

PROPERTY MANAGEMENT *Quarterly*



How (& when) to help struggling tenants

Scott Graham, Unsplash

The pandemic continues to devastate many small businesses. There are a variety of things to explore if considering whether to offer a “lifeline” to a struggling tenant.

Many landlords and property managers are feeling the effects of the global pandemic – not necessarily the contagious effects of fevers, aches, etc., but the economic effect as many small businesses have had to close their doors. It is devastating to see the number of small businesses that have been hit so hard. And we may not be at the end yet. It is likely that certain segments of the commercial real estate world will see additional business closures in the future.



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Many businesses will struggle, perhaps not to the point of closure, but stressed to the point of not being able to make lease payments or fulfilling other lease obligations. This situation is not new. In the span of my career, I’ve seen the Black Monday

stock market crash of 1987, the collapse of the savings and loan industry and subsequent Financial Institutions Reform, Recovery, and Enforcement Act of 1989, the 2001 dot-com bubble, the recession of 2008 and now a global pandemic. Each of these events (and others) have had devastating impacts on tenants and landlords.

Many property managers likely will be, or already have been, approached by tenants requesting some sort of rent relief, abatement or other lease concessions. This

article will explore some possible strategies that might be of value as you evaluate whether to offer a “lifeline” to a struggling tenant.

The underlying premise of this article is that all things being equal, it is usually better to keep a tenant than find a new one. Lost rent, leasing commissions and tenant improvements are all costs incurred when having to re-tenant a space. This premise isn’t always true, but it’s mostly true. There are excep-

Please see Page 34

INSIDE

PAGES 11-13



Sustainability efforts

The time is now to tackle energy-efficiency projects as demand for green continues

PAGES 17-24



Energize Denver

The annual energy-efficiency awards included new COVID-19-related categories this year

PAGES 32-33



BOMA update

A letter from the association president and highlights from the virtual award ceremony

Contents

4	Property management news	16	An infection risk estimator shares valuable insights Dannie Dilonno
6	Tips to help avoid the ripple effect of lost tenants Dan Bartell	17	Energize Denver supplement
8	Tenants and owners: Balancing different demands David W. Hewett	25	Addressing 2021 maintenance staffing challenges Christin Daniels
9	In challenging times, gratitude is extremely important Steven S. Sessions	26	Enhance asset security without breaking the bank Kevin Carter
10	Important lessons learned as a property manager Jennifer Records	27	Oil & gas poised for eventual disruption in Denver Bradley Tisdahl
11	It is the perfect time to tackle efficiency projects RJ Mastic	28	Use tech to keep from being a vertical cruise ship Deb Noller
12	The demand for and marketability of green buildings John Shaw	29	Select the right app to reactivate your fitness center Angela Nichols
13	4 reasons why it's important to certify to LEED Charlie Woodruff	30	Private lot mobile payments gain in popularity Carmen Donnell
14	Skin protection: The keys to façade maintenance Darin Rickert and Bill Mahler	31	Customer service platforms are becoming essential Brian Wolff
15	Test for building envelope failure and water leakage Peter D'Antonio	32	Rising to the challenge: BOMA Awards

Letter from the Editor

Beginning 2021 with optimism

2020 decided to finish the year true to form, with rising COVID-19 cases and deaths, lackluster holiday shopping and bickering among politicians.

However, as we prepare to go to print, it's hard not to feel optimistic for 2021. As I write this, two vaccines are being distributed across the country, with others in the pipeline, and Congress passed an urgently needed second COVID-19 stimulus bill.


The vaccine efforts already are impacting one commercial real estate industry – industrial and warehouse space. We've all seen stories about the logistical challenges of distributing and transporting these shots, but I haven't heard details from property managers about how they had to ready their spaces, enhance protocols and security, or increase manpower. What is it like being behind the scenes for one of the largest distribution efforts in modern history?

While the roll out will take time, there is hope that by late spring or early summer, most Coloradans who want the vaccine will have it. That gives property managers roughly six months to come up with creative ways to attract and entice the pent-up demand many residents have been harboring for the past nine months while they forgo eating out, drinking with friends, traveling, going to the gym and shopping at the mall. The hope is that demand will come back for many of these coveted pastimes and being the "it" thing to do will drive even more demand – if you can figure out how to do so.

And then there's work. While as managers many of you have continued to be on site, undoubtedly you've seen diminishing tenants and limited employees in the office. This issue is full of guidelines for working with struggling tenants, encouraging safety and well-being within your spaces and engaging tech to make things easier. But what happens when the offices begin to fill back up? What can you show your returning tenants that you've done in their absence that will make them remember why coming to the office – and your building, in particular – is where they should spend the majority of their time.


2021 is going to be a very interesting year, but it's hard not to feel good about the opportunities that lie ahead. In this letter last year, I wrongly predicted that 2020 would be all about sustainability and energy-efficiency projects. Several articles in this issue, as well as the Energize Denver supplement and BOMA Awards, highlight how these things still matter and should be a continued focus for property managers. Here's to hoping things normalize and these projects become front and center again.

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Ambient Energy's local office earns WELL Silver

Ambient Energy, a third-party consulting firm specializing in commissioning, energy analysis and sustainable design, announced that the company has received WELL Silver certification for its Denver office space. The company is one of only six in Colorado and among the first in the nation to achieve the certification, which is awarded by the International WELL Building Institute.

Delivered by IWBI and created through seven years of rigorous research and development, WELL is a performance-based certification system that marries best practices in design and construction with evidence-based scientific research. Ambient Energy earned the WELL Silver Certification designation based on 10 categories of performance: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind and community.

"There is a heightened sense of awareness among building owners, property managers and tenants regarding the well-being of tenants and occupants in the workspace, even more so due to the recent pandemic" said Renee Azerbegi, president of Ambient Energy. "Having our Denver office be one of the few in Colorado to achieve a WELL Silver certification shows our ability to help clients navigate this process and work with them to deliver buildings and spaces that help people thrive."

Project features that helped Ambient Energy receive the certification include:

- Dimmable LED light fixtures with high Color Rendering Index and automatic daylighting controls;
- Natural materials like Colorado beetle kill wood and locally made, salvaged wood conference table;
- Biophilic design elements such as a living wall and plants throughout;
- Window shades that are highly adjustable through top-down and bottom-up operability;
- Company bicycles and ample indoor storage for employee bikes;
- Open office environment that is well daylight;
- Specially selected healthy food and beverages;
- Sit/stand desks for 100% of employees;
- Health and wellness library;
- Sound masking system; and
- Treadmill desk.

Located on the fourth floor of Metropolitan State University of Denver Aerospace and Engineering Sciences building, the office includes 3,400 square feet of open office and collaboration spaces. In 2018, Ambient Energy started the design process for the tenant improvement project, working closely with MSU Denver and the design team to ensure WELL requirements were incorporated in the construction documents. Since MSU Denver's AES building was pursuing a LEED v2009 Gold certification, many of the material requirements already were included in the base building design, though several features needed to be modified to achieve WELL compliance.

"This award speaks volumes to Ambient Energy's incredible commitment to providing a workspace that promotes health and wellness, not just for their employees, but by setting a standard for other employers to strive toward," said



Natural materials like Colorado beetle kill wood and a locally made, salvaged wood conference table, are project features that helped secure the certification of WELL Silver.

Jason Murillo, MSU Denver building engineer, who oversaw the space modification.

To be awarded the certification by IWBI, the project underwent rigorous review carried out by Green Business Certification Inc., which is the third-party certification body for WELL, to ensure it met all performance requirements.

Other news

■ **Sustainable Consulting Group** announced that its client **Prime West Cos.** enrolled its portfolio of Colorado buildings, comprised of seven buildings totaling over 1 million square feet, to earn the WELL Health-Safety Rating.

The WELL Health-Safety Rating measures five categories: cleaning and sanitization procedures, emergency preparedness programs, health service resources, air and water quality management, and stakeholder engagement and communications.

Launched in June, the WELL Health-Safety Rating is an evidence-based, third-party verified rating for all new and existing building and space types and is focused on operational policies, maintenance protocols, emergency plans and stakeholder engagement strategies to help organizations prepare their spaces for re-entry in a post-COVID-19 environment. Prime West joins more than 100 organizations,

encompassing over 500 facilities, that enrolled in the documentation-based program and continue to work toward implementing its scientific guidance.

"The WELL Health-Safety Rating is a way for Prime West to memorialize our commitment, alongside our clients, to safe and healthy buildings," said Brie Martin, Prime West director of property management. "We believe it is important to be on the forefront of a movement that will inevitably continue to gain momentum. As this pandemic has so aptly reminded us, we need to continually be creative in pushing the boundaries of how we serve and communicate to our tenants."

Adapted from features in the WELL Building Standard that focus on facilities, maintenance and operations, the rating is designed to guide and empower the actions of businesses in taking the necessary steps to prioritize the health and safety of their staff, visitors and stakeholders. It also serves as an annual process that supports efforts to promote the long-term health and safety of people.

"Enrolling to achieve the WELL Health-Safety Rating is an efficient, cost-effective and visual cue that Prime West continues to prioritize the health and safety of their tenants," said Gregory Patton, SCG founder and CEO.

■ **East West Hospitality** was awarded the management contract

for **The Charter at Beaver Creek** in the heart of Beaver Creek Resort in Colorado's Vail Valley.

The Charter at Beaver Creek is a luxury resort with more than 150 individually owned one- to five-bedroom condominiums. This property, named a top Colorado resort by Conde Nast Traveler, delivers memorable experiences through its 24-hour front desk, concierge services and more.

Amenities at this ski-in, ski-out, European-inspired resort include indoor and outdoor pools and hot tubs, on-site equipment rental and a game room. The resort also offers more than 8,000 square feet of event space, as well as a team of professional catering staff that regularly host weddings, leisure gatherings and corporate events of up to 200 people.

East West Hospitality opened Spa Anjali at The Charter in 2019. This 18,000-sf mountain spa features nine treatment rooms, a nail salon and a well-equipped fitness center. The spa also affords guests and owners a relaxing sanctuary complete with access to the resort's two pools, three hot tubs and outdoor lounge area.

With more than 1,400 employees, East West Hospitality serves its owners and guests through on-site, dedicated support at each property. The Charter's team of 90-plus employees will join the East West Hospitality team.

"We are extremely excited to welcome The Charter team, its owners and guests to the East West Hospitality family," said East West Hospitality CEO and President Colleen Weiss-Hanen. "We look forward to working hard for The Charter to ensure its legacy of delivering unique and special experiences to both guests as well as those fortunate to call this valley 'home.'"

Founded nearly 35 years ago, East West Hospitality has more than \$3 billion in assets under management, including more than 40 properties in the Vail Valley, over 90 homeowner associations and more than 2,500 condominiums, town-home and luxury homes in Colorado, South Carolina, California and Hawaii as part of its vacation rental program as well as condominium hotels, retail outlets, commercial properties, spas and fitness centers and restaurants.

Who's News

Atlas Real Estate expanded its team with new additions to the property management team.

Bryan Hamburg was hired as a property manager. Hamburg has nine years of experience in property management. He is passionate about offering a specialized experience to investors and about educating investors on local real estate legislation. Hamburg has experience as a restaurant manager and obtained a bachelor's degree in Business at Sacramento State University.

