square footage into the outlined parameters. As the author writes on Page 4, it is not unreasonable to think that retrofitting projects could now come with unanticipated costs.

For goals that will benefit the asset and ownership immediately, property managers are encouraged to educate themselves on their building's insurance coverage and commercial property taxes. As the advocate for the asset, it's up to the manager to be knowledgeable about rises, gaps and inconsistencies.

Maintenance programs that can be implemented today are highlighted in articles beginning on Page 16. Tips to help your team grow and remain loyal are shared on Page 14, while ideas for tenant retention through the enhancement of community well-being are highlighted on Page 20.

One goal that benefits the building's community is an unfortunate, but important issue – preparation for active threats – which is addressed on Page 22. The Red Cross offers training sessions free to businesses and nonprofit organizations of all sizes that are designed to prepare organizations to recognize when an event is happening, teach steps for response, and includes basic training on first aid and bleeding control.

Looking beyond your asset, property managers are encouraged to get involved in their community. One of the most pressing issues facing management is the potential decision to move Energy Star out of the Environmental Protection Agency's domain. With more than 450,000 commercial buildings using Energy Star to benchmark their enery use, the article outlining how and why the program is critical on Page 12 is a can't miss.

Whatever your 2018 goals may be, we hope you'll find this issue helpful. As always, thanks for reading.

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Legal

Key implications of the Green Roof Initiative

On Nov. 8, 2017, the voters of Denver passed the Denver Green Roof Initiative. As of Jan. 1, the construction of any building with a gross floor area of 25,000 square feet or greater must include covering a portion of its roof with vegetation, solar panel installations or a combination of both. The Initiative is codified as Article XIII §§ 10-300 et seq. to Title I, Chapter 10 of the Denver, Colorado Code of Ordinances.

Supporters of the initiative assert the new requirements will mitigate Denver's growing ozone/particulate pollution output and alleviate Denver's "urban heat island" effect, a condition in which an urban area becomes significantly warmer than its surroundings due to development density and a heavy concentration of heat-retaining pavement and concrete. Supporters contend the "improvements" will reduce long-term operating costs and overall energy consumption through the use of solar power and offsets to costs and energy currently devoted to water drainage. Additionally, supporters claim the rooftop vegetation will extend a roof's longevity by providing added protection to its waterproofing membrane.

The initiative passed despite heavy opposition from powerful local actors including Mayor Michael Hancock, the Denver Metro Chamber of Commerce, the Downtown Denver Partnership, the Visitors Bureau and development groups. These groups insist

Donald "Corky" Eby
Attorney, Robinson and Henry PC, Castle Rock

the initiative will drive up development costs and contribute further to the overvaluation of Denver's housing market. Mayor Hancock expressed concerns that the initiative's mandate-only approach eliminates opportunity to implement a phased infrastructural plan aimed at addressing environmental concerns that could ultimately yield more effective long-term results while avoiding the repercussions the initiative currently poses to developers and property managers. The chairwoman of Citizens for a Responsible Denver, a coalition of Colorado businesses opposed to the initiative, said she is troubled by the fact that institutions like Denver Health might now be forced to spend less on, or postpone indefinitely, future projects such as expansion or the construction of a new facility to pay the costs required to satisfy the initiative's requirements.

It is estimated the initiative's measures will cost a developer an average of an additional $15 per sf. However, it is unclear whether that number is entirely reliable considering the initiative requires existing buildings meet its mandates in two circumstances:

- When existing buildings that

Tucker Allen
Law clerk, Robinson and Henry PC, Castle Rock

fall within the square footage parameters of the initiative inevitably require a roof replacement, and
- When existing buildings construct additions causing them to fall within the square footage parameters.

Consequently, it is not unreasonable to think that "retrofitting" such roofs could come with unanticipated costs and issues.

The initiative provides for a corresponding increase in the percentage of "green roof space" in relation to the gross square footage of floor area within a building. For example, a building with a gross floor area of 25,000 to 49,999 sf must cover 20 percent of its available roof space in vegetation or solar installations. A building with a gross floor area of 200,000 sf or more must cover 60 percent of its roof with the same.

A combination of solar installations and vegetation may be used to fulfill the green roof space requirements only if "the combination is no less than 30 [percent] green roof and retains or collects for re-use at least the first 0.25 inches from each rainfall or 50 percent of annual rainfall volume falling on the roof through systems that incorporate roof surfaces."

Developers must have a permit issued by the Community Planning and Development Department to construct or cause to be constructed a green roof. Furthermore, where a "complete site application" indicates a development will include two or more buildings, and such buildings are to be constructed in phases, the green roof requirements must be met in the first phase of development to obtain a permit for the whole project. Any green roof area in excess of the 25,000-sf minimum may be applied to subsequent phases of the development.

Applications for a green roof construction permit must be made to the Community Planning and Development Department through a Green Roof Declaration Form. The form requires disclosure of information including, but not limited to, structural design, intended use of the roof, whether it will have private or public access, and information about fire safety. There is no additional application fee when the required green roof application is sought in conjunction with a general building construction permit. When an application is made for an alteration or renovation to construct a green roof, the fee is the same as it is for the building permit classification.

All green roofs must be constructed and maintained according to the Denver Green Roof Construction Standard – the mandatory provisions of which prescribe rules relating to green roof assembly,

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Legal

Legal negotiations: Mastery of the lease

It is so important that property managers have a thorough working knowledge of their respective leases, understand each provision, and know the effects and why the lease provision exists. As the lease document is such an important component in establishing the value of the property, each lease must be carefully negotiated to get the best rents and terms for the property. From a property management viewpoint, a well-negotiated lease clearly establishes the rights and obligations for both parties and should minimize misunderstandings and disputes in the future. Following is a discussion with Amanda Halstead about the best way to protect your property's interests in lease negotiations.

Steven S. Sessions
CEO, Sessions Group LLC, Denver

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

• **Sessions:** Which lease provisions are most heavily negotiated between the parties?

• **Halstead:** The list is endless. That said, commencement dates versus rent commencement dates, the scope and timing of any landlord improvements, tenant improvement allowances and abated rent seem to be the primary focus of most tenants. A well-represented tenant also likely will push back on landlord liens, relocation provisions and radius restrictions, and often request a laundry list of exclusions from operating expenses. Permissible capital expenditures that may be passed through to a tenant and the methodology for calculating the tenant's share thereof seem to be of primary concern. A landlord also should expect a tenant to request that any changes in use or assignments or subleases be approved in a landlord's "reasonable discretion" as opposed to "sole discretion," as these items can be central to a defaulting tenant's exit strategy.

• **Sessions:** What lease provisions come back to "bite" the owner?

• **Halstead:** There really are no specific provisions that I can recall that come back to "bite" the owner, but I can tell you that an ambiguous provision is no friend to a landlord. Ambiguity only leads to litigation and additional expense. An ounce of prevention is worth a pound of cure. In order to avoid ambiguity, it is particularly important to have your attorney involved on deal specific provisions like caps on operating expenses, expansion rights and early termination rights.

• **Sessions:** Are you an advocate of capping operating expenses?

• **Halstead:** In life, no one has a crystal ball. That said, as a landlord you cannot predict with certainty what expenses will be incurred from year to year. With that in mind, any cap on operating expenses attributable to a tenant is a source of potential risk for a landlord and should be avoided where possible. There may, however, be circumstances where a landlord is willing to take on that risk in order to fill a space that has been vacant for an extended period of time or in order to put a strong tenant in place. If a landlord agrees to a cap on operating expenses, language can be incorporated in an effort to limit the landlord's exposure. For example, language indicating that the cap will not apply to uncontrollable expenses such as taxes, insurance, utilities, snow removal or other expenses that vary significantly year to year might be incorporated into the lease.

• **Sessions:** Are you seeing a trend of owners offering concessions? If so, what types of concessions?

• **Halstead:** Concessions vary widely from property to property and depend greatly on market conditions. The most typical concessions I come across are improvement allowances and abated rents. Currently, I am seeing both being offered by landlords in the Denver metro area. Abated rents often are provided to new businesses to give them a chance to complete improvements, open for business and generate an income stream before rents are due and payable.

A landlord should, however, be careful not to "put a tenant into business." In other words, it's not wise for a landlord to fund the startup of a new business by fully funding improvements and abating rents. In my experience, the likelihood of a successful tenant is stronger where that tenant invested in his own business at the outset, thereby assuming some monetary risk.

• **Sessions:** Are you an advocate of options and first right of refusals?

• **Halstead:** As a general rule, in the legal world, an attorney's most likely response to any legal question is "it depends"; however, that's not the case with respect to first rights of refusal. My primary concern over first rights of refusal to purchase or lease additional premises is that the landlord may forget or overlook a tenant's rights, sell or lease a property, and find himself exposed to a claim for damages. Moreover, the delays associated with the time required for a landlord to provide notice to the tenant of the terms of a prospective lease or sale and await the tenant's response can put a chill on a prospective sale or lease to a third party.