Mary Bodimer also joined the team as a property manager. She brings years of property management experience to her role. Prior to moving into the real estate field, Bodimer worked in the veterinary field as a teacher. ▲



East West Hospitality was awarded the management contract for The Charter at Beaver Creek, see Other news

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Tips to help avoid the ripple effect of lost tenants

This may sound obvious, but during these uncertain times, it's more important than ever to focus on tenant retention. Competition to attract small, medium and large businesses to vacant office and industrial space is easy to find. And in the months ahead, these vacancies may become even more prevalent as companies continue or expand the concept of employees working from home. Perhaps they never will see the same value in signing a long-term or even a short-term lease. Space use may be totally redefined.

As a property owner or manager, you should be proactive with the steps you're taking to highlight your commercial space as an added value to your tenants' business needs. It's truly about their needs. Not ours. This is not the time to implement drastic cost-saving measures. Rather, it's a good time to show that you're willing to invest in your tenants' business address. Penny-wise/pound-foolish thinking could result in big losses if your property loses its appeal and functionality and the businesses that occupy your building start to look for cheaper, better and more reliable value elsewhere.

Keep in mind that the best new tenants are the tenants you have already.

Some of the things you stand to lose with every lost tenant include:

- **Lost cash flow.** For every tenant



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lost, there is a significant multiplier value effect on net income lost, due to cap rates. For example, if the cap rate is 6.5%, you'll be losing \$15.38 in value for every dollar lost in net operating income. That's a pretty big hit if a tenant decides to walk away.

- **Lost time.** The time it takes to locate, attract and retain a new tenant is very significant. The legwork alone of identifying and courting new business to your building is substantial, and that's only the beginning. If you're fortunate to find a credible replacement to fill your vacant space, the clock keeps running as you work on lease terms, space build-out and the process of moving them in.

- **Lost reputation.** This is a relatively small market with a pool of brokers who have great knowledge and understanding of most Class A, B and C properties in the metro area. If your building is losing tenants for whatever reason, it won't take long for it to develop a bad reputation in the market of that of a property to steer clear. Your property also could become a target for brokers who are recruiting businesses for their listings or who

simply want a new tenant representation. Without the advocates you need to earn showings and maintain your property's position in the market as a good option for companies to lease space in, your property will suffer greatly.

- **Lost money.** Not only are you going to lose cash flow and property value for a lost tenant, you'll also lose current cash flow. The costs associated with marketing, outreach efforts, build outs, commissions and overall downtime with an idle space add up very quickly.

Before lost tenants become an item of concern and a drain on your income, there are some important things that you can do proactively and consistently.

- **Invest.** Don't pinch pennies when it comes to maintaining the cosmetics and infrastructure of your property. Keep a spreadsheet of the items that will need to be regularly maintained and periodically replaced. Use a proven "usable life" schedule for rooftops, parking lots, lighting, carpeting, paint, lighting, etc., that contribute to your building's reputation and the satisfaction of your tenants. By adding to an annual reserve, you'll be able to plan ahead with minimal surprises and have the budgeted funds for improvements.

- **Pay attention to small details.** Take a look at your building, not only from your own perspective or even just your tenants' perspective,

but from a 360-degree perspective. Consider even the smallest of details that could have a big effect on your tenants' overall comfort and assessment of your building. For example, large temperature swings are common in Denver, so south- and west-facing spaces should be equipped with proper heating, ventilation and air-conditioning controls. A building automation system might allow you to react quickly to infrastructure issues. It's never a bad idea to recruit the services of an engineer or architect to talk to in this regard. Stay away from "order taking" managers, and find the best solutions possible through thoughtful advisers.

- **Communicate.** Be sure that your tenants are aware of the time and attention you're dedicating to your property and all that's being done to not only maintain it but make improvements that will benefit them personally and their businesses. Additionally, take the time to ask your tenants what they believe can be improved via surveys that provide rankings based on relative importance. If you do lose a tenant, ask them to take part in an exit interview so that you're fully aware of what may be a "quiet" but growing problem. Regular and open communication can help you to solve problems before they create vacancies in your building and a hole in your wallet. ▲



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Perspective

Tenants and owners: Balancing different demands

The world of real estate property management is a mix of relationships, both legal and interpersonal. These relationships are a foundation of getting results that allow property owners and their tenant to create value for each other. The days of COVID-19 has made these vitally important relationships even more difficult to navigate, and the answers even harder to communicate effectively.

For the property manager, our management agreement is with our owner, they are our client! The lease we manage is between our owners and their tenants, and usually carefully crafted by an attorney seeking to ensure every potential question or problem has a prearranged solution. Add to this the fact that the current owner and current tenant may not have been the individuals who signed the lease. Either or both may have “inherited” the document from a building or business purchase or sale.

Most of the property manager’s daily discussions are with tenants. Sometime tenants are right ... sometimes they are wrong. Sometimes owners are right ... sometimes they are wrong. The property manager always is expected to be right!

Most property managers have spent their career learning to understand the personalities, issues and ways to satisfy both owners and tenants. Each comes from a different perspective. The job of the property manager is to fully



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understand the situation, the lease and each person’s viewpoint. In addition, they are expected to be able to discern and communicate what is both right and appropriate given the specific situation. And guess what? Most of the disagreements are far from a simple, “You are right” and “You are wrong” answer.

In most disagreements, the tenant and the owner both feel they are right and want the property manager to just do what they have asked the manager to do, no questions asked. This leaves the property manager stuck in the middle to not only determine who is right, if there is really a “right” to be determined, but also how to communicate, enforce and make the case to both parties of the correct or most appropriate solution.

Between a tenant and an owner there always is potential for disagreement. The lease is the document that is expected to be the guiding light or arbiter in the situation. The issue becomes how will the lease be interpreted, how will the decision be communicated, and how will both parties come to agreement and allow for all to be satisfied with the future relationship?

Sounds like a job for a psychologist, marriage counselor, priest or anyone else. Well, almost. Typically, everyone has a goal to avoid lengthy legal battles and move on with life and allow the relationship to be mutually beneficial. Property manager to the rescue!

The following are three of the skills needed to navigate this relationship minefield.

■ **Listen.** One of the top skills needed from a property manager is active listening, which is a very difficult skill to put into action. In most cases where there is a concern, one or more of the parties has stepped up the dialogue into an angry rant. To be calm, cool and collected and simply listen to the other party requires patience and quiet listening. Listening that also includes clarification and repeating the comments or questions to be sure the full issue is understood by all parties. At times, the issue is something other than what started the conversation, and the sooner that the real issues can be discovered, the sooner a solution can be created.

■ **Reading to relate.** The life of a property manager is about documents, contracts, letters, emails and various other sorts of communications. Yes, we can all read. But, can you read several seemingly unrelated complex documents and fully understand how they all relate to this very specific set of issues and how the issue at hand relates to other documents, exhibits or legal rules, and also come up with a

solution that fits everyone involved from this tangled information? This is a daily occurrence for a property manager.

■ **Demeanor.** In general, you do not have to be a Mr./Ms. Nice Guy to be a property manager. You do need to have the ability to carry on a conversation with people who are not happy, are frustrated, believes they are wronged, and want you to tell them they are right. They are probably talking to you in a very demeaning manner and may be talking to you at the top of their lungs in an angry voice and really do not care what you think. They only care that you will give them the answer they want. This is when demeanor and self-control make a big difference in the life of a property manager.

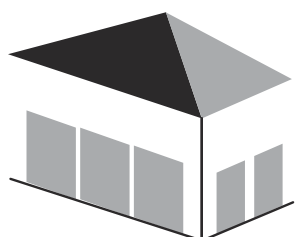
These three skills combined on a daily basis and one conversation at a time are what gives a property manager (or any other person) the ability to hear and understand both sides. Heavy emphasis on both. While most of the time there is a right and a wrong, the best solutions are developed when you can create a relationship that allows for both sides to feel as though it was an experience that was pleasant and fair, even if the outcome was not exactly what was desired.

The ability to help each party understand the other party without frustrating both is the sign of a skilled property manager, the bridge to solutions between owners and tenants. ▲

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Perspective

In challenging times, gratitude is extremely important

It was midday, and the lights went out in Beijing. I mean all the light. It was so utterly eerie. I quickly joined my students at the window, trying to identify the cause. The only thing that came to mind was the familiar Reba McEntire tune “The Night the Lights Went Out in Georgia.” I started to hum the tune, which brought no temporary relief to me or my students. I could not believe that it was 12 p.m., not 12 a.m.!

Was it the commencement of the Apocalypse or possibly a solar eclipse? Or just another really, really bad pollution day in Beijing, where the sun disappears with maybe a brief appearance colored beat orange? Then I asked the students: Can you see any blue sky? Their negative response unanimous. I asked again, “Can you see any blue sky?” Again, the same unified negative response. I then exclaimed, as Robin Williams just might have taught in Dead Poet’s Society, “There’s always blue sky!” What a teaching moment ... a real-life lesson!

I related to my students that in a few months, Debbie and I would



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Look up! Search for it daily! Now, during the present COVID-19 pandemic cloud cover, which never seems to lift or dissipate, I recall this saying daily. Some may appropriately respond that this is just another form of my positive thinking: Keep your mind active; look on the bright side of things; remember life’s a journey; and you’re only as old as you feel is – all a bunch of malarkey. Probably true, but I still prefer to see the positive and not dwell in or on the negative. It’s my choice.

board a United Airlines flight back to the U.S., where we would take-off, pierce through the pollution cloud over Beijing, to glorious blue sky. I encouraged the students, that in their darkest days of sadness, loneliness and challenges to always remember: There’s always blue sky.

“Those who choose to see the positives in life will find them – in any circumstance,” said Rob DeLange, president of Career Climb Consulting and master practitioner at The Wiseman Group. “By no means am I trying to downplay the seriousness of the worldwide pandemic, in light of the toll it is taking on children, teachers and health care workers. Entire industries like travel, retail, restaurants, hospitality, entertainment, professional sports and the ecosystems that go with them have been decimated. This has profoundly impacted commercial real estate as well. But in a very real way, COVID-19 was a great ‘reset’ that caused people everywhere to reevaluate the things that are truly important.”



Rob DeLange
important.”

Take time to really see and recognize beauty all around you. It really is a matter of keeping our eyes open. Annie Dillard, Pulitzer Prize winning author penned it best: “Beauty is gratuitous, the least you can do is be there.”

Gratitude is defined as “the quality of being thankful; readiness to show appreciation for and to return kindness.” Gratitude is deeper than thanks. Thankfulness is the beginning of gratitude. Gratitude is the completion of thankfulness. Thankfulness may consist merely of words. Gratitude is shown in acts. I hope we have the spirit of gratitude


in all we see, do and say. DeLange agrees, and asks how many of us appreciate the great gift of having more time at home? What about business innovation and process improvements that have come out of this crisis? Do we appreciate the cleaner air and lighter traffic that suddenly reappeared along the Front Range and all over the world during the first round of lockdowns? Did you notice more blue sky? “And what about the ‘time rebate’ many of us received after frenzied travel schedules and unnecessary meetings went away? That alone represents an unprecedented opportunity for self-renewal and strategic thinking that may not come again for years,” DeLange said.

Our attitude and perceptions largely will determine how we emerge from this pandemic. Nobel Peace Prize winner Wangari Maathai said, “There are opportunities even in the most difficult moments.”

If we deliberately look for the positives and embrace that mindset, we will be ready to capitalize on new opportunities that others will miss.