As for options to extend a lease term, there are pros and cons.

An option to extend can be quite valuable to a tenant who is making a significant initial capital investment into a space or trying to build the goodwill of her business. An option to extend can be equally valuable to a landlord who is able to avoid any

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Taxes

Tips to help lower your commercial property taxes

Property taxes can be one of the biggest line-item expenses commercial property owners face. It's important for property owners to understand each state's specific rules and regulations surrounding property taxes, as they vary across the country. When it comes to Colorado, there are some key differences of which commercial property owners need to be aware.

Beth Diehl
Managing consultant, Paradigm Tax Group, Centennial

• **Colorado's property valuation cycle.** Colorado maintains a two-year valuation cycle. All real property is reappraised every two years on the odd-numbered year. Notice of Valuation letters are mailed to property owners every year on or before May 1. The actual value and classification listed on the Notice of Valuation in 2017 will be the same for 2018. Commercial valuations are based on cost, market and income data during the 18-month period prior to the reappraisal. For example, 2017-2018 values are based on cost, sales and lease data between Jan. 1, 2015, and June 30, 2016.

In addition, Colorado utilizes a split tax roll. The assessment ratio for commercial properties is fixed at 29 percent while the residential assessment ratio can vary. It currently is 7.2 percent. Because businesses bear a much greater property tax burden, it is crucial for commercial real estate owners to ensure the valuation of their property is correct.

• **How to file a property tax appeal.** A property tax protest essentially is an evidence-based argument as to why a property's assigned actual value is incorrect and includes proof that a reduction to the actual value is warranted. If owners chose to file a protest themselves, relevant forms and deadlines can be found on the county assessor's website. However, property tax appeals can be a complicated process, so many commercial property owners choose to hire consulting firm to handle their appeals. When presenting your case for a property tax appeal, the more in-depth knowledge and evidence presented during the appeals process, the better.

Because businesses bear a much greater property tax burden, it is crucial for commercial real estate owners to ensure the valuation of their property is correct.

• **Colorado's appeal process and deadlines.** Colorado has a three-tiered system for property tax appeals. If a property owner disagrees with the actual value or classification placed on his property, the first step is to file a protest with the county assessor. The protest must be received by June 1. The county assessor's office reviews the protest and will send a Notice of Determination by the end of June or August, depending on the county. If the assessor denies the protest or the property owner

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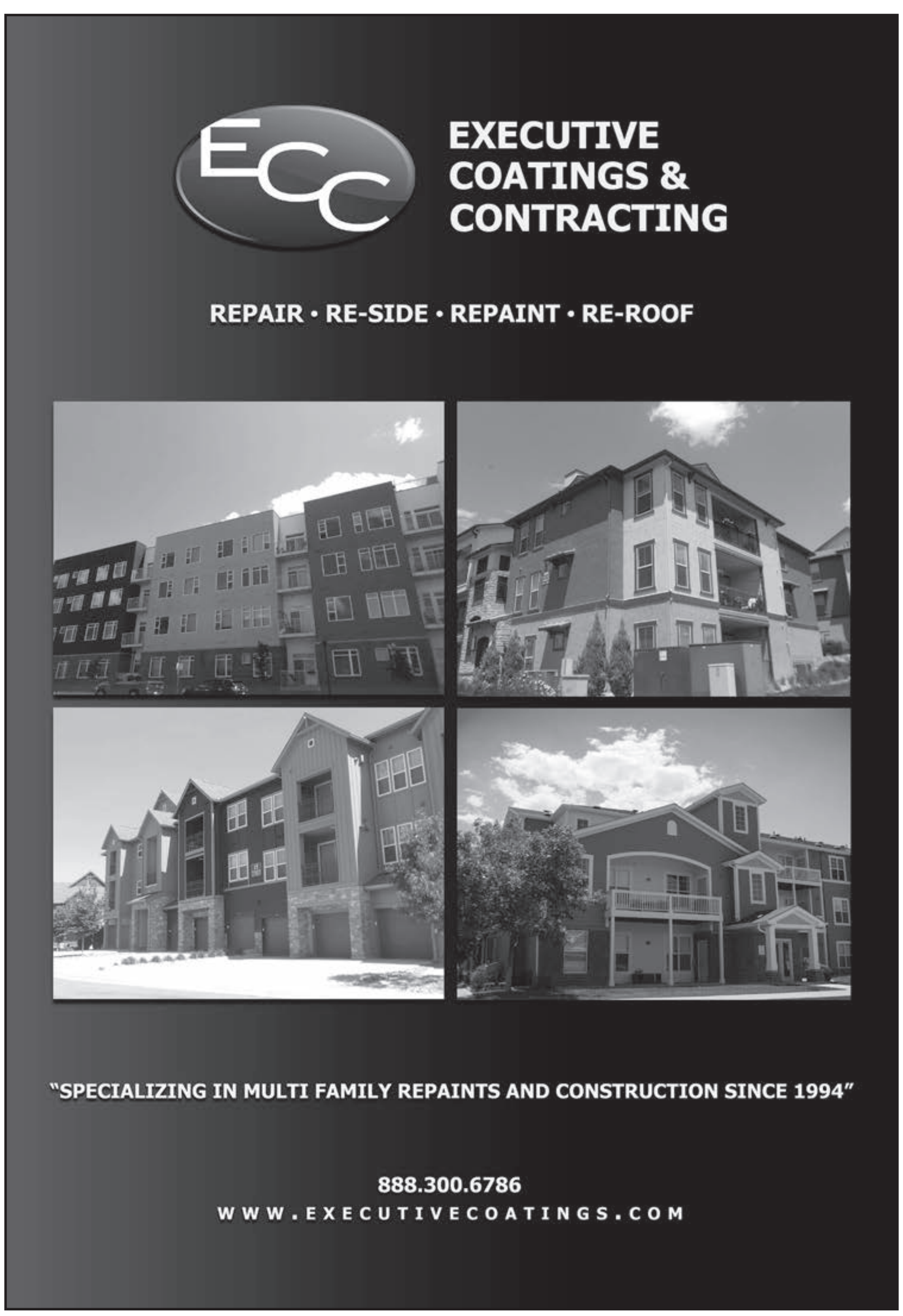
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Whether you passed on a third helping of turkey and stuffing, dessert or adult-beverage; whether you reduce the number of times you exercised in November and December; or whether you choose to help the less fortunate and those in need – the end of the year always ushers in new resolutions. No doubt, certain priorities and resolutions are more important than others. Often, our priorities or resolutions are set for us. For example, they could be based on an occupation or career plans and determined by a manager or supervisor. If you are responsible for overseeing the day-to-day operations of a property, I would recommend you consider resolving to better understand the insurance policy that covers your building, and do it soon.

Insurance decisions can have significant financial implications and impact hundreds of people, which is why you need to be knowledgeable regarding property insurance – coverages, exclusions and limits on the buildings you own or manage. While you may rely on a broker to ensure the building is properly insured, you will want to thoroughly understand what is and what is not covered.

You are in the minority if you completely understand or are familiar with your insurance policy. Even if you feel comfortable with the knowledge you have related to your coverage, exclusions and limits, you would be wise to schedule a meeting with your broker early this year to review the policy. Far better to ask questions about the policy now than to learn after a loss about coverage gaps, limitations or exclusions that representatives of your insurance company may assert are applicable.

Your expertise may be in overseeing properties, maintaining the grounds, keeping spaces leased, collecting payments, addressing needs of the tenants and more. Yet with a sudden or accidental event at the property – a fire, a break in a water line or hail damage with water entering from the roof – everything could change in one moment. If your expertise is not insurance coverage or adjusting property claims, you turn to others for their knowledge, most likely representatives of your insurance company.

However, gathering information and asking questions of those who are not affiliated with an insurance company can lead to a better understanding of policy terms and conditions – or if there are changes you could implement to better protect a property or resolve a claim. You may learn your current understanding, based on the information you've been provided, is not entirely accurate or that there are other options available that work better for you and your situation. Your broker may be an excellent resource, but public adjusters or other insurance consultants also are available to provide input to include how property claims should be handled.

Few people contemplate having to understand a policy if a building is completely destroyed or how to properly handle a property claim. Do not assume your insurance policy provides the required coverage for all damage you may sustain in a loss. Learn about any specific damages that are not covered and why – requests for coverage information and clarification should be in writing. Does the policy include a 2 percent deductible or greater for hail or wind damage? If so, be sure you know the amount the owner is responsible to pay before receiving any funds from the insurance company.

You should know what the insured's duties are after a loss and how the insurance company will assist in recovering. It is important to know if your insurance company will work with your selected contractor to reach an agreement on a reasonable and defendable scope of repairs, how the insurance company determines depreciation and the amount being withheld, and how the coverage limits and deductibles are set. Further, you should know if the property is insured to value and when a co-insurance penalty might apply, and if you are able to request coverage not found within your policy for an additional premium. You should ask if your insurance company will issue an advance payment to assist with immediate temporary and emergency needs, or issue payment to relocate tenants or residents to minimize a business income loss, and be sure to ask how the extra-expense coverage is utilized.