I came upon a paragraph written by Henry David Thoreau that haunts me on occasion. “I have just put another stick into my stove ... I suppose I have burned up a pretty good-sized tree tonight – and for what? I settled with Mr. Tarbell for it the other day; but that wasn’t the final settlement. I got off cheaply from him. At last, one will say, ‘Let me see, how much wood did you burn, Sir?’ And I shall shudder to think that the next question will be, ‘What did you do while you were warm?’” ▲

Our attitude and perceptions largely will determine how we emerge from this pandemic.






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Perspective

Important lessons learned as a property manager

None of us start our businesses knowing all there is to know. We bring our skills to the table, but also we must bring our willingness to learn. Building a business is always a process of trial and error. You can never know everything about an industry. It always is changing. If anyone tells you differently, they are overstepping reality. I am still learning every day. But I have learned several lessons building my property management business that are worth sharing.

■ You can't just do what you're told.

In property management, you always have to think "big picture." That may mean having the courage to suggest solutions or alternatives that others may not have put on the table.

I always appreciate the guidance and ideas that my clients, brokers and employees offer me. I am fortunate to work with incredibly smart people. But they value knowing that I don't blindly follow instructions or requests. Sometimes, I suggest a different course of action. I'm always focused on the bigger picture. What's the solution that will serve everyone's best interests? What are the financial and legal implications? What are the risks?

I learned to do it because, for many of my properties, I am both an owner and a manager. (Along with my husband Jeremy, I also co-founded Central Development, responsible for over a half-billion square feet of development and acquisitions.) When the buck stops with you, there always is a path to a solution, no



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matter how far outside the box you have to go. This philosophy has served us well, helping us make sure we're embracing the policies, protocols, processes, technologies and strategies that will help our clients, brokers and employees succeed.

■ Strong relationships always are built on trust.

I have been fortunate in establishing strong relationships with owners, brokers, tenants and employees. These relationships would not be possible without trust.

My owners know they can trust me to treat their property as if it were my own. They know I'll keep them involved in all the ways they value, personalizing my approach to fit their preferences, needs and goals. My employees know I will do any job I ask them to do. (That trust goes both ways, as I wouldn't hire anyone I wouldn't be comfortable having over for dinner.) My brokers know I will do everything in my power to make their lives easier. My tenants know they can rely on me to look out for their best interests, even as I balance those interests against those of the building owners. Trust must be earned.

In real estate and construction, reputation is paramount. That's why we'd never do anything to compromise our reputation or anyone else's.

Also, Denver has always been (and will always be) my home. So I'd better keep up my relationships. I've known some of my brokers and business contacts since we were in school together.

■ **Responsiveness is everything.** I'd pinpoint responsiveness as the most important piece of property management. Our staff strives to respond to all questions and requests within an hour. We might not be able to fix something within that hour. But we at least let people know we are aware and that we care. This applies to both owners and tenants, since we consider both to be our clients.

We know that maintenance truly matters. That's why we've made the choice to have our maintenance staff be payrolled employees. They are committed, approachable, knowledgeable and often able to resolve issues same day. That matters to our owners and tenants.

Without a prompt response, emotions quickly can roll out of control. A small problem can fester into a bigger one. That's why, no matter how difficult or unexpected the question or request, we hold ourselves to a high standard of responsiveness. Of course, it helps that we are local. It also helps that we are big enough to have sufficient resources, but small enough to stay hands on, nimble and easy to reach.

When it comes to running a building, all parties must be very fluid with communications. We're able to do that because we're right-sized for the work we do. The larger an organization gets, the more each role can

only focus on their own little world. When that focus narrows too much, important events going on at a property can get lost, and responsiveness can be compromised.

■ **Women often make the best managers in this industry.** I am not suggesting that men aren't fantastic managers, too – they are. But the point I want to make is that women managers are a huge asset to real estate and construction. Our skills sometimes are underestimated, especially in construction. But women are well-suited to managing for many reasons.

Multitasking and task switching are challenging for everyone. But, in my experience, women seem born to juggle. That's crucial for managing the constantly changing demands of time, budget, quality, expectations and emotions that are our daily reality in real estate and construction. In addition, for most women managers I know, a job well done is reward enough. That's helpful in a fast-moving industry like ours. There's no time in the schedule to wait for external approval.

Women also tend to be comfortable working collaboratively. That's a must in an industry where we must daily rely on and communicate with countless others to get the work done. We're also naturals at supporting and nurturing our teams through feedback, development and team building.

■ **Understand the numbers.** With all this talk of relationships, trust,

Please see Records, Page 34

Denver's Boots On The Ground Commercial Property Team Is Widening Its Footprint

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It is the perfect time to tackle efficiency projects

As 2021 gets underway, many Denver properties continue to experience unique challenges due to the lingering impact of COVID-19. Businesses of all sizes continue to encourage remote work, leaving commercial buildings with mainly essential personnel working on site. Travel still is reduced significantly, leaving vacancies in hotels. And while most multifamily properties are not dealing with vacancy issues, they are experiencing limited (or no) use of common areas and amenity spaces, leaving owners looking for new ways to provide added value to tenants.

Despite these challenges, property managers have been busy preparing their spaces – working tirelessly to ensure their buildings are safer than ever before and ready to welcome tenants back when the time is right.

There is a silver lining – now also is the best time to tackle common and exterior area efficiency projects. On top of increased safety features for tenants through touchless technology installs, water conservation and energy-efficient upgrades also make a big impact on the property's bottom line and the environment, which is a win-win for everyone.

■ Which exterior and common area upgrades matter? Recently, breakthroughs with technology and price decreases have resulted in many of these improvements becoming safe, high-return investments. The true savings lie in the completion of many of these projects at the same time to save on labor costs.

On the property's exterior, focus on



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lighting and irrigation upgrades. Energy-saving lighting should be installed for all exterior lights and parking areas and should include occupancy sensors, photocells and daylighting technologies where applicable.

Smart irrigation systems allow for more accurate water use analysis and significantly reduce water waste. The technology leverages real-time data for leak detection and weather pattern insights, enabling the systems to start and stop on its own when leaks or wet weather are detected – saving water for when it's most needed.

On the building's interior, focus on lighting, heating, ventilation, air-conditioning and water conservation upgrades. Energy-saving, smart-lighting with occupancy and daylighting sensors should be installed in common areas. In this case, LEDs are your friend and ideal for these public spaces – they are easy to install, simple to maintain, cost-effective and offer great warranties to reduce maintenance costs.

Small HVAC upgrades can make a big impact. Install a smart HVAC monitoring system that works with the property's current unit to optimize its efficiency and reduce waste of heated and conditioned air to empty spaces. Recent price decreases and improvements in technology for smart ther-

mostats coupled with available incentives have reduced the payback greatly for these technologies and they are quickly becoming a standard.

Lastly, replace restroom and common area water fixtures with touchless, low-flow faucets and toilets for an instant impact on the bottom line. By simply replacing larger (i.e., 1.6 gallon) toilets with more efficient (0.8 and fewer) gallons per flush models, millions of gallons of water can be saved per property, per year.

■ Safety protocols to expect from your contractor. In addition to knowing which upgrades to make on your property, it's more important than ever to work with a contractor who is not only knowledgeable about the project but follows the latest safety protocols both on and off site to keep your property and tenants safe.

Typical safety protocols for today's technicians include wearing clean gloves and masks at all times while on the property, following correct handwashing protocol, disinfecting all surfaces touched by the contractor team with a CDC/ESP-approved cleaner, having hand sanitizer readily available and used at all times, and properly disposing of used masks and gloves.

On a daily basis, temperature checks must be completed before arriving on site, and high-touch areas of company vehicles must be cleaned. Work clothing must be washed daily in hot water and social distancing must be practiced at all times off site, even in housing situations off the job site.

Not sure if your partner has a safety process? Ask to see their on-site team

safety protocols and make revisions based on what your property and tenants require.


■ How to afford these upgrades right now. Keeping in mind that now is the best time to implement water and energy-efficient upgrades to your property, you may be wondering how you will afford these modernization projects. Colorado has a few robust financing mechanisms that properties can take advantage of to finance these projects while securing rebates and incentives throughout the process.

Among the best-structured financing programs in Colorado is Colorado Commercial Property Assessed Clean Energy. This is a financing tool that allows commercial and multifamily property owners to finance qualifying energy efficiency, water conservation and other clean energy improvements on existing and newly constructed properties, with repayment of the financing through a voluntary assessment on the property tax bill. This requires no out-of-pocket expense, enabling owners of eligible commercial and industrial buildings to finance up to 100% of eligible improvement.

Rebates and incentives are available for various utility upgrades for lighting and water. Xcel Energy and Denver Water have programs that reward properties for using approved water and energy-efficiency products such as WaterSense-labeled materials, smart irrigation controllers, LED lighting and other Energy Star certified equipment.

Lastly, equipment financing, shared

Please see Mastic, Page 34



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The demand for and marketability of green buildings

Green buildings are no longer a niche category, and the increasing adoption rate speaks to their many benefits. Commercial property owners can be leaders in the sustainable commercial building movement, especially with solar. Soon, however, green design will be the norm instead of the exception, and property owners who choose not to invest in green buildings may miss out on the opportunity to distinguish their commercial property.

There are many studies highlighting the growth of the sustainable commercial building movement. This research showcases the financial and environmental argument for green buildings and how they are differentiators in a competitive market.

■ **The shift toward sustainable commercial buildings.** According to the CBRE 2019 U.S. Green Building Adoption Index, more than 13% of all commercial office buildings across the largest U.S. markets are green certified. Denver ranks in the top 10 for sustainable design-build projects, with 48.2% of green-certified office space. A 2018 Johnson Controls survey of 1,900 facility and energy management executives revealed that 58% planned to increase investment in energy efficiency within the next year. Furthermore, they found that nearly 48% are willing to pay a premium to lease a certified green building.

According to the U.S. Green Building Council, the main drivers are competitive differentiation, risk mitigation, attracting tenants, fixing or lowering operating costs, cost-effectiveness and rent premiums. Many studies iden-



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tify strong financial evidence in support of such an investment, as well as the less quantifiable benefits including improving productivity, attracting and retaining talent, and employee wellness.

According to the Rocky Mountain Institute, commercial buildings are responsible for nearly 40% of the electrical consumption in the U.S. In response to those adverse environmental impacts, mandates like the Boulder Energy Conservation Code were adopted, creating a scenario where existing, conventional assets are outdated and potentially out of favor. Additionally, green buildings prove to be a more resilient asset during economic downturns, considering their lower operating expenses and higher demand.

■ **Financial benefits of green buildings.** Beyond tenant and market demands, there is a mounting and compelling financial case to invest in green improvements or buildings.

- Environmentally friendly buildings realize energy savings ranging from 18% to 30%.

- In new construction, according to the USGBC, an upfront investment of 2% in green building design results in life cycle savings of 20% of the total construction cost.

- Transforming an existing building decreases operation costs by almost 10% in one year.



Namasté Solar installed a 929-kilowatt portfolio for the new Denver Water building and site. There are three arrays: a garage-top canopy, a rooftop array and ground parking canopies. Denver Water's goal was to build a net zero building designed to be a LEED Platinum building, and the solar arrays were a major component of this design.

- Green, sustainable buildings are valued at up to 10% more than conventional buildings.

- According to a CoStar Group study, LEED certified buildings harbor rent premiums of 38% over non-LEED buildings and have 4.7% higher occupancy.

■ **Solar and green buildings.** While not always visible from pedestrian level, on-site solar is one of the most impactful ways to advance a building's green credentials; on-site solar energy generation has no carbon emissions.