Another important piece to consider is if your building has adequate coverage for increased costs of construction to adhere to applicable building codes. Changes are being made constantly to building codes in an effort to make structures safer and more energy efficient. Older buildings may not have a fire-sprinkler system or Americans with Disabilities Act accommodations. If the building is damaged, costs to install fire sprinklers and meet ADA requirements may be enforced. Since the sprinklers and accommodations did not previously exist, the costs would fall under a separate coverage for code upgrades. If the limit is not sufficient to address all code costs, the owner will be most likely incur out-of-pocket costs.

Keep accurate records regarding on-going maintenance at the property. Assess risks at the property annually – risks that might impact coverage of the property and risks that might impact tenants and the public. Maintain copies of all written communications with your insurance company regarding coverage and information you have requested. Assessing and better understanding your property insurance coverage in 2018 is a worthwhile resolution.▲

Sustainability

Survey finds Energy Star remains indispensable

In early 2017, the White House's administration's budgetary draft recommended the Environmental Protection Agency start "developing legislative options and associated groundwork for transferring ownership and implementation of Energy Star to a nongovernmental entity," generating concern over the future of the program.

Founded in 1992, the EPA's Energy Star program has been influential in advancing energy efficiency within the built environment. As commercial buildings and plants account for nearly half the country's energy use and generate substantial emissions, the program was expanded to include an energy performance rating system for buildings and facilities, providing a means to track such performances with its free online Portfolio Manager tool. Benchmarking is determined by comparing buildings nationwide comprised of the same primary use, and data comes from the Commercial Building Energy Consumption Survey.

Today, more than 450,000 commercial buildings are benchmarked with Energy Star with several studies showing that energy-efficient buildings, including Energy Star certified facilities, may generate higher rents, higher occupancy rates, increased sales prices and stronger risk mitigation.

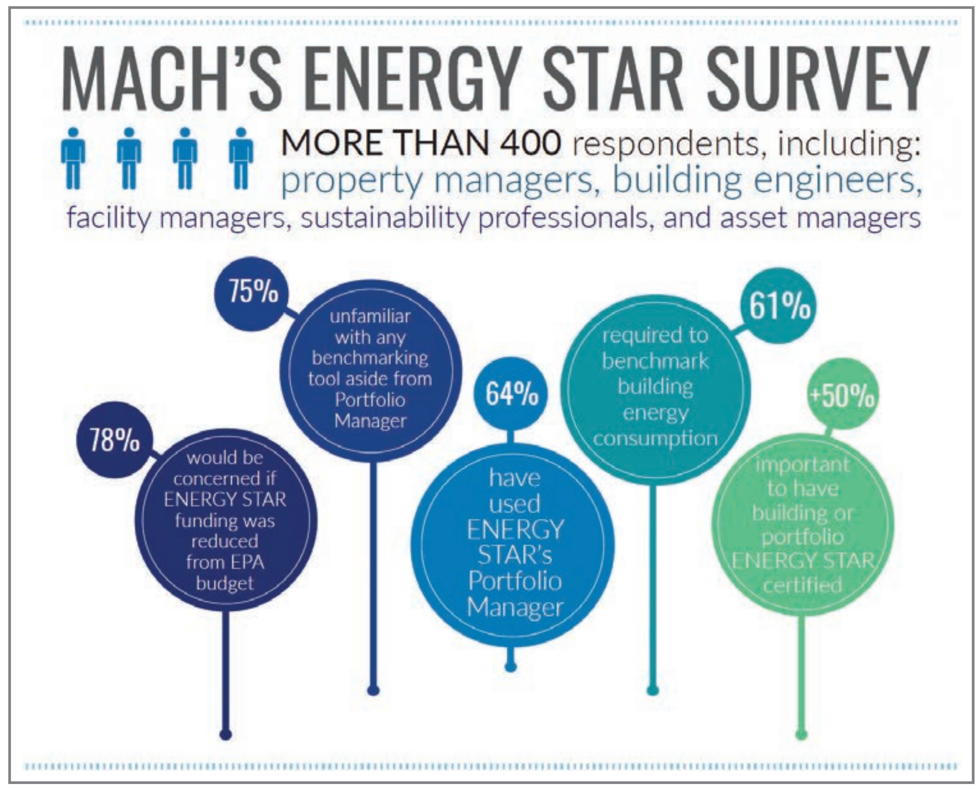
• **Energy Star benchmarking ordinances.** To increase transparency and incentivize efficiency, many local and state authorities began requiring their building stock to track and decrease energy usage.

Jon Moeller
CEO, MACH Energy, San Francisco

As of September 2017, 29 cities nationwide, including Boulder and Denver, rely on Portfolio Manager as a foundation for their energy benchmarking and transparency policies.

Denver's 2007 Executive Order 123 required all new municipal buildings be constructed and designed to earn Energy Star certification and ordered existing city owned-and-operated buildings to track and report annual energy use via Portfolio Manager. Newer initiatives call for decreasing energy consumption of commercial and multifamily buildings by 10 percent by the end of 2020, and double that in the following decade. To do so, in 2017, the city began requiring buildings over 50,000 square feet use Portfolio Manager to annually benchmark their energy use and report their Energy Star score; buildings over 25,000 sf must start in 2018. Buildings failing to comply after a certain grace period face a $2,000 penalty.

Denver also hosts an ongoing voluntary benchmarking and resource reduction competition called Watts to Water. Applicable buildings participate by tracking and reporting energy and water consumption in Portfolio Manager, measuring reductions against a 2010 baseline. Buildings with the greatest reductions in energy and water-use intensity at the end of each year are awarded and recognized for their efforts.



MACH Energy

"We've found Energy Star highly effective in demonstrating energy-efficiency progress to third parties including tenants and ownership," said Sandy Robinson, vice president of JLL's Independence Plaza in Denver and winner of the 2016 Watts to Water Visionary Award. "We've improved our score by at least 10 points over the years, something we are very proud of … suffice to say, losing Energy Star would be unfortunate!"

Fifty-three percent of Boulder's greenhouse gas emissions come from commercial and industrial buildings. In 2016, the Boulder Building Performance Ordinance mandated existing buildings over 50,000 sf, new commercial and industrial buildings over 10,000 sf, and city-owned buildings over 5,000 sf begin annually tracking and reporting energy use in Portfolio Manager. The progressive ordinance also calls for implementing

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Perspective

6 ways to build loyalty and avoid staff turnover

Nick Mertens
Vice president of property management, Atlas Real Estate Group, Denver

Property management is an industry built around outstanding customer service, so our team knows the importance of people. Maintaining good relationships with residents and tenants of all kinds is what keeps revenue flowing. But in order to keep our customers happy, property management team members must feel fulfilled in their jobs as well. Happy people deliver the best service, which, in turn, leads to loyal residents.

However, property management is a stressful and demanding industry, so it's not always easy to keep your team members content. As managers, it's our job to consistently check the pulse on our teams to make sure we retain our top talent. How do you build a rock-solid culture and gain more loyalty with employees? Following are six of our best tips.

1. Develop a company culture that gives back to your team. Building an enjoyable company culture is the key to any people-centric business. Most employees work to earn a paycheck. However, according to a 2016 survey by Glassdoor, 57 percent of respondents said that benefits and other company perks play a major role when deciding to pursue a particular job. For example, the popular start up Airbnb offers its employees an annual $2,000 stipend to travel wherever they'd like.

So, find ways to reward your employees for hard work and have fun. They're likely spending over 40 hours a week in your office, and that's a big commitment. It's crucial that you make sure they feel valued and respected with their time.

2. Acknowledge good days. We all know managers who only acknowledges their employees when they do something wrong – don't treat your team this way. Acknowledging your team's successes goes a long way. When they deliver great customer service, tell them they did great work. It's that simple.

Likewise, although it might be difficult at times, don't focus on every little mistake. Remember that everyone has bad days, and put yourself in their shoes. They're working a difficult job, and bad days are bound to happen. When small mistakes happen, give them a hall pass. Excellent team members will know when they made a mistake and won't need to be told what they did wrong again.

3. Don't fill their days with "fluff." How many meetings have you been to that were of little to no value? Don't fill up your team's calendars with pointless meetings, appointments and other "fluff" that could be covered in another way. People feel disrespected when they are asked to attend a meeting that isn't a valuable use of their time.

Take a look at your schedule and cancel any unnecessary meetings. If an in-person meeting can be reduced to a phone call, or a phone call can be reduced to an email, do it. Your employees don't want to waste your time, so you should show them the same respect. After all, their time is your money.

4. Discover their personal goals. Everyone in a company has personal and professional goals they'd like to achieve, from the receptionist to the CEO. No matter the size of your team, try to spend time with each individual team member to understand her personal goals. This shows that you truly appreciate your employees and want to see each succeed.