Solar offers four direct financial benefits to property owners. Roughly half of the original investment comes back via two tax benefits that can be monetized in the first year of operation – the federal investment tax credit and 100% bonus depreciation. Additionally,

Xcel Energy offers production-based renewable energy credit payments for 20 years. The last and most obvious benefit is operating expense reduction via utility savings. Both of these increase net operating income, thereby increasing property value.

■ **Future of sustainable buildings.** As the market evolves and standards become more stringent, greenhouse gases from commercial buildings will no longer be accepted as unavoidable externalities, and green buildings will become the norm.

Green buildings with solar reduce operating expenses, produce incentive income, increase property value, generate tax benefits, command rent premiums and increase occupancy, all of which reduce the risk the asset and yield premium returns over conventional assets. ▲

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4 reasons why it's important to certify to LEED

When the U.S. Green Building Council started 2020, the focus was on defining the next generation of green building through four core pillars: Sustainability, health and wellness, resilience and equity. The onset of the pandemic tested the industry in unimaginable ways, but also it revealed how these tenets must continue to influence our decision-making as we focus on recovery and the road ahead.

Right now, there is an opportunity to magnify the benefits of green buildings and accelerate the adoption of practices that collectively reflect those pillars and support both environmental and public health. As we work to support communities and businesses moving forward, it is time to demonstrate to employees, tenants, investors and other stakeholders how our buildings are improving our standard of living.

Here is how to think about that work.

■ **Sustainability.** Green building must move beyond strategies that simply reduce environmental damage. Making progress on climate goals requires new and existing spaces to transition to net zero. In Colorado, buildings are one of the largest sources of carbon emissions. According to Conservation Colorado, direct and indirect building emissions represent roughly 25% of the state's total greenhouse gas pollution.

LEED Zero certification is USGBC's definition of what it means to be net zero carbon, energy, waste or water. This certification supports project and organizational climate commit-



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ity leadership.

The first LEED Zero building in Colorado can be found on NREL's campus. Its Research Support Facility certified to LEED Zero Energy and is among only a handful of buildings to do so. Most of the buildings on NREL's campus are LEED Gold and Platinum and achieving LEED Zero becomes a natural next step.

LEED Zero is an important milestone in USGBC's longer-term vision called LEED Positive. The intent is to move away from strategies that "do less harm" and transition to decisions that allow buildings to become vehicles for environmental restoration and repair. It's part of transitioning to a regenerative future and LEED Zero is a stop on that journey.

■ **Health and wellness.** When it comes to health and wellness, new resources for project teams are available that were created in response to the global pandemic. As part of its economic recovery strategy, USGBC introduced a series of Safety First

ments and Environmental Social and Governance reporting. It requires 12 consecutive months of operational performance data and builds on the comprehensive LEED v4.1 rating system. LEED has become a performance-driven standard and projects certifying to LEED Zero are representing a new level of sustainability leadership.

pilot credits that directly address some of the most pressing challenges the industry currently faces. The guidance aligns with public health and industry recommendations and focuses on building re-entry, indoor air quality, water systems and green cleaning. Already more than 130 projects have engaged with the credits as part of rebuilding people's trust that buildings support a person's health and safety.

Promoting the health and well-being of those in and around buildings always has been central to LEED, but there's more interest in those strategies than ever before. The Safety First credits are a direct response and will continue to evolve, but LEED v4.1 remains a foundational part of supporting people. That's because green buildings also are healthy buildings. Under LEED v4.1, more than 70% of the credits in the rating system relate to health. Certification is a signal that a building or space is focused on supporting people and planetary health.

The health of people will remain central for every business and government as they work to recover. USGBC believes that healthy people in healthy places is the quickest way to rebuild a healthy economy and LEED certification is a vehicle for getting there.

■ **Resilience.** As companies prepare and take steps toward 2030 and 2050 climate goals, communities already are facing the impacts of a changing environment. Resilience is about focusing on decisions that help building managers and owners prepare for, respond to and recover from these and other catastrophic events com-

munities are experiencing.

USGBC released a resilience brief outlining a suite of resources and programs to encourage resilient strategies as part of design, construction and operations. When resilience planning becomes the norm, damage caused by storms, power outages and other severe events can be mitigated.

■ **Equity.** Last year USGBC announced a commitment to accelerate work on an equity program. Creating spaces that are socially responsible is part of USGBC's mission and this past November at the Greenbuild Conference & Expo, USGBC introduced All In, a roadmap for how green building can contribute to addressing social, health and economic disparities.

A draft of 12 actions and commitments is available at usgbc.org and there is an opportunity to provide feedback. Equity is crucial to sustainability. We cannot have a sustainable future if it also is not an equitable one.

These four pillars – sustainability, health and wellness, resilience and equity – will direct USGBC's work over the next year and beyond. It is important that these pillars not be viewed as separate, but integrated parts of a whole, and that's what LEED certification reflects. The integrative process is after all a hallmark of LEED. We know that when we focus on only one or two areas we are not maximizing a building or space's potential. We must work to understand all the necessary ways a project can support our economy, the planet and people. When we connect those dots, we truly can change the world.▲

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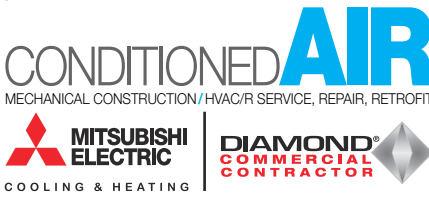
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Skin protection: The keys to façade maintenance

Facades are the skin of a building, and as with our bodies, the building's skin is essential to the health and appearance of a structure. Typically, the façade is what adds architectural character and feel to a building, giving it its unique personality. But, over time a building's façade can deteriorate, and not only reduce the aesthetic appeal of the building but also become a hazard. Elements can become weak and detach, posing a threat to people and objects below. The taller the building, the greater the risk. If pieces break off a building's façade many stories above a busy sidewalk, it can be disastrous, and even deadly. This is why many major U.S. municipalities have adopted



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expertise in facades to perform the inspection. You want to catch problems before they become serious – and before repairs become too

expensive. Of course, sometimes the need for a façade inspection is dictated by events. Falling masonry, for instance, is an obvious red flag that there is a problem that needs to be addressed right away. It's essential to find and fix masonry problems before they endanger pedestrians – and expose you to liability.

Another common issue is façade deterioration from water infiltration through walls. While water leakages pose less of an immediate safety risk, it can be an indication that there may be serious damage – even structural damage – behind the façade that requires quick attention. Water infiltration through building façades can pose serious structural risks to the building and require costly repairs. It's best to identify and address early, before the necessary repairs become too wide ranging and expensive.



Bill Mahler
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Of course, visible deterioration isn't the only reason for a façade inspection. Often owners who are planning to sell a building will have the façade inspected in advance to assure that the building is in the proper state for showing and selling. Likewise, prospective buyers typically will want a façade inspection or assessment performed to understand the current condition

expensive.

expensive. Of course, sometimes the need for a façade inspection is dictated by events. Falling masonry, for instance, is an obvious red flag that there is a problem that needs to be addressed right away. It's essential to find and fix masonry problems before they endanger pedestrians – and expose you to liability.

of the asset they are purchasing and to plan and budget for future repairs if necessary.

No matter the reason, façade inspections are an essential element of any building's maintenance program and should be performed on a regular schedule.

■ **Getting started.** Façade inspection and restoration is a complex process with numerous elements. The following are typical processes. However, it is important to note that for city-mandated façade ordinance inspections, each municipality may require specific processes if trying to meet the requirements.

The process begins with a historical analysis. How has the building been maintained in the past? Has the façade been upgraded or modernized through its life span? If possible, the restoration team should review original blueprints and other relevant drawings and reports. Likewise, if there have been prior improvement programs, the restoration team also should review all of the documents that relate to those programs. Before addressing the physical condition of the façade, it's essential to have a complete understanding of how the façade was constructed originally, including what materials and design approaches were used. Similar information is required for all maintenance and improvement work that has been done throughout the building's life span.

It's not just the individual history of the building that's important,

Please see Rickert, Page 35



Even in cities that don't require periodic inspections, it's advisable for building owners to adhere to a regular inspection schedule by retaining a professional with specialized expertise in facades to perform the inspection.

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Maintenance

Test for building envelope failure and water leakage

Building envelope failures are the norm. Moisture and water leakage control is fundamental to the proper functioning of any building. Research indicates building moisture and water leakage problems are an epidemic. A U.S. Environmental Protection Agency study found that 85% of buildings are damaged by water at some point and 45% had water leaks. A study conducted by Florida State University found 69% of all construction defect claims are related to moisture penetration through the building envelope and nearly half of trade contractors surveyed indicate they are responsible for moisture-related construction defects. Nearly two-thirds of the building envelope performance tests our firm performs fail the first test.

It is clear to see that building envelope failures that allow water and moisture to infiltrate the envelope need to be addressed. Moisture control in buildings principally involves the control of liquid water, prevention of excessive water vapor migration and indoor humidity by limiting surface condensation, and selecting moisture-resistant materials in unavoidably damp locations.

■ **Increased demand for building envelope assessment and testing.** Thankfully building envelope design assistance, specification, construction inspection and leakage testing is seeing increased demand in the marketplace. Building owners, real estate professionals, developers and building managers are seeking to evaluate uncontrolled water leakage through the roof, wall and foundation assemblies along with the window and door openings within



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these assemblies. The work involves the specification and implementation of enhanced quality control procedures in new construction, as well as performance forensic investigation and testing in existing buildings. This work is completed by experienced building envelope professionals with expertise in the design and construction of building envelope systems and familiarity with the testing protocols and tools used.

Increased demand for water leakage testing stems from several industry trends. The construction industry is booming in Colorado and across the nation. Project schedules are becoming more compressed while the pool of available, skilled workforce diminishes. Such constraints lead to buildings more prone to envelope failures. Savvy stakeholders see the benefits of having quality building envelope control procedures in place to mitigate unplanned air and water leakage. Additionally, advancements in building envelope and façade technology have resulted in more complex systems and construction techniques. Along with these developments comes the needs to confirm design, installation and performance; undiscovered building envelope issues can lead to catastrophic failures and poor indoor air quality. We spend up to 90% of our time indoors, and occupants expect buildings to be



A common water leakage test simulates wind-driven rain while applying a pressure chamber to the test specimen.

healthy places to live and work. The green building movement understands the importance of controlling building air and water leakage. Programs such as LEED, CHPS and the WELL Building Standard have placed sustainability, including building envelope commissioning, front and center in the minds of building stakeholders. Building commissioning is a quality assurance process that ensures buildings are delivered according to the owner's requirements and design documents. Buildings that are properly commissioned typically have fewer change orders, tend to be more energy efficient, and have lower operation and maintenance cost. Water leakage testing is a component of the commissioning process.

■ **Common testing procedures.** A water leakage test during construction of a new building helps avoid the potential

damage that mold, rot and corrosion can cause as well as maintain thermal and vapor integrity. Water leakage testing requirements are becoming more commonplace in new construction project specifications.

Existing buildings should be tested too. One common test we perform is the "American Architectural Manufacturers Association AAMA 501.2, Quality Assurance and Diagnostic Water Leakage Field Check of Installed Storefronts, Curtain Walls, and Sloped Glazing Systems." With this test, water is directed at the joint under test using a hand-held spray assembly. Another common water leakage test is "ASTM E 1105, Standard Test Method for Field Determination of Water Penetration of Installed Exterior Windows, Skylights,

Please see D'Antonio, Page 36



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An infection risk estimator shares valuable insights

When shutdowns happened in March, we saw companies very quickly shift to work from home. Companies whose culture typically didn't support a work-from-home option were suddenly forced to figure it out, and quickly. Even in the construction industry, which typically is very collaborative, people had to get creative with various technologies, video calling and virtual white boards or dashboards. In what is a relatively short period of time, we saw a decrease in demand for workspace leasing and an incredible shift in where people were working.