Once you know their goals, craft ways that you can support them and acknowledge when they hit milestones. For example, if an employee wants to pay off $3,000 in debt over the next 12 months, show them that you're invested in their goals by making a deal. Advise them that every month they pay down $200 toward this debt, you'll chip in another $50. This small gesture of support will go a long way in terms of this employee's morale.

5. Challenge your team members. Throughout my career in management, I've found that the majority of people I work with are capable of taking on more responsibility as they grow in their position. I like to challenge these people, and they often thrive because of it. Don't just give meaningless tasks that you know your employees can do. Give them tasks that they could fail at, and embrace that failure as a normal part of the learning process. As they achieve new jobs, keep adding them until they have bigger responsibilities on their shoulders.

This will help them grow professionally. They'll come to you with questions, but use this as an opportunity to teach, not tell. When they ask the question, "What should I do in this situation?" Respond by asking them, "I'm not sure, what do you think is the right way to tackle this?" After they have answered their own question, put them in charge of making it happen.

6. Provide company-sponsored events to relieve stress. When you achieve something great as a team, switch up your normal routine and reward your people for their hard work. Spice up a routine meeting by going to your team's favorite lunch place. When you hit your leasing goals, give everyone $100 in cash, head to the shopping mall and require them to buy something for themselves.

Again, property management is a stressful industry, and you don't want your team to hit a wall. So, every once in a while, make sure that you stop and double-check that no one is being overworked. If they are, offer to take something off their plate and give it to another team member to avoid burnout.

These six methods might take a little more time out of your day, but the return on investment you'll get from your employees is huge. Remember, the more you invest in your team, the harder they'll be willing to work for you.▲

Maintenance

Use energy analytics to track building performance

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

Tracking the performance of your facility investment is no different than any other asset. It is part of a sound operations process; it can identify improvements, verify performance and ensure savings persist over time. Improving building performance continues to be one of the highest-return, lowest-risk investment opportunities and helps commercial real estate organizations reduce operating expenses, increase property asset value and enhance the comfort of their tenants.

Building energy systems often consume approximately 15 percent more energy than is necessary, due to system deviation from the design intent. And even with the powerful aid of building automation systems, identifying the root causes of energy waste in buildings can be challenging. And energy waste often goes hand in hand with comfort and air-quality issues in buildings, offering an opportunity to solve nagging facility issue that boost tenancy and production.

Even when buildings are "tuned-up" to operate better, performance can drift over time. Energy drift is the concept that buildings do not perform – from an energy consumption standpoint – as well over time as they did when they were first built. As much as 10 to 30 percent of maintenance costs can be incurred due to energy drift if a building performance is not analyzed and optimized over time.

This holds true for any building, regardless of its age or green building certification.

Similarly, a building energy manager or sustainability team might initiate an energy-efficiency project or commissioning in an attempt to get the building back on track. While this holds well for a short time, the drift begins again until comfort problems of utility cost escalate to a point where another project is implemented.

So, what can you do if you don't currently track your performance? A good first step is to benchmark your building or portfolio of buildings. Benchmarking is the practice of comparing the measured performance of an organization, facility, end use or device to itself, its peers or established norms such as a reference building or code-compliant building. For your buildings, you may compare your energy costs or top customer comfort or operational complaints from one year to another or compared to similar facilities. In doing so, benchmarking can help select which buildings to target for improvements.

Currently, the city of Denver under its Energize Denver program requires benchmarking. Other municipalities around Colorado and the nation also require it. Benchmarking gives the big picture but, while it's a good snapshot start, it's not great at detecting problems early. The Energy Star Portfolio Manager is a popular, free tool for benchmarking a facility.

To track facility performance at a systems level and further improve comfort and operating costs, building operators or facility managers often rely on building automation system to keep things under control – but an automation system is not enough to reach optimized building energy performance. In order to help best address the challenges in maintaining performance, building automation systems should be combined with energy analytics to generate a real time, whole building energy diagnostics and performance monitoring system. The proposed system continuously acquires performance measurements of heating, ventilating and air-conditioning, lighting and plug equipment usage and compares these measurements in real time to a reference expected design condition or acceptable performance.

Energy analytics tools – also known as fault detection and diagnostic tools – automatically detect faults and may help diagnose the cause of the fault. The tool often is an add-on software program to a building automation system, and it monitors system data from the building automation system. Not only can it identify problems, but also it ranks the problems with respect to energy, comfort and cost impacts. Automated detection of faults saves time, finds those hidden problems and gives operators more information on a problem and its potential cause. Energy analytics tools also offer integration with utility bill tracking/benchmarking software and work-order systems, which makes them even more useful. Our clients prefer deploying these tools using software licensed on a subscription basis versus purchased platforms, as this results in lower up-front cost and ease of installation and external support.

Energy analytics can be combined with energy information systems or energy dashboards, which are broadly defined as performance-monitoring software, data-acquisition hardware and communication systems used to store, analyze and display building energy data. Like the dashboard on your car, it provides a glimpse of key performance indicators and may incorporate a "check engine" light, but lacks the of level of detail or sophistication to inform users on where to act for improvements. These systems typically provide utility building level data and are useful as marketing or communication tools for building performance to tenant, customers and staff.

Buildings that are prime candi-

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Maintenance

Winter weather: An in-house preparation checklist

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

Preventive repairs are the best way to address problems while the problems are cheap and easy to remedy, before they become huge, time-consuming tasks involving lots of money. There are a few aspects of your properties you can examine and maintain to help avoid expensive problems down the line, especially as winter approaches.

1. Inspect vacant units. It is important at this time of year to make sure all unoccupied spaces in your facility are winterized. One burst pipe in a vacant space can be a nightmare for your tenants and cause you unnecessary grief. Vacant spaces in shopping centers typically do not require gas during the summer months. However, during the winter months, gas and electric are required to operate gas-powered heating, ventilating and air-conditioning units. It is easier to check that the gas and electric are turned on well before winter weather hits. Utility companies often have long wait times for turning the gas on or setting a meter. A simple lack of sufficient heat can cause the water pipes to freeze, which can lead to cracking, breaks and expensive water losses.

2. Seal cracks in the sidewalk and asphalt. Winter weather can be brutal to concrete and asphalt. Open cracks will allow water to penetrate, freeze and swell, which will cause even more deterioration.

3. Stock up early on ice melt, shovels and de-icer. Supply stores often run out of these items if you wait until a storm hits. It's also important to get the right product. For example, using standard rock salt on sidewalks can cause deterioration and damage.

4. Protect the pipes in all unheated areas of your building. These pipes are the ones most likely to freeze. Use insulation tubes made of polyethylene or fiberglass to add an extra layer of defense. You can purchase these from most hardware and supply stores.

5. Check all boilers, furnaces and HVAC systems. Have the maintenance completed early so you don't end up waiting on repairmen after a leak occurs. The heating portion of the HVAC units typically is not utilized in the spring and summer. The simple lack of use can cause a unit to function incorrectly. It is best to have the units inspected, serviced and tested by a professional prior to winter arriving. If the facility needs heat quickly due to imminent weather, an electric space heater can provide a temporary solution that won't impact the systems themselves.

6. Inspect all fireplaces. "Chimneys, fireplaces, and vents shall be inspected at least once a year for soundness, freedom from deposits, and correct clearances. Cleaning, maintenance, and repairs shall be done if necessary," states the National Fire Protection Association Standard 211.

This current national safety standard is the correct way to be proactive in preventing problems. It takes into account the fact that even if you don't use your chimney often, debris can build up in the form of animal nest or other types of wear and tear and natural occurrences that could make a chimney unsafe to use. The United States has over 25,000 chimney fires annually. This equates to over $120 million in property damage every year.

7. Check all windows and doors. Clear out the sills and gutters. Make sure water has a place to go if it begins to accumulate. Weep holes in windows were designed to allow water to "weep" out, but if they are clogged, the water can end up in the interior of a structure.

Check the perimeter weather stripping on windows and doors. Reattach or replace it if it shows signs of being loose or worn. Loose weather stripping can let cold air in and reduce energy efficiency. Additionally, check the caulk and sealant around windows and doors. If they show signs of deterioration, reapply in order to help reduce potential drafts and leaks.

8. Check all of the exterior seals. Exterior seals ensure you are keeping the cold out and the heat in (vents, masonry control joints, roofing and gutters). Split or weakened wood on the roof or near the foundation often is associated with water penetration and may allow moisture or cold air to leak into your property, leading to more costly repairs. Examine for signs of moisture leakage and replace all damaged wood. When in doubt, contact a professional for further examination.

Typical signs of water intrusion are water accumulation, discoloration of ceiling or walls, changes in the texture of the ceiling or walls, warping or buckling of floors, sagging or sinking of floors, and odors caused by mold and mildew.

9. Select good entrance mats. Locate mats on both the inside and outside of the entrances and exits. This also will alleviate potential slips and falls.

10. Have a list of preferred vendors ready. Check references, insurance and credentials before an emergency occurs. Preferred vendors deliver the best overall value based on price, response time capabilities, quality of workmanship, past performance and ease of retaining services. Many vendors offer training to ensure the facility staff is knowledgeable about the equipment used when pipe freezes and floods occur, which helps keep the expenses at a minimum when emergencies happen.▲

Maintenance

Explore service provider partnership benefits

Chris Westlake
Vice president and general manager, RK Service, Denver

You probably have an agreement with a service company to provide some combination of scheduled maintenance, staffing services and emergency repairs for your properties. But the emerging trend in service providers is a move toward offering facilities management partnerships – a more comprehensive level of operations management.

This type of partnership transcends standard service agreements because it enables property managers to not only maintain smooth building performance, but also to accelerate the achievement of long-term business objectives, such as using technology to maximize facility uptime and efficiency while lowering your total cost of ownership.

If you can you relate to these issues, you may want to consider outsourcing to a facilities management partner.

• **You'd like to evolve from reactive to predictive maintenance.** As maintenance evolves from reactive to preventive, you can see the glow of predictive maintenance on the horizon – but you don't know how reach it. A facilities management partner can recommend or implement the operations processes and technologies to get there faster.

• **Budget should be a four-letter word.** Who hates budget planning more – you or the CFO? Many property managers feel trapped by the current budget due to equipment life expectancy. A facilities management partner can help evolve the budget process and develop a long-term budget based on helpful technologies and a fresh perspective on the asset life expectancy and the anticipated costs for maintenance as assets age.

• **You're not sure what your facilities' goals should be.** Not sure how to set meaningful goals and measure them? A facilities management partner has the depth of experience to evaluate the facilities and equipment and help managers set achievable goals for performance, energy efficiency and uptime, as well as appropriate reporting.

• **You aren't achieving management goals.** Your team is overworked and are too busy handling day-to-day duties, routine maintenance and emergencies. As a result, your long-term goals get set aside – yet again. A facilities management partner can take over some of the daily operations so the team has more time for bigger picture issues.

• **You can't find qualified workers.** Colorado's low unemployment and the high demand for skilled trade workers has put many in a bind. Property managers just can't find enough qualified people fast enough. By outsourcing staffing to a facilities management partner, you can rely on having enough staff and closing the skills gap.

• **You don't know enough about your assets.** Tracking every one of your mechanical assets is a daunting and difficult task. A facilities management partner may offer asset management technology to accurately inventory and monitor all mechanical and electrical assets. Today's technologies can provide real-time access to warranty status, maintenance histories, upcoming scheduled events, end-of-life forecasts and more.

• **You need to reduce supply chain costs.** You believe you're spending too much on parts, equipment and logistics, but vendors aren't budging. A facilities management partner should be large and capable enough to match materials and resources to any type of job, and save managers money through national bulk-purchasing agreements with original equipment manufacturers.

• **It's too hard to keep up with technology.** Equipment and technologies continually become more complex and intertwined in the Internet of Things. Ownership wants technology solutions, but you don't know where to start. A facilities management partner can help navigate the options and select technologies that are best for the asset's needs.

• **Your in-house team needs training.** It's not uncommon to realize you need to upgrade your team's knowledge. A facilities management partner often offers OEM and service training for in-house facilities staff. These partners would have management's best interests in mind and help ensure you to have a stellar team for success.

In addition to the day-to-day activities, a facilities management partner can help property managers achieve long-term business goals in four ways.

First, facility management partners can help reduced operational expenses with a variable cost structure. By switching from a fixed facilities cost structure to the variable cost structure that an outsourced partner provides, resource and cost adjustments can be made as market conditions change. This structure also allows for scalable resources, technologies and specific expertise only when needed.

Second, these partnerships can help create peace of mind by providing property managers with technical skills, broad knowledge and experience from multiple industries on all types of equipment. It also can provide managers with access to the top service best practices and technical capabilities available.

Third, the partnerships can improve processes and boost productivity by reviewing your operations – including current staffing, information management costs and back office functions – and offer recommendations to help you implement strategies to boost productivity and reduce on-going overhead costs.

And finally, these partnerships offer reassurance that your facilities services can expand as needed. A good facilities management partner

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Technology

The return on investment of intelligent buildings

Michael Leahey
Managing director, PACE Equity, Denver

The commercial property of the future, like its residential cousins, will be a building with which you can have a two-way conversation, incorporating each subsystem of a whole building system. A simple analogy to this is Alexa, the best-known brand in "smart home" consumer system, designed to integrate and manage all of a home's systems. Within the next few years you may find yourself asking some version of, "Alexa – what's our return on investment?"

Imagine a building owner who had someone on staff who knew everything going on in your buildings – down to the level of energy usage, foot traffic, maintenance requests, etc. – and had the authority to make real-time, cost-saving decisions and recommendations of future opportunities to owners and managers – instantly. Most building owners would hire that person in a second. As you may have guessed, this all-knowing staff member isn't human, but is intelligent – artificial intelligence has come to commercial real estate and is poised to create major changes in the way we do business.

On the commercial side, building management systems have existed for decades – I started my career in 1999 helping design them – but the new wave of intelligent buildings will be different. Not simply "smart" (by which we mean internet enabled), they are guided by artificial intelligence, with each building system connected to the cloud and to each other through applications, along with dozens of sensors providing unprecedented amounts of data, and machine-learning algorithms to gather and analyze it all.

Far more than merely an Internet of Things, the new BMS is programmed to automatically allocate resources, under changing conditions, at the highest level of efficiency, limited by individualized management rules – such as the tradeoff between cost and comfort. Commercial building systems that have, or will have, intelligent building applications include heating, ventilating and air-conditioning systems, lighting, windows, appliances, locks, electronic vehicle chargers, rainwater recycling, as well as other energy-saving subsystems such as energy storage devices.

There are three important takeaways for building owners and property managers:

1. Invest in building your company's IQ in this space. Building managers must understand the changing technology environment and the economics well enough to hire the right teams to plan, budget and manage the project, while identifying the costs and benefits that need to be transcribed into financial pro formas in a way that demonstrates a return on investment. Extra work will be required to help investors and lenders alike understand the importance of BMS and its economic returns.

2. Tenants will become more engaged and will demand more individualization of services. Much of the data captured and analyzed by smart buildings will be tenant generated, and this is where intelligent buildings really differentiate themselves from merely energy-efficient buildings. If the offices, hotel rooms, apartments and leased spaces were always gathering information on your tenants – with their consent and active participation – owners would have a fountain of valuable intel providing tenants additional services for a fee.

3. It will be easier to identify and take advantage of low-hanging fruit energy savings, because automated and optimized systems will make it so. The U.S. consumes over $1 trillion in energy and over 40 percent is used by buildings. Of that amount, up to half is wasted – an opportunity worth up to $100 billion annually. Intelligent buildings, with the efficiency of each subsystem being used in the right way at the right time, delivers a level of savings beyond utility expense. This will free up owners to think about next-level investments, such as on-site solar power generation.

Ultimately, what is the return on investment for smart buildings? Set up costs are not insignificant. Estimates range from 75 cents to $1 per square foot (versus up to $2.50 per sf for traditional, noncloud-based BMS), not including the cost of adding a building engineer or outsourcing to a services firm. Of course, this cost will vary by complexity and level of service.

Savings then come in two flavors. The most essential are energy costs reduced or avoided, estimated to be in the 25 cents to 50 cents per sf range annually (up to $1 per sf in some high-demand parts of the county), for a payoff period of 1.5 to 4 years. Note that this is a quick analysis based on recent (and not peer reviewed) research, and further analysis is called for.

Other returns include savings from process efficiency, enhancing brand equity, stabilizing future revenues through higher customer engagement, decreased payroll and maintenance costs from automated functions, and environmental benefits such as air quality and reduction of a building's overall carbon footprint.

For most building owners, while the benefits are real, the cost now may yet be too high. I recommend starting with one smart system – HVAC, for example, and build on interoperability, system by system. Several companies are developing a commercial 'Alexa' to be the conductor, but it's too early for me to tell who will take the lead. I advise taking advantage of a cloud platform offered by third parties versus building out your own. Innovative financing options – such as those provided by Commercial Property Assessed Clean Energy financing – can cover 100 percent of the cost of a control system added to a building, helping to match the investment's cash outflows to its future benefits.

Building management soon will be a two-way conversation with you and your BMS. As futuristic as it all sounds, who would have thought 10 years ago that our phones would come to dominate our lives the way they have? Those who prepare for that conversation today will be well positioned for the future – and the future is coming on fast. ▲

Management

Tips to increase movement among your tenants

Angela Nichols
Senior vice president, Elevation Corporate Health, Denver

If you tracked how many steps you took from the moment you started work until you clocked out for the night, how many steps would you get? If you're being honest, the answer is probably "not much." Especially if your job requires you to sit behind a computer all day, without any incentive to move. Humans were born to move, but how can you do that with a job that requires you to stay stagnant all day long?