Now that we have been working from home for about nine months, with some companies declaring they will never go back to an office building, as a collective society we're starting to evaluate the potential negative health impacts caused by not seeing co-workers, partners, clients and collaborators in person. As a social species, humans have evolved for face-to-face interactions, and there is a lack of good understanding on how significantly increasing WFH impacts:

- Our ability to effectively collaborate;
- Our levels of engagement and ability to identify with the organizations we're a part of; and
- Our individual mental health.

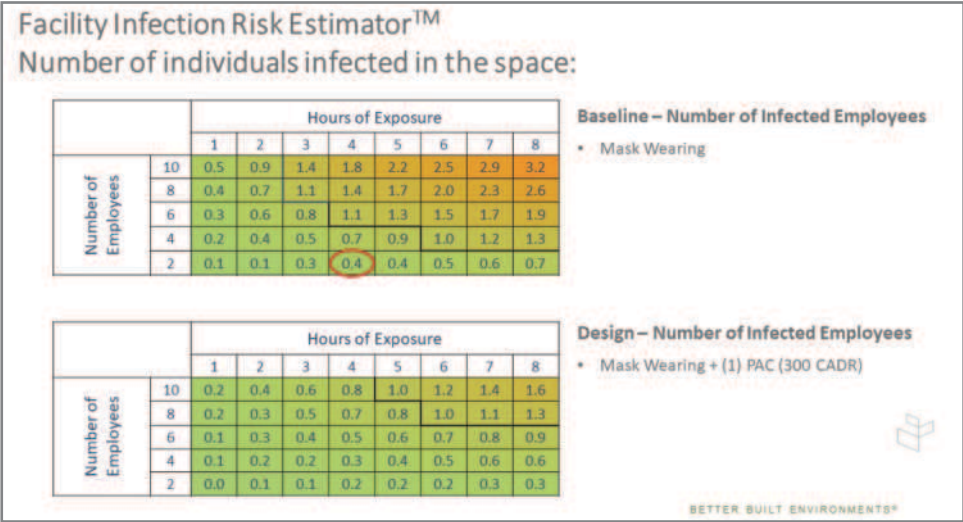
Looking at this as a potential evolutionary mismatch and thinking through how we structure such a future to avoid associated negative impacts would be prudent. An evolutionary mismatch refers to evolved traits that were once advantageous but became maladaptive due to our



Dannie Dilonno
Net zero advocacy manager,
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changing environment. Humans experiencing an extreme evolutionary mismatch can lead to increased stress, depression, drug addiction (including alcohol), obesity and various other diseases. Working from home has significantly impacted our evolved traits of storytelling, working together to achieve a common goal and sharing ideas within a group. While isolated in our new WFH environment, in-person communication has disappeared, collaboration has become more difficult and it's extremely challenging to get creative as a group. Working from home every single day can have a dramatic impact on an individual's psyche.

So, how do we get back into the office? As a collective, we recognize the successes and failures of our new work-from-home environment, but also the dangers of transitioning back to a shared space. If we agree working from home isn't a long-term solution for our psychological well-being, then we also can agree on the importance of returning to buildings safely. Returning to the physical building solves the first issue of the evolutionary mismatch created through isolation and lack of collaboration, but also creates a second issue, "Will I get sick or contract the virus while at work?" So, how do we reduce this anxiety



The charts show research for a client that wanted to reopen its 400-square-foot conference room, but before doing so needed to measure the risk. The research assumed one person enters the space infected with coronavirus, and the team wanted to know how many people could be permitted and for how long before the virus was transmitted to an additional person.


from a facilities and owner perspective? What strategies could be implemented to help occupants return to a shared working environment?

To address these exact questions, we developed the Facility Infection Risk Estimator, which provides assurance for building owners and facility managers, in turn disseminating to the building occupant. Understanding exactly how each strategy will decrease probability of infection provides real numbers behind these nebulous strategies. The tool is designed for experienced engineers and facility operations staff. Ideally, a consultant would be hired to plan and design for a post-COVID-19 workplace, using the Facility Infection Risk Estimator to



evaluate every option before reopening to the public.

Conference rooms have been a beacon for collaboration and in-person meetings in workspace design. A confidential client wanted to reopen its 400-square-foot conference room, but before doing so engaged our firm to measure the risk. Assuming one person enters the space infected with coronavirus, the team wanted to know how many people could be permitted and for how long before the virus was transmitted to an additional person. To conduct this analysis, we assumed one infected person. It's important to coordinate with your local health offi-

Please see Dilonno, Page 35



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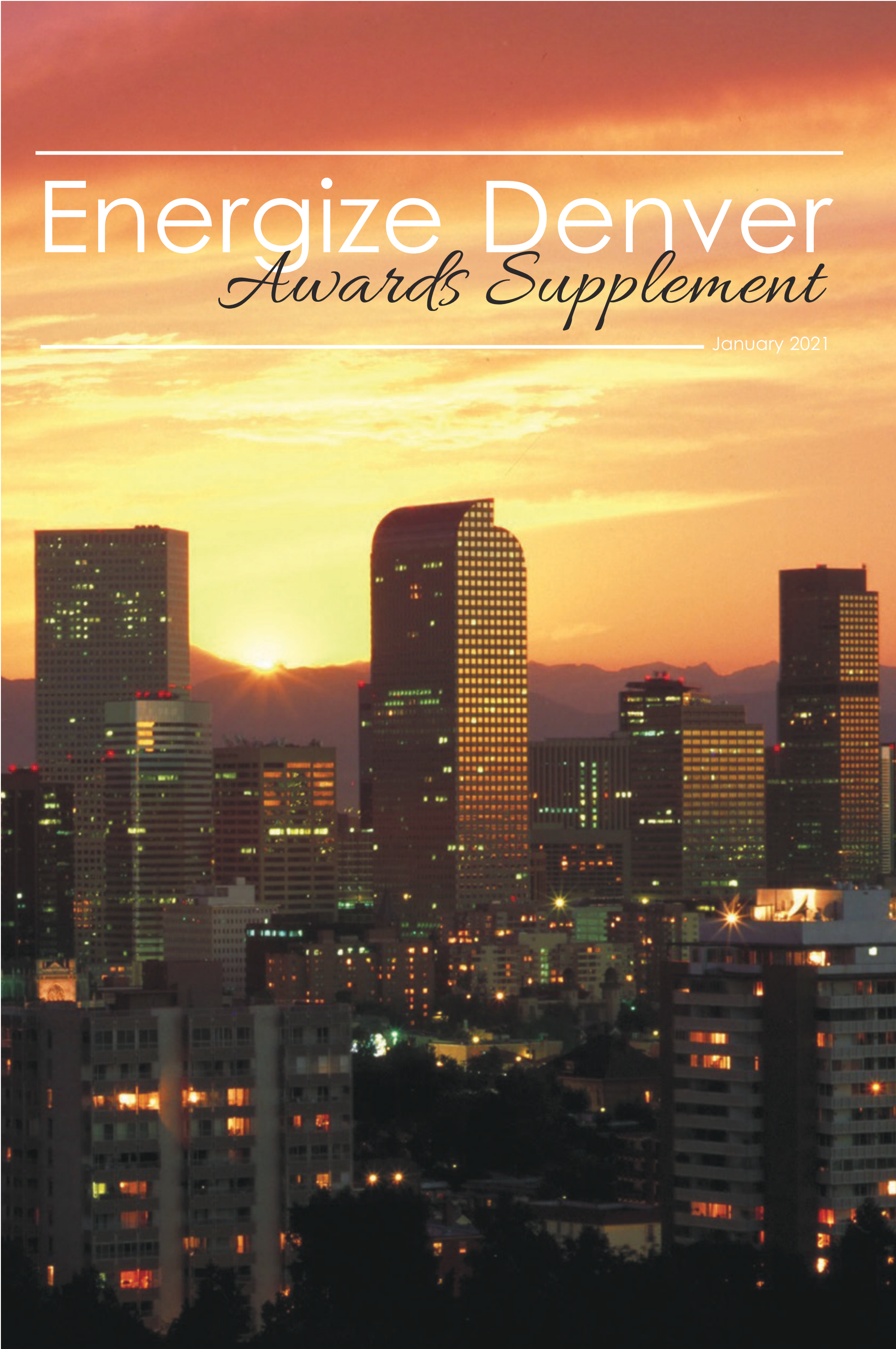
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Energize Denver

Awards Supplement

January 2021



Energize Denver Awards

High-performance buildings and homes: Meeting the city’s climate goals in buildings

Buildings and homes are responsible for 63% of the greenhouse gas emissions in Denver. These places where we live, work and spend 90% of our time are the key to a sustainable, resilient future for the city. The Denver Office of Climate Action, Sustainability and Resiliency is working toward making all new and existing buildings and homes net zero emissions, more sustainable and more resilient. Net zero emissions means highly efficient, all-electric, grid-flexible and powered by 100% renewable electricity. We work with the Denver community to achieve these goals in ways that improve indoor air quality, comfort, health outcomes, returns for investors and equity, and lower energy costs for all while helping under-resourced communities thrive.

Our goal is to help all existing buildings in Denver capture the value of high performance while working to become net zero emissions. Part of reaching net zero emissions calls for existing buildings to use significantly less energy. Unfortunately, building energy use actually is growing in Denver every year. Figure 2, Progress Toward 30% Reduction in Total Energy Use x 2030 Goal, shows our current trajectory of energy use in buildings in Denver. Energy-efficiency improvements reduce a portion of the approximately 2% growth we are seeing in our building stock each year, but not enough to offset all growth.

The following is a summary of CASR’s services and programs for the building sector to help the city reach its goals for high-performance buildings. To learn more, visit www.denvergov.org/energizedenver. In addition to these programs, we also are developing plans to tackle the gap to reach our climate goals. The Denver Climate Action Task Force made recommendations in June 2020 to strengthen Denver’s work to address climate change equitably. To see the Climate Action Task Force recommendations, visit www.denvergov.org/climate. One of the primary recommendations for buildings is to develop a building performance policy that requires existing buildings to be net

zero emissions by 2040. CASR will convene the Energize Denver Task Force in 2021 to help us develop that policy – read on for a preview of that task force’s work and charge.

■ Energize Denver benchmarking. Benchmarking is the foundation of energy efficiency because you can’t manage what you don’t measure. By June 1 each year, all buildings in Denver 25,000 square feet or larger are required to assess and report their annual energy performance using the free Energy Star Portfolio Manager tool. The city publishes building energy performance data at www.energizedenver.org to enable the market to better value energy efficiency.

■ Energize Denver Awards. Historically, the Energize Denver Awards have focused on energy efficiency and been awarded to three office buildings, three multifamily buildings and three hotels that achieved the greatest energy efficiency in that reporting cycle. Acknowledging the challenges that 2020 has brought, this year in addition to our Energize Denver Energy Efficiency Awards for buildings that save the most energy, we added two new award categories: COVID Adaptation & Resilience and Individual Leadership. These categories were open to all buildings and individuals who work in the buildings that were in compliance with the Energize Denver Benchmarking Ordinance by Aug. 1, 2020.

See the next page in this supplement to hear about 2020’s winners.