A poll of 3,000 workers found that almost 60 percent of respondents felt overweight, according to an article on Time.com. More than four in 10 respondents said they had gained weight at their current jobs, up from less than 40 percent last year, and more than 20 percent said they've gained 10 pounds or more.

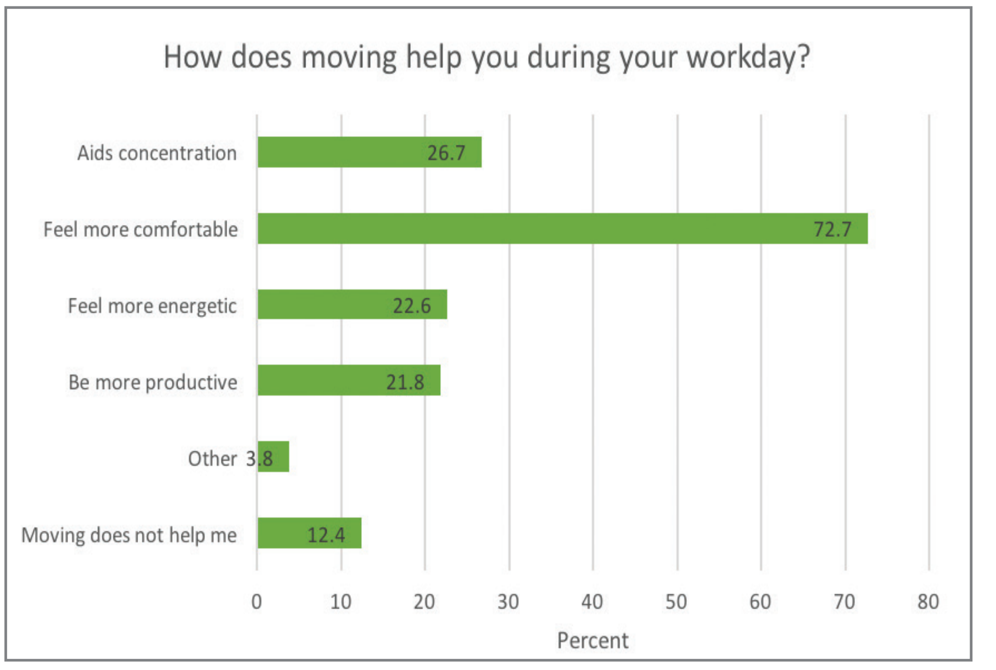
It's not surprising that many of the reasons for gaining weight are due to sitting at a desk all day or feeling too exhausted after work to exercise. Furthermore, added stress from hitting deadlines or dealing with family issues can lead to tighter waistbands and a higher number on the scale. Ever worse, it can lead to less retention of employees, unhealthy employees, higher health care expenses and more used sick days.

This is something you, as a building manager, can help change. More importantly, it's something for which you can start taking responsibility by creating more movement opportunities in the workplace.

Movement throughout the workday provides many benefits to your tenants and employees, including being more present, productive and energetic. By providing and supporting movement in the workplace, you encourage them to make healthier decisions throughout the day. And with happy and healthy employees, you'll be more apt to provide more opportunities for movement.

If you're a property manager who wants to get your tenants and your management staff to be more productive, positive and enthusiastic, here are a few ideas to get started:

- Support a culture of movement by making the stairs a more pleasant experience than taking the elevator.
- Create "movement spaces," which can include a rentable walking or stand-up desk, small exercise equipment located in unused corners of your office space, or hosting quick group stretching breaks in hallways or unused conference rooms.
- Provide outdoor walking trails that are easily accessible.
- Hire a third party to create friendly movement competitions, organize a building 5K run/walk, or a family friendly field day.
- Offer on-site group fitness classes, personal training or a staffed fitness center.
- Provide educational experiences such as lunch-and-learns with topics including "how to meal prep" or "walk and talk with an expert."
- Offer walking/running gait analysis and fitness assessments.
- Encourage members to change one-on-one meetings with co-workers into a walking meeting outside.



Allsteel

The result of a study conducted by Allsteel about movement in the workplace. Respondents could check all that applied.

In a recent study done by Allsteel, when employees were asked if moving throughout the workday helped, the results pointed to a resounding yes.

We all know that our workforce is changing. The millennial generation is revolutionizing the workplace, from creating cozy lounging areas and free snacks to kombucha on tap. While having this kind of casual environment might not be feasible in your workplace, consider bringing fun into the office. For example, you can place a foosball or pingpong table in a community area or provide social areas to help your tenants' employees take a break from the grind so they can return to their desks refreshed and re-energized.

If you don't have any extra room inside, consider setting up corn hole, ladder ball or pingpong outside, if the weather permits. You can even provide an online application to keep track of a fun tournaments between tenants or to keep score for all to see.

Now more than ever, employees need to find a space to move. Giving them the opportunity to do that within the workplace is conducive to help everyone be healthier and happier.▲

Managers, owners should plan for climate change

Most real estate managers already have practices to deal with current climate variations, such as plans for snow and ice removal, severe weather shelters, and climate-control features for indoor and outdoor workers. However, when looking at the future impacts of climate variations, facility owners cannot simply rely on the assumptions that climate will remain consistent. It is important that owners and facility managers work together to prepare for resiliency and adaptation to climate change.

There is a shift in the way real estate managers should begin to prepare and plan for effective adaptation to the long-term effects of climate change. While the focus was once on a reactive approach to climate-related issues for facilities, building resiliency is a more proactive process that takes into consideration the various roles managers and owners play and how they work together for the short- and long-term strategies for a property.

Both parties take on separate roles when it comes to preparations, but they must work together to ensure success. Facility managers will be impacted by the day-to-day challenges that climate variations pose. For example, facility managers must budget for things like salt and snow removal and will need to change their approach as climate fluctuations occur. Expected weather patterns and established "climate norms" are changing year after year, driving the need for updates to plans and processes. Managers are tasked with ensuring everything runs smoothly and efficiently surrounding the infrastructure and the short-term weather problems that occur.

Miranda Mair
Quality scientist and meteorologist, Wenck, Golden Valley, Minnesota

While property managers look at the near-term effects, property owners are faced with the long-term implications of climate variation. Owners should be focused more toward building resiliency throughout their commercial real estate assets. Their first responsibility is to protect the value of their investment, so they must ensure their building design can withstand the projected climate threats that are coming toward their region. For example, instead of sizing air-conditioning units to handle current average summer temperatures, it could be beneficial to assess the threat posed by increasing average or maximum high temperatures driven by climate change. Owners should be looking ahead to see if there are long-term solutions to apply to design of their infrastructure to better prepare for the coming years.

> Owners should be looking ahead to see if there are long-term solutions to apply to design of their infrastructure to better prepare for the coming years.

So how do the two levels effectively work together? It all starts with a simple conversation. Both owners and managers have roles that complement each other and are important for the success of real estate properties. The first step in developing a planning process is to come together and identify key stakeholders throughout the organization to make the planning process more effective and ensure there aren't any crucial parts left out. There isn't one person who has full knowledge of the workings of an entire building.

After key stakeholders are identified, the next step is to establish a climate baseline and develop a projection scenario to inform the risk assessment process. Climate change models vary in scale and scope, and the challenge lies in downscaling the model outputs to a regional, local or facility-specific level. Likewise, varying emissions scenarios play a role in the timing and severity of projected climate threats. Blending these model outputs with additional analysis creates a clear picture of what can be expected, which allows for a more focused risk assessment process.

Effectively communicating these future climate scenarios to your key stakeholders should be a priority. Once everyone is on the same page regarding expected threats, it becomes easier to quickly identify the biggest threats, potential opportunities and priorities for building resiliency. It is important to identify assets and prioritize them in order of adaptive capacity and determine if they pose a long-term or short-term threat.

Conducting a risk assessment is a critical process through which owners and managers identify the impacts and risks of climate change for their building, and how it might impact their critical assets. The goal is to understand how changes in a specific climate variable will impact key assets and building systems and proactively plan for ways to mitigate potential harm.

Developing a strategic planning process and identifying best practices surrounding how real estate managers and owners can work together to ensure success is crucial when it comes to the impacts of climate variations. Both roles complement one another and are necessary to find a successful approach to protecting assets and real estate. Enhancing common practices most organizations already have in place that deal with current climate variations will help develop a long-term scope to ensure everyone is prepared moving forward.▲

Management

Build a community that is ready for active threats

Over the past year I have become more possessive of projects I designed. I always enjoyed seeing them serve their purpose and fulfilling visions, but as news stories about tragedies became consistent, I started feeling increasingly protective of the people using the properties I designed. The real estate community has reacted appropriately to begin addressing security, safety and protection. But we have an opportunity and responsibility to take steps to address the sense of vulnerability that is gripping the public.

As commercial real estate professionals, we touch virtually everyone on a daily basis. Everyone lives, works or engages in daily life in a building or public accommodation that we have designed, built, own, service or operate. Which means we can take the lead in making a difference. What I learned is that the difference is found in awareness and preparation.

Active threats are part of our reality, with events happening almost daily. This is a difficult subject to talk about, but thinking about and planning for response to an active threat can save lives. As the saying goes, "your body cannot go where your mind has not been." Preparedness is an important part of readying your body to take action should you find yourself in an active threat situation. Preparing for disasters can be uncomfortable. However, we know talking about active threats and taking small steps toward preparedness can be empowering.

Todd Decker, AIA
Regional preparedness lead, American Red Cross, and commercial facilities architect, Denver

We need the public – our clients – to understand that they are not helpless. On the contrary, they are key to the community effort to suppress a threat and respond and recover if it comes to pass. This is where property managers come into the picture. It is vital that management staff is trained and prepared to react to an active threat.

It is important that a facility is known and familiar to first responders and security personnel. But, communicating those plans and preparing the tenants (whether they are professionals, students, residents or worshipers) is going to make the difference in the long run. In reality, in those first 5 minutes of a tragedy and then in the following days, months and years, these are the individuals directly impacted. They will put it back together, grow together and take care of each other.

The professional response to an active threat is the purview of law enforcement. However, every individual and organization has a responsibility to be adequately prepared to respond and recover should it occur near them. It is our collective responsibility to be empowered to save lives. In the case of an active threat, the police department and paramedics will respond immediately. Since most incidents are over in 5 minutes or less, lay responders play a crucial role in saving lives before law enforcement arrives.

So, what do we do? I decided to become aware. I wanted to contribute more to our community than just design or a simple business transaction – which lead me to become involved. What I am working to communicate is that resources exist to help build a resilient community within your building, campus or development. By taking the lead and bringing the necessary training opportunities to tenants and employees, you can multiply our resiliency by huge factors. You can strengthen these relatively small communities, and when they go home at night, they can strengthen the community at large.

We want managers to start talking about preparing for active threats. The more people talk about preparedness, the more likely they are to do something to get ready to respond. Engage tenants in planning and preparation, and communicate the building's plans and resources. Managers can provide training and empowerment for identifying and reacting to threats and teach essential first-aid that will save lives before emergency personnel arrive. Managers can assemble resources for recovery. In short, managers can build trust, confidence, capabilities and community.

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Facts about active threats in the workplace

The following information is from Corona Insights Workplace Violence Training Research.

- One in four employees knows at least one person who has been threatened with violence in the workplace.
- Many employees are interested in first-aid training and other actions to take during an emergency.
- Thirty percent of employees say they are concerned about workplace violence emergencies, and 40 percent of employees say they would like to learn more about how to respond in these situations.
- Eighty-seven percent of HR managers agree that formal training on workplace violence would make their organization more prepared.
- Employees are very interested in learning about actions to take during an incident of workplace violence.
- Since 2013, and with increasing frequency since then, an active-shooter incident has occurred every two to three weeks in the U.S.
- More than 1,270 people have been killed or wounded in 200 active-shooter incidents between 2000 and 2015.

Protect your assets, tenants against theft, scams

Although I am new to commercial real estate, I am not new to the numerous ways criminals try to victimize people. I have 19 years in law enforcement experience, and I would like to share some information to protect yourself as well as your properties, tenants and employees. Most crimes are crimes of opportunity and the criminals are always on the prowl. Hopefully this article will help to educate you and allow you to pass on this information to your employees as well as to your tenants and their customers.

One of the best things you can do is to always be aware of your surroundings. Simply look around when you walk out of your office. Be aware as you are getting into and out of your car. Simply acknowledging the people around you often can deter a criminal from committing a crime.

We all work in areas that make it easy for criminals to steal items out of our cars. You may park your car in an industrial park, business park, office building or retail center. The common thing for most of us is that we are parking our cars in open parking lots without security. This makes

Michael Pacheco
Property manager, Sessions Group LLC, Denver

it easy for criminals to walk through the parking lot and look in cars and try the door handles. Most of the time, the cars that are broken into are the ones in which the owner forgot to lock the door.

You can do a few things to deter someone from breaking into your car. The first thing is to always double check that your car is locked. If you have an alarm, make sure that you set it. Next, don't leave any valuable items in your car. If for some reason you do have to leave something valuable in your car, make sure you hide it the best you can. If a criminal cannot see it, he is less likely to break into your car. But remember, criminals spend a lot of time doing what they do, so when they see a jacket or blanket with a bulge under it, they know you are hiding something valuable. Try to place valuables in your trunk or, if you have an SUV, pull the back

Make sure to educate your tenants on how you will contact them and how you will ask for payment from them, so they will not fall prey.

Help discourage theft from tenants' vehicles in parking garages by reminding individuals to lock their doors, stay alert and remove or hide valuables.

cover over them.

A new trend for thieves is to follow delivery service trucks and steal packages once they are delivered. We know that the property manager is not always at the office when packages are delivered. One way to combat that is by requiring a signature so deliveries are not left sitting out for someone to steal. You can ask neighboring tenants and businesses if they would be willing to accept deliveries for you.

Fraudulent scams are the fastest growing crime. The important thing to remember is that if it is too good to be true, it most likely is a scam. The basis of a scam is someone trying to trick you into thinking you are in trouble or in harm's way, that you owe money or you're given an offer you can't refuse.

On the business side of property management, be aware that scammers may try to mimic your company to scam your customers or tenants. Make sure to educate your tenants on how you will contact them and how you will ask for payment from them, so they will not fall prey.

Finally, one of the best things you can do is be a good witness. If you see anything suspicious, do not assume someone else will report it. Get a good description of the person. Also, a license plate number gives a great advantage to law enforcement. The more information you can give to the police, the better. Of course, the key is reporting information to law enforcement. I hope this information has been helpful.▲

Associations

Denver Metro BOMA celebrates the TOBY Awards

Denver Metro Building Owners and Managers Association celebrated The Outstanding Building of the Year Awards and holiday celebration with a packed house in the Seawell Ballroom at the Denver Center for the Performing Arts on Nov. 30, 2017.

Eric Weisenstein, outgoing Denver Metro BOMA president, Dagmar Kollar, Denver Metro BOMA president-elect, and Henry Chamberlain, chief operating officer of BOMA International, presented the awards.

During the ceremony, the following individuals were honored:

- **Principal member of the year:** Tanya Leung, RPA, with LBA Realty
- **Allied member of the year:** John Logan, Laff, Gordon, Bennett, Logan PC
- **President's Award:** Hunter Marr, RPA, FMA, LEED AP O+M with Unico Properties
- **Pillar of Excellence:** Pat Hilleary, with Brookfield Properties

The TOBY building award winners included:

- **1430 Wynkoop** – Amanda Granado, Unico Properties – under 100,000 square feet
- **The Quadrant** – Dagmar Kollar, CBRE – 250,000-499,999 square feet
- **1660 Lincoln** – Matthew Pavlakovich, Unico Properties – renovated buildings
- **AH Root** – Matthew Pavlakovich, Unico Properties – historical building
- **Harlequin Plaza** – Craig Frame, Unico Properties – suburban office park (low-rise) ▲

Tanya Leung, Principal member of the year, and John Logan, Allied member of the year

Hunter Marr receiving the President's Award, with Dagmar Kollar, Eric Weisenstein and Henry Chamberlain.

Pillar of Excellence award winner Patrick Hilleary with his wife Lisa

Matthew Pavlakovich with Unico Properties and his team at 1660 Lincoln

Craig Frame with Unico Properties and his team at Harlequin Plaza

Amanda Granado with Unico Properties and her team at 1430 Wynkoop

Standards

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provide greater clarity for all parties into how rentable numbers are calculated.

"BOMA is administered to deliver consistent and clear area measurements, so that the resulting measurements can inform decisions," said BOMA practitioner Mitch Luehring with Gensler. "Attention to detail and alignment with the standard is critical because of the financial impact the numbers have."

Other notable changes to the 2017 version of the standard include:

- An alignment with the International Property Measurement Standard, which provides the opportunity for consistent measurement methodology for comparing and benchmarking buildings across some international markets. The IPMS measurements for office buildings do not provide rentable area calculations and is not intended for transactional purposes such as leases.
- The inclusion of major vertical penetrations such as stairwells and elevator shafts "at their lowest level" in rentable area.
- The removal of the clause allowing for the inclusion of public pedestrian thoroughfares on the ground floor of buildings.
- The specification of nuances that affect measurements, including special conditions, new space classifications, tenant ancillary areas and more.
- The addition of details on how to apply advanced concepts, such as inter-building service and amenity allocations (formerly called limited-service areas and campus-service areas), occupant storage, circulation and standardized extended circulation calculations, etc.

Navigating the 'Factor'

You may hear "the factor" referred to as the "add-on factor" or "loss factor," but the correct term when used with BOMA Office Standards is "load factor." The load factor is the ratio applied to a building that accounts for all of the service and amenity areas in a building to calculate the rentable area. As demand for amenity spaces continues to trend upward, load factors are on the rise. Recognizing this, BOMA 2017 Office Standard gives the option to define capped load factors and other special calculations, which provides flexibility to keep all areas accounted for while defining a more market-tolerant load factor.