■ Net zero energy new buildings. Denver has a goal for all new buildings and homes to achieve net zero energy by 2035, as specified in the 80x50 Climate Action Plan. It is paramount that Denver works with the community to plan for and reach these goals. As a result, the Climate Action Task Force process assisted the new Office of Climate Action, Sustainability, and Resiliency in updating the goals and outlining the policies and strategies needed to meet Denver’s climate goals in an equitable way that transforms the market. The task force recommends:

- All new homes will be net zero by the 2024 Building Code.

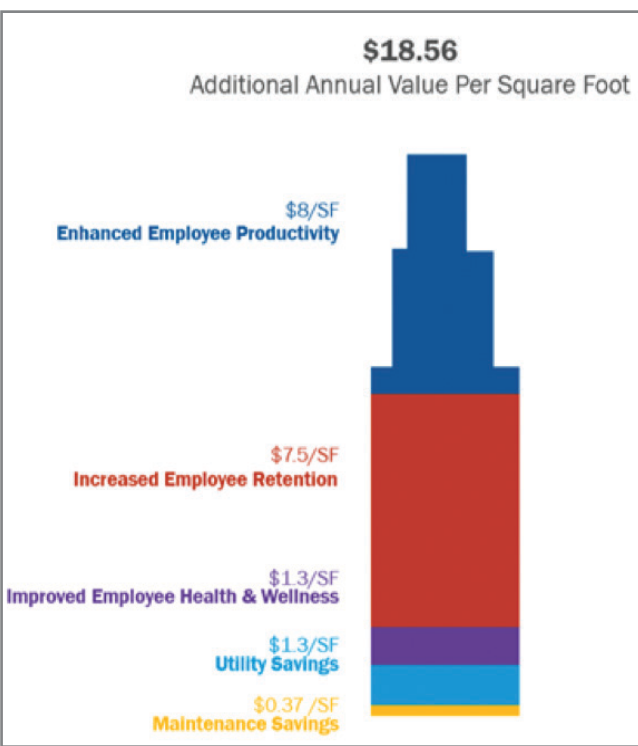
- All new buildings will be net zero by the 2027 Building Code.

Denver defines “net zero energy” as a new building or home that is highly energy efficient and fully powered from on-site and/or off-site renewable energy. This means that new buildings and homes will be highly energy efficient, all-electric, powered by renewable energy and providers of demand flexibility for the grid. We are working on finalizing our Net Zero Energy New Buildings Implementation Plan, which specifies major milestones and targets for each code cycle and required processes (e.g., the Code Adoption Process) to achieve net zero energy in new buildings and homes. The implementation plan is heavily based on Denver stakeholder input to ensure it is accessible and achievable for all building types and stakeholders.

■ Strategic electrification. Natural gas burned in Denver’s buildings and homes for space and water heating accounts for 33% of emissions from the building sector. In 2030, thanks to a swiftly decarbonizing grid, gas combusted in buildings and homes will account for 60% of the building sector’s emissions. The swift decarbonization of the grid combined with technology advances in high-efficiency heating, ventilation and air-conditioning, and renewable heating and cooling technologies – such as air, water or ground-source heat pumps – are enabling tremendous greenhouse gas reduction opportunities. Denver’s goal is to reduce heating emissions by 25% in residential buildings and homes, and 50% in commercial buildings by 2040. The Climate Action Task Force has challenged us with removing all heating emissions from buildings and homes where possible by 2040. We are working on the Strategic Existing Building Electrification Implementation Plan to study whether the 2040 target is realistic and how we can craft effective policies to support building electrification in Denver.

■ Energy Program. The Green Roof Ordinance became the Green Buildings Ordinance in 2017. When existing buildings 25,000 sf or larger replace their roof, they must install a cool roof and select a compliance option, one of which is the Energy Program.

The Energy Program includes flexible energy-efficiency and renewable energy options and allows a building owner to take advantage of recent energy improvement projects. The program helps building owners retain and attract tenants to healthy buildings, lower energy expenses, improve net



An estimation of the value of high-performance commercial buildings, from The Financial Case for High Performing Buildings, Stok

operating income and increase building valuation. Participants have up to five years to comply after enrolling in the Energy Program.

■ Smart leasing. Smart leasing refers to any activity that better aligns the interests of tenants and landlords to achieve high-performance, healthy and energy-efficient buildings. Smart leasing encourages all stakeholders in the leasing process to have conversations about energy efficiency, sustainability and building performance during the prelease and site selection process, lease negotiation and build-out, and occupancy and operations. The Denver Smart Leasing Program provides tools, resources and training to help real estate practitioners develop collaborative relationships and pursue energy efficiency in their buildings.

■ Looking ahead to 2021: Energize Denver Task Force. In 2021, the Energize Denver Task Force will help the city develop a policy to transform our buildings with climate solutions that create jobs and improve health outcomes and equity. The Energize Denver Task Force will help the city design a building performance policy for existing buildings that:

1. Improves health and equity: Improve indoor air quality, comfort and health outcomes. Lower energy costs for businesses and improving energy equity. Ensure under-resourced communities can thrive under the policy.
2. Creates jobs: Create clean energy jobs and drive economic recovery from COVID-19.
3. Drives climate solutions in buildings: Buildings are responsible for over half of the greenhouse gas emissions in Denver today. The task force will design a policy that will require existing buildings to achieve net zero emissions by 2040. The task force will help the city design a regulatory path that enables all buildings achieve this goal. Net zero emissions means highly efficient, all electric, grid-flexible and powered by 100% renewable electricity.

To provide context about Denver’s building stock, Figure 3, Denver’s Buildings by Sector, shows the largest sectors that make up Denver’s benchmarked buildings. Multifamily buildings are the largest building type, followed by office, municipal facilities and K-12 schools, warehouses, hotels and retail. ▲

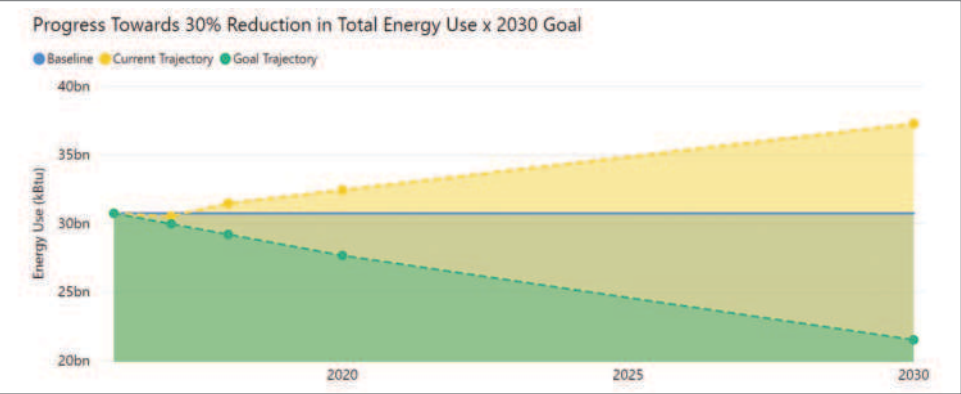


Fig. 2: This graph shows projected energy use for all commercial buildings in Denver into 2030. The current trajectory represents usage if commercial buildings continue to consume energy at the current rate and assumes an annual ~2% growth rate. The baseline represents 2016 energy usage for commercial buildings, which is the baseline of the city’s goals. The goal trajectory represents the level of energy usage for all commercial buildings needed to meet city goals.

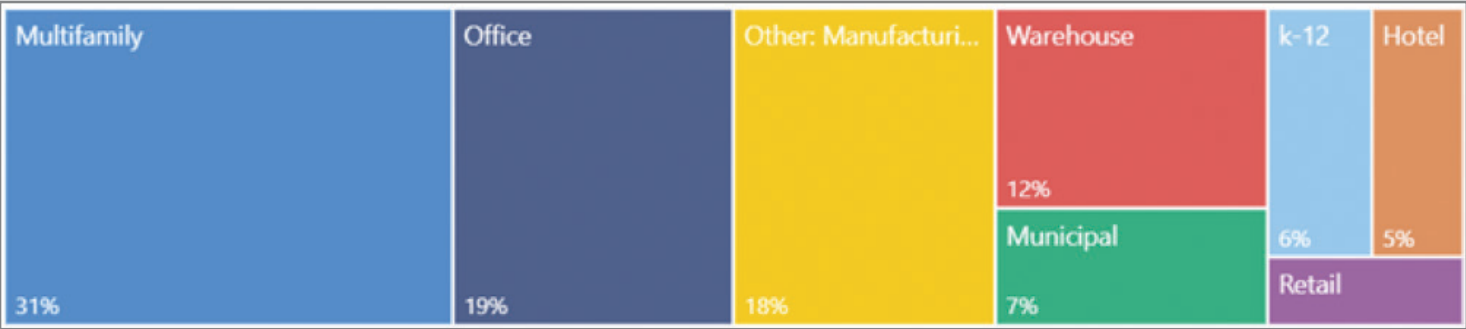


Fig. 3: Denver’s buildings by sector

Energize Denver Awards

As part of the city’s 80x50 plan, Denver has set goals for commercial and multi-family buildings to reduce energy usage 10% by 2020 and 30% by 2030. Reducing energy use in large buildings is essential to meeting Denver’s overarching goal of reducing total greenhouse gas emissions 80% by 2050. The energy used in buildings and homes city-wide accounts for 63% of Denver’s greenhouse gas emissions – the largest contributor of any sector. As part of an effort to achieve our goals, the city’s Energize Denver program started in 2016 with the passing of the benchmarking ordinance, requiring commercial and multifamily buildings 25,000 square feet or larger to report their energy usage annually. The Energize Denver Awards stemmed from the benchmarking ordinance to recognize and promote

the accomplishments of building owners and managers who operate buildings covered by the ordinance. Historically, the Energize Denver Awards have been given to the three office, multifamily and hotel buildings with the most improved energy performance. However, 2020 has brought a series of events and challenges none of us saw coming and, in light of that, the 2020 Energize Denver Awards not only recognize buildings that have seen significant savings in energy efficiency, we also are presenting awards in two new categories: COVID Adaptation and Resilience and Individual Leadership. ■ **Energy efficiency:** Winners in this category were identified through benchmarking data that is collected by the city each year. This category was open to office, multifamily and hotel buildings.

This category awards buildings within the qualifying building type groups with the highest year-over-year energy savings from 2018-2019. ■ **COVID adaptation and resilience:** COVID-19 has changed completely the way we live and operate within our buildings. This category recognizes property managers and building owners who have successfully adapted to COVID-19 and are keeping Denver’s buildings safe while minimizing cost and energy use. Winners in this category adapted to optimize operations and eliminate unnecessary energy demand, while also maintaining a healthy environment and building tenant trust. ■ **Individual leadership:** It’s not the buildings we work in but the people in them who make all the difference. This category recognizes individuals who demonstrate

excellence and are fundamental to their team’s success. These individuals go above and beyond to make sure their building is not just operational, but also efficient and at the forefront of high performance. This category also was open to an individual who was fundamental to the team’s success with COVID-19 adaptation. From energy efficiency to health and safety, the 2020 Energize Denver Award winners are leading the way toward a sustainable and healthy future for the Denver community. In the following pages, you will read the stories of management teams and individuals from eight Denver buildings who have acted to significantly improve their operations. We hope that you find inspiration from their stories and ideas for opportunities of improvement in your own space. ▲

Energy Efficiency Award Winners

First place – Hotel: 11th Avenue Hostel

11th Ave Hostel
29% energy savings
Address: 1112 N. Broadway
Building type: Hotel (Hostel)
Square footage: 40,000
Year built: 1903
Owner: 11th Avenue Properties
Management team: Sydney Malone, marketing director, and Jim Ilg, operations manager



11th Avenue Hostel

- ✓ **Energy Savings = 29%**
- ✓ **Lighting Upgrade**
LED retrofit, installed occupancy sensors
- ✓ **Building Tune-Up**
Performed preventative maintenance, improved boiler management, new energy efficient computers, new tankless water heaters
- ✓ **Education & Training**
Trained staff to manage window use
- ✓ **Building Upgrades**
Installed a new roof, repaired windows

11th Avenue Hostel is proof that existing buildings can become high-performance buildings. 11th Avenue implemented a series of energy-efficiency updates that resulted in a 29% reduction in energy use from 2018 to 2019, bringing its overall Energy Star score to 89. The building, originally constructed in 1903, now performs better than 89% of hotels in the United States.

To accomplish this, the management team spearheaded a multifaceted renovation project. The team replaced nearly all interior bulbs with LEDs, installed occupancy sensors, replaced computers with new energy-efficient models, replaced the old gas tank water

heater with two tankless water heaters, and adjusted management of the steam-controlled boiler to reduce run time and increase heating efficiency. The team also focused on strengthening the building envelope by repairing windows, training staff to manage windows better and installing a new roof with R-39 insulation, significantly reducing the amount of air escaping the building. These efforts were complemented by the overall building management strategy of focusing on preventative management. The preventative maintenance schedule outlines specific dates to inspect systems and equipment to make sure everything is operating properly. For example, one day every year the team changes all lightbulbs and batteries, another day toilets and pumps are checked. This process allows the team to catch small issues before they turn into large problems. ■ **Why?** As a privately owned and operated group, the 11th Avenue team takes great pride and ownership in the management of its building and quality of experience provided to guests. The motivating



11th Avenue properties

factor to make updates was to fulfill the long-term vision of making sure that the building is viable, operational and sustainable for the next 100 years. Updating the building was the right thing to do and has a positive economic and environmental impact on the neighborhood and broader community. The team feels it has a responsibility to reduce the hotel’s impact because the outlook of the future is just as important as today. ■ **How?** The in-house maintenance team was able to complete the majority of improvements from lighting to boiler updates. Spectrum General Contractors was brought in for larger exterior projects such as repairing windows, and a separate contractor was brought in to install the new roof. Rebates were considered during the initial planning phases of the project to reduce overhead cost, specifically lighting and water heater rebates from Xcel. 11th Avenue

is privately owned and operated; because of this every dollar counts and rebates were a tool to help with overall return on investment. After going through the process, the team learned that it would be useful to have more guidance on how to navigate the rebate process with Xcel and which rebates to apply for, noting that for smaller companies without dedicated staff to work through the process, it can become difficult and hard to navigate. ■ **Advice for others.** Following is advice for other teams:

- Be cautious. There are a lot of products that are pitched to be more than what they actually are, keep an eye out and pay attention to product quality and price. Ask many questions and do not let contractors persuade you.
- Have a trustworthy and quality maintenance crew to ensure efficiency. Take the extra time to vet maintenance staff before tackling projects. Make sure that updated equipment is properly maintained, tuned up and preventative work is done.
- Focus on preventative maintenance, schedule inspections and maintenance for equipment instead of fixing equipment when it breaks.
- Buildings are an asset. It would be great to see more building owners focused on the longevity of their building instead of just a year or two in the future. ▲



11th Avenue properties
Sydney Malone and Jim Ilg of 11th Avenue properties assisting with building renovations.

Energy Profile			
Year	2018	2019	% Change
ENERGY STAR Score	53	89	+ 68%
Weather Normalized Site Energy Use Intensity (EUI)	113.9	80.7	- 29%
Electricity Use (kWh)	635,739	367,556	- 42%
Natural Gas Use (kBtu)	2,338,000	2,051,000	- 12%

Energize Denver Awards

First place – Multifamily: Joshua Station

Joshua Station
17% energy savings
Address: 2330 W. Mulberry Place
Building type: Multifamily – Apartment
Square footage: 30,175
Year built: 1963
Owner: Mile High Ministries

Joshua Station saw a 17% energy use reduction from 2018-2019, earning it the top spot this year for energy efficiency in a multifamily building. The team has taken extraordinary strides toward increasing the performance of the building, making it an example of what is possible for affordable housing within the city. In the following paragraphs you'll hear directly from Dylan Skeadas, MHM facilities manager and Joshua Station family advocate, describing the ins and outs of the high-performance building overhaul.

■ **What?** Joshua Station completed a variety of energy-efficiency projects, as shown on the table.

■ **Why?** Our primary reasons for taking on this project were twofold. First, we recognized that the old systems for heating and cooling the building were not energy efficient. Second, the old systems were starting to fail.



Without Energy Outreach's commitment to energy-efficient products, we would not have ended up with nearly the same level of energy savings with our very tight budget. This commitment has resulted in \$8,500 of ongoing savings per year for Joshua Station, a reduction of 21% on our energy costs per year. That money saved now can go toward our programming for homeless families at Joshua Station who are preparing for the transition to long-term stable housing.

Most, if not all, of our staff and residents express a high concern for the environment, and we want to do our part to help in any way we can. Low-



Joshua Station Apartments

ering energy use at Joshua Station is perhaps the single largest way we have each personally reduced energy consumption and related emissions. Obviously putting in new boilers, chillers and new pumps have helped to keep the rooms cooler or warmer depending on the season. We no longer experience frequent, disruptive water heater shut-downs. New doors eliminated drafts in resident rooms, increasing comfort. All of which makes for much more satisfied tenants.

■ **How?** The only way we were able to make any upgrades to our building was because of a NEEP grant that was funded in part by Xcel Energy, Denver Office of Strategic Partnerships and Energy Outreach Colorado. We also had one donor couple, Jerry and Margot Ladd, who wanted to give specifically for our facility improvements. Between NEEP and the Ladds, we have been able to invest over \$300,000 in energy saving equipment the last few years.

Energy Outreach Colorado implemented the installation of the boilers (installed by AMI Mechanical), new LED lights on the entire building inside and out (installed by McBride Lighting), signage in all the rooms to remind residents of energy conservation, installation of pipe insulation in our boiler and chiller rooms (installed by Mile High Youth Corps), and installation of low-flow water aerators throughout the building.

The Ladds paid for a brand new chiller (installed by AMI Mechanical), five new tankless hot water heating units (installed by Synergy Mechanical), two storage tanks for domestic water, new energy-efficient pumps to move heating/cooling water to our residents rooms, and 70 new insulated doors

on all the resident rooms (installed by Colorado Doorways).

■ **Benefits.** Getting a new boiler, new chiller, new pumps, new hot water heaters and new LED lights have lowered costly time spent on fixing the old mechanical systems. The new systems have increased tenant comfort because the machines are not going down like the old machines frequently did. After installing new doors, drafts are no longer an issue, which was a large problem in the winter with west-facing walls in most of our resident rooms. Our time and money spent on maintenance repair has drastically gone down the last few years. Staff also are not receiving calls during the nights and weekends because our mechanical systems went down.

■ **Barriers.** Our largest barrier was finding the funding to replace outdated mechanical systems. Since we are a nonprofit providing supportive housing for homeless families, we often struggle finding funding for facilities apart from the direct service costs of our programming. Donating money for our homeless kids or educational pathways for adult residents is more attractive to most funders than fixing a boiler or installing lighting. We had to make it a high priority to become energy efficient. After that decision, we started reaching out to donors and searching for grants that could help us reach our goals.

Another barrier was that our new boilers had major issues the first year. There were 30 days the first winter that the system shut down. Residents wanted the old system back after suffering through many cold nights. We had mothers coming up to us wrapped up with blankets around themselves and their newborns, saying how cold they were. It was a tough first year while installation problems were being resolved.

■ **Advice for others.** First, make the decision that energy-reducing improvements are important for the environment and your property. Then, make it your priority to find ways to implement energy-saving procedures. Some of the simplest things can go a long way, such as posting signs encouraging people to turn off lights and electronics when not in use – at the point of use near switches. Once you start with a few energy savings projects and then see the results, it becomes infectious both for staff and residents if they are informed and inspired by the results. We currently are planning other major projects that will even further our energy savings and lessen our environmental footprint. Finally, find out what assistance and incentives may be available for property improvements that save energy – and in the case of nonprofits, cultivate donors who share this value in their philanthropy. ▲



Joshua Station Apartments

Energy Profile			
Year	2018	2019	% Change
ENERGY STAR Score	33	55	+67%
Weather Normalized Site Energy Use Intensity (EUI)	97.5	81.3	-17%
Electricity Use (kWh)	183,622	171,484	-7%
Natural Gas Use (kBtu)	1,676,728	1,439,375	-15%

Project	Cost
New Trane 20-ton scroll chiller	\$52,001
Used plate exchanger to supply free cooling during morning hours	Donated
Two new Raypak Xvers Type H condensing boilers	\$120,662
Installed 62 1.5-gallon per minute showerheads, five 1.5 gpm kitchen aerator and 74 0.5 gpm handwashing aerators	\$2,307
Installed 90 feet of pipe insulation in chiller and boiler rooms	\$1,073
Installed new compressor for resident thermostats cost	\$2,550
New heating and cooling pumps	\$8,800
Installed five tankless hot water heaters and two storage tanks	\$36,200
New interior and exterior lighting throughout property	\$29,395
Installed 70 insulated exterior doors on residents' rooms	Estimated \$50,000 (donated by Jerry Ladd)
Estimated total project cost	\$302,988
Expected annual savings	\$8,500

Energize Denver Awards

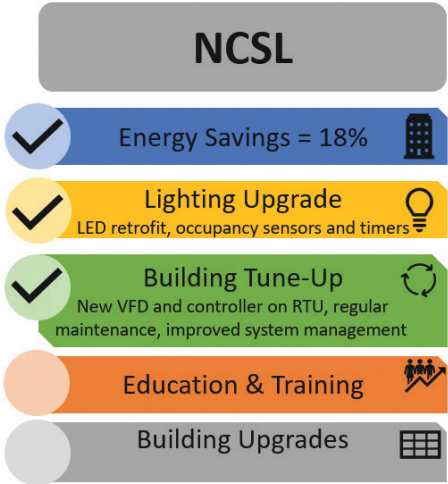
First place – Office: National Conference of State Legislatures

National Conference of State Legislatures
18% energy savings
Address: 7700 E. First Place
Building type: Office
Square footage: 57,620
Year built: 2002

The National Conference of State Legislators in east Denver saw an 18% energy reduction from 2018 to 2019, the highest energy reduction for an office building for that time period. Its energy savings are a direct result of several energy-efficiency measures carried out by its facilities team.

- The first step NCSL took was to complete an LED retrofit on all interior and exterior lighting, which was completed in two phases.
- In phase one, the team prioritized upgrading lighting (fixtures and lamps) in high-traffic areas and installed occupancy sensors in all restrooms and locker rooms.
 - In phase two, the team updated lamps and fixtures in all remaining areas and installed occupancy sensors and timers in conference and storage rooms.