At Gensler, we see the future of the office continue to be one of community – where the focus is on flexible and personalized experiences for the workforce. The desire for spaces that support this will continue to be coveted by tenants – driving the factor up. In the past, some owners have resorted to "modifying" their BOMA calculations to get the numbers within a marketable range. Because BOMA does not recognize "modified BOMA" as a true BOMA study, this approach comes with risk.

"Misunderstood and misinterpreted building measurement data can result in serious implications when negotiating the sale, purchase or lease of a building," said Luehring. "With 2017, BOMA has curated a more tightly defined office standard that reigns in many of the arbitrary 'modified BOMA' interpretations out in the marketplace."

Although the changes to the updated BOMA 2017 Office Standard may increase the rentable area of office spaces, tenants and owners

Gensler

While the example above shows a 3 percent increase in rentable area, each situation is different. The impact on the rentable area of other office buildings may be larger or smaller.

will benefit from increased transparency into building transactions by improving an equitable way to proportionally divide space, allowing for a better comparison of buildings. Highlighting what today often is misinterpreted as a measure of efficiency, the load factor captures the proportion of the building that makes up these highly coveted amenities. This provides the opportunity for a different conversation between landlords and tenants – one that is focused on the value of the building amenities, and the overall percentage of the building area they make up.

Comparing 2010 and 2017 standards

To highlight the major differences between BOMA 2010 Office and BOMA 2017 Office, we measured a building with both standards using Method A. In this case, BOMA 2017 resulted in a 3 percent larger rentable area than BOMA 2010. The diagram indicates some of the impactful changes that affected the numbers.

With BOMA 2010 and even the 1996 Office Standard still considered viable measurement options, only time will tell how adoption of the new standard will play out. Understanding the nuances of each standard becomes important for determining which standard will be most advantageous for a situation. As we look toward 2018, we're excited to see if better transparency into building amenity metrics can assist in changing the conversation from one of cost to one of value. ▲

Eby

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gravity loads, slope stability, parapet height, overflow scupper locations, wind uplift, fire safety, occupancy safety, waterproofing, water retention and drainage, vegetation performance, plant selection, irrigation and adherence to an approved maintenance plan.

Importantly, the initiative includes certain exemptions. The green roof requirements do not apply to:

- Buildings or building additions for which completed building permit applications or completed site plan applications were submitted before Jan. 1, 2018;
- Residential buildings or residential building additions for buildings with heights less than or equal to the greater of either 50 feet or four stories;
- Commercial greenhouses located at ground level;
- Temporary structures; and
- Air-supported structures.

When a building's green roof space is less than what is required according to its gross floor area because of a variance or exemption, the developer or property manager must make a cash payment in lieu of meeting the mandates of the initiative. The payment amount is $25 per sf equaling the unsatisfied percentage of required green roof space.

Violations of the initiative are enforced by officials of the Development Services Division of the Community Planning and Development Agency. A person convicted of a violation may be assessed a fine up to $999, imprisoned for up to one year, or both. Each day a violation or offense continues constitutes a separate violation. If an enforcement officer provides a cease-and-desist notice, proceedings may be initiated against the violator no sooner than 10 days after the date of notice for all parties except the owner.▲

Sessions

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period of vacancy, paying commissions or improvement costs in connection with a new tenant.

If the business terms of the extension are agreed upon in advance, a landlord may have missed an opportunity to obtain rents in line with potentially more favorable current market conditions. Where the business terms of the extension are to be agreed upon at a later date, the parties might incur costs and expenses in negotiating, determining and litigating those terms.

At the end of the day, a landlord and tenant can, in most cases, find their way to mutually agreeable extension terms. ▲

Diehl

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is not satisfied with the decision, the owner has the option to file a second-level protest to the County Board of Equalization by the deadline listed on the Assessor Notice of Determination. A hearing is held by the County Board of Equalization and a neutral third-party hearing officer makes a decision based on evidence presented by the property owner or owner's agent and the county appraiser. If not satisfied with the results of the County Board of Equalization protest, the property owner can appeal the decision to the State Board of Assessment Appeals, District Court or Binding Arbitration within 30 days of receiving the County Board of Equalization Notice of Decision. Information on filing an appeal to the State Board of Assessment Appeals can be found on its website.

If a property owner does not file a protest by the June 1 deadline, he may be eligible to file an abatement petition and receive a refund on taxes paid. Abatements can be filed within two years after Jan. 1 of the year following the year in which the taxes were levied. The abatement processes are similar to the appeal process but with a lengthier timeline. For example, if a property owner suspects her property was overvalued in 2015, the deadline to file an abatement for the 2015 tax year was Dec. 31, 2017.▲

Westlake

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will have the depth, scale and technology capable of growing with you. As your market becomes more competitive, a good partner can handle more responsibilities, allowing you to focus on long-term goals instead of daily facilities operations.

So, next time you're ready to upgrade your facilities services, consider finding a facilities management partner. It will probably cost less than you think and will improve not only your facilities but also your ability to utilize the latest technologies, stay staffed, reduce overhead and enhance every aspect of your operations to boost your bottom line.▲

Moeller

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efficiency requirements, including performing energy assessments every 10 years, performing retro-commissioning every 10 years and implementing these cost-effective measures within two years, and implementing one-time lighting upgrades. The campaign also will phase in existing buildings:

- 30,000 sf or larger in 2018, and
- 20,000 sf or larger in 2020.

• **Survey results.** According to the EPA, Energy Star helped Americans save $34 billion in energy costs in 2015, while costing only $57 million a year to run. On this budget, Energy Star offers one of the most widely used tools among professionals seeking to monitor and measure their buildings' energy consumption for free.

Our recent survey on Energy Star found strong nonpartisan support, with industry groups and leaders making unequivocal statements touting the benefits. Respondents noted:

- 78 percent would be concerned if Energy Star funding was reduced/removed.
- 75 percent were unfamiliar with benchmarking tools aside from Energy Star.
- 64 percent reported Portfolio Manager usage.
- 61 percent were required to benchmark their facility/portfolio's consumption.

• **What's next?** Reduction or loss in funding for Energy Star may result in detrimental consequences to many of these ordinances. Portfolio Manager uses data from 2003, with a major update expected soon. Should funding cease, the update may not materialize and buildings will continue being measured against extremely outdated data, providing artificial and incorrect information. Continuous measurements and comparisons would be difficult, and incentives to reducing efficiency may be lost.

Unfortunately, no viable alternatives to Portfolio Manager exist. One solution could be for cities to build their own program and database, although the budget, time, manpower and infrastructure needed to take on such a project could be challenging.

In this unstable political climate, the future of Energy Star still is uncertain. Without ideal alternatives, numerous stakeholders – including policymakers, building professionals and industry groups – may have to consider what the loss of Energy Star could mean for them.▲

D'Antonio

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dates for energy analytics include any building with a building automation system. When implementing such a program, make sure you have the organizational capacity to analyze data, act on alerts and document actions. Consider hiring a building energy consultant to assist developing a program that's best for your organization and consider utilizing the vendor for monitoring and analysis as they have an understanding of the software that will help streamline implementation.

Energy analytics is beneficial at the single-building level. These analytics become even more significant when used across multiple facilities and geographic locations. Real estate investment trusts, large organizations with nationwide portfolios and facility management organizations are several of the organizations needing to evaluate energy usage at a large scale, and energy analytics can handle the data. So, whether you have a single owner-occupied facility or nation-wide portfolio, make the best of your investment by keeping your facility tuned and operating at peak performance utilizing energy analytics. Your customers, staff, tenants and shareholders will thank you.▲

Decker

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The Red Cross has proven itself in disaster situations over more than a century of active response. That same commitment is focused on active threats and is tailored to this threat's unique profile. The Red Cross has put together a set of materials based on widely accepted best practices supported by the Federal Bureau of Investigation, Department of Homeland Security and Federal Emergency Management Agency. The American Red Cross has an expertise and a vast network of resources, in regard to business preparedness. The broad range of Red Cross trainings include:

- Business readiness evaluation;
- Writing effective emergency plans and protocols;
- Leading hazard vulnerability assessments;
- Customized hazard and safety trainings;
- Response and treatment: stop the bleeding, hands-only CPR, first aid/CPR/AED;
- Active threats: run, hide, fight; and
- Disaster training and exercise observation/analysis.

The Red Cross is offering active threat and stop-the-bleeding training sessions free to businesses and nonprofit organizations of all sizes. This training will prepare organizations to recognize when an event is happening, teach steps to help prepare workers to respond, and includes basic training on first aid and bleeding control. More information on this program can be found on the Save a Life Denver website, savealifedenver.org.

We all say that people are our greatest assets, that we give back to our communities and that we value our relationships. We have the platform to make a huge difference, and it is time to leverage it. ▲

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