Energy Profile			
Year	2018	2019	% Change
ENERGY STAR Score	79	87	+10%
Weather Normalized Site Energy Use Intensity (EUI)	55	45.3	- 18%
Electricity Use (kWh)	599,331	500,079	- 17%
Natural Gas Use (kBtu)	1,121,706	1,022,266	- 9 %



After the lighting retrofit, NCSL overhauled its heating, ventilation and air-conditioning rooftop unit. The team replaced the old Mammoth RTU controller with one from Automated Logic Corp. and installed a Variable Frequency Drive. This allowed for greater control over heating and cooling modes, enabling the team to increase the efficiency of the flow of energy in the building. Facilities and Telecommunication Director Tim Lucero spoke in detail about the upgrade. “It allows us to program less usage of the expensive electric

fan power boxes for heating of the perimeter of the building by keeping the gas fired burners on the main unit for longer periods of time, heating more of the facility from the core to the shell with gas versus electricity,” he said.

Last, but certainly not least, regular maintenance was a key contributor to the energy savings. The team adjusts temperature set points for every zone in the building as necessary, and routinely checks settings on variable air volume and fan powered boxes. Additionally, RTU and FPBs filters are change frequently to allow for less restricted, cleaner airflow.

■ **How?** NCSL took advantage of Xcel lighting rebates to help reduce overhead cost for the lighting retrofit. The rebates subsidized overall project cost and increased return on investment, which helped the facility management team get buy in from executive leadership. In addition to rebates, understanding that making system improvements now would lower maintenance costs in the future played a pivotal role in getting updates approved.

In-house facility team staff installed the new LED lamps and fixtures throughout the property and continues to complete regular maintenance on systems.

■ **Why?** NCSL believes that energy efficiency should be important to everyone. Energy-efficient equipment is not just better for the environment, it also reduces energy consumption and lowers overall maintenance and energy costs.

The team also experienced the unexpected benefit of increased ten-



Dominic Casados, building operations coordinator, and Tim Lucero, facilities and telecommunication director, outside of the NCSL building

ant comfort. After the updates were completed, tenants have appreciated better balanced temperatures and lighting coverage throughout the building.

■ **Advice to others.** Lucero has the following advice: “Do your homework. Make sure the vendor you decide to work with has a reputable name and the representative you have there has been with the company for a long while and has plans to stay there for a long while. They must become familiar with your property so they are able to recommend best fit items for the property and the budget you will need to complete the project.” ▲

COVID Adaptation & Resilience Award Winners

First Place – COVID Adaption & Resilience: Dominion Towers

Dominion Towers
Neighborhood: Central business district
Address: 600 17th St.
Square footage: 613,527
Ownership: FSP 600 17th Street LLC
Manager: Hines GS Properties Inc.

Dominion Towers is our first place winner in 2020 for COVID Adaptation & Resilience. The team went above and beyond in its COVID-19 response, tackling energy-efficiency updates, implementing safety protocols and improving the overall performance of the property. Hear directly from one of the management team members on the details of how this 28-story office building adapted and ensured operational

efficiency while prioritizing tenant safety.

■ **Energy efficiency.** Dominion Towers adjusted start and stop times to new tenant schedules and reduced occupancy, installed MERV-13 filtration, installed carbon dioxide monitors and increased outdoor air ventilation.

■ **Cleaning.** Pandemic cleaning was put into effect immediately. All cleaning agents were changed to medical-grade disinfecting agents approved by the CDC. Daily cleaning was modified to focus on disinfecting high touch-point areas (elevator call buttons, door handles, etc.). Cleaning staff adjusted to bring three cleaners from the night crew to the day in order to increase disinfecting and to avoid layoffs. They provided (and replenished) each tenant with a disinfecting cleaner for their office and a “desk drop” of a small hand sanitizer at each employee’s desk.

In addition, signs were installed in all restrooms reminding employees to wash their hands as recommended by the CDC, and hand sanitizers were installed in the lobby, fitness center, conference center and Skydeck. They also purchased a Clorox 360 Electrostatic cleaning machine to clean heavily used common areas (lobby, lounge, board room, Skydeck, fitness center, conference center).

■ **Water quality.** Every



Dominion Towers

plumbing fixture throughout the building was run daily to create a flow of water to ensure disinfectant chemicals being added by the local water utility were being distributed and replenished throughout the plumbing system and that there was no stagnant water in the system.

■ **Other.** Management began requiring masks to enter the building and when traveling through all common areas, implemented social distancing and advised tenants to not enter the building if they were sick. Signage was

installed throughout the building, floor stickers installed in the lobby to show a clear path of travel, and elevators limited to two people at a time. Any and all positive cases within the building were communicated to tenants (while maintaining privacy of the individual).

A travel map was provided to all tenants showing the flow of traffic in the building to keep entry and exit separate. Traffic flow was parceled out so that vendors only used the loading dock, South tower tenants used only South tower elevators, and North tower tenants used North tower elevators. All tenants met guests and vendors in the lobby, and all vendors were required to fill out a screening questionnaire electronically that could be accessed via a QR code or on the building’s website.

Once it was allowed, the fitness center and Skydeck opened with reduced occupancy, by appointment only, with masks and social distancing required. A reservations system was created to book appointments in 45-minute increments with disinfecting scheduled in the 15 minutes after each use. The amenity waiver also was updated to include COVID-19 language.

Lobby lounge and board room furniture were replaced with bleach cleanable furniture and a screen was installed at reception to protect their management assistant. Gloves, masks, hand sanitizer and disinfecting wipes were issued to building staff and after the stay-at-home order, the staff schedule was adjusted so that half the team works from home and half at the building on a 14-day rotation. ▲

Dominion Towers

Energy Efficiency

- Adjusted setback schedule to new operating hours
- Increased outside air ventilation
- Installed CO2 monitors
- Upgraded filtration system

Safety

- Implemented cleaning protocol
- Provided signage on CDC guidelines throughout the building
- Secured PPE for staff
- Adjusted occupant operations and interactions to adhere to distancing guidelines
- Hand sanitizer provided to all employees and stations set up throughout the building

Energize Denver Awards

Second place – COVID Adaptation & Resilience: GID

GID buildings:

- Centric LoHi by Windsor, 2525 18th St.
- 1000 Speer by Windsor, 1000 Speer Blvd.
- Windsor at Broadway Station, 1145 S. Broadway
- The Manhattan, 1850 Bassett St.
- The Manhattan Lofts by Windsor, 1801 Bassett St.
- The District, 6300 E. Hampden Ave.
- The Casey, 2100 Delgany St.
- Element 47 by Windsor, 2180 N. Bryant St.

GID manages several buildings that account for over 2 million square feet in the Denver area. The management team did not hesitate to adapt in response to COVID-19. From enhancing safety protocols to adjusting operations to cut energy use, GID is an example of excellence for successful adaptation and optimal building operations. Read

on to learn the details directly from one of its team members on how the team adapted all of its properties to ensure tenant safety and operational efficiency.

■ **Nomination:** GID deserves to be recognized for incorporating several initiatives during the COVID-19 pandemic to ensure that its buildings operate efficiently while maintaining a healthy indoor environment. Since stay-at-home orders have resulted in increased occupancy in multifamily buildings, most of the existing fluorescent lights throughout the common area and residential spaces were converted to energy-efficient LEDs during this time to reduce energy consumption. Additional lighting control features also were implemented such as installing photosensors to control exterior lights and occupancy sensors to control interior spaces. Specific buildings utilized a building automation system to better optimize energy performance in common area spaces. This also allowed the property team to control lighting, heating, ventilation and air-conditioning schedules, and to implement energy-efficient setback strategies during unoccupied hours.

In addition, GID started to more closely analyze its scope 1 and 2 emissions by using a third-party software tool (Measurabl) in order to better understand its carbon footprint



GID

and strategize a plan to reduce its greenhouse gas emissions during the pandemic. An energy awareness campaign also is run every year and signage is posted in the common area spaces to help encourage sustainable resident behavior. As a result of these measures, GID’s Denver portfolio has reduced its total energy consumption significantly when comparing 2020 to 2019 energy values.

GID also has ensured that its properties are safe and follow CDC guidelines in order to reduce any risk of transmission during the pandemic. Cleaning teams have been set up to clean and disinfect common area spaces throughout the day and use products that are specifically CDC recommended and applied in compliance with the manufacturer’s directions. In addition, the property also has created a program in which special assistance is provided to residents that

disclose a positive test for the virus. The information is kept confidential and special assistance is provided to those individuals such as deliveries, pet walking and other needs while the individual self-quarantines. Furthermore, the property has created a financial hardship program that explores alternative rent payment options if one has suffered from a job loss or substantial loss of income due to COVID-19. Lastly, signage and email communication regarding social distancing practices and general safety reminders were communicated with residents to maintain a safe and healthy environment.

The enormous efforts made by GID to implement energy-saving measures, reduce energy consumption and cut operational costs while maintaining a safe indoor environment during the pandemic demonstrates why the organization should be nominated for this award. ▲

GID

Energy Efficiency

- Converted common area and residential spaces to LEDs
- Photosensors on exterior lights
- Occupancy sensors in interior spaces
- Adjusted controls, implemented setbacks, and adjusted operating schedule to optimize energy performance
- Began measuring emissions to strategize emissions reduction plan
- Run an energy awareness campaign each year to tenants

Safety

- Established cleaning teams that follow CDC protocol
- Provide special assistance for tenants that have a positive test such as deliveries, pet walking, and other needs while the individual self-quarantines
- Signage and email communication regarding social distancing practices and general safety reminders
- Created a financial hardship program that explores alternative rent payment options

Individual Leadership Award Winners

First place – Individual leadership: Jeff Roberts

Jeff Roberts

Title: Facility Services Manager
Building: Denver Art Museum
100 W. 14th Avenue Parkway
Square footage: 390,000

Jeff Roberts is our first place winner in 2020 for Individual Leadership. Roberts sets the bar for what effective leadership looks like in the face of adversity. Tackling the challenge of adapting to COVID-19 head on, ensuring operational efficiency was maintained while

implementing additional safety features. His nomination follows, where you can read directly from one of his team members about how integral Roberts is to the success of the Denver Art Museum.

■ **Nomination:** Roberts serves as the facilities manager for the Denver Art Museum and over the past year has been instrumental in assisting with the completion of the North Building renovation, now the Martin Building. His work has helped to identify system-engineering issues that were then able to be resolved during commissioning and occupancy inspections. He worked to refine the heating, ventilation and air-conditioning balancing to place the new building in top-operating condition, minimizing energy loss and maximizing operational efficiencies. We have been able to install UV lighting walls for our HVAC as well as upgrade our filter capacity. We installed new DOAS units to make the management of our internal humidification better. As the museum’s lead for keeping the internal

Jeff Roberts

Energy Efficiency

- Identified system issues that were able to be recommissioned
- Refined HVAC controls to optimize efficiency
- Installed new DOAs
- Recommissioned two chillers
- Automated shades
- Sealed air leaks

Safety

- Installed UV lighting for HVAC
- Upgraded filter capacity



Denver Art Museum

Jeff Roberts outside the main entrance of the Denver Art Museum.

operating space at very tightly controlled temperatures (70 degrees +/- 2 degrees) and 45% humidity (+/- 5%) he holds a near flawless record allowing the Denver Art Museum to safely present exhibitions of priceless works of art. His efforts were critical to the success of the Claude Monet: The Truth of Nature exhibition that set records for the museum both locally and

nationally.

He has helped to train a staff of two supervisors and seven technicians in performing their daily duties in a professional and technically appropriate manner. He has introduced professional development programs into the department and led training efforts on our new technology that has produced the most-efficient team the

Energize Denver Awards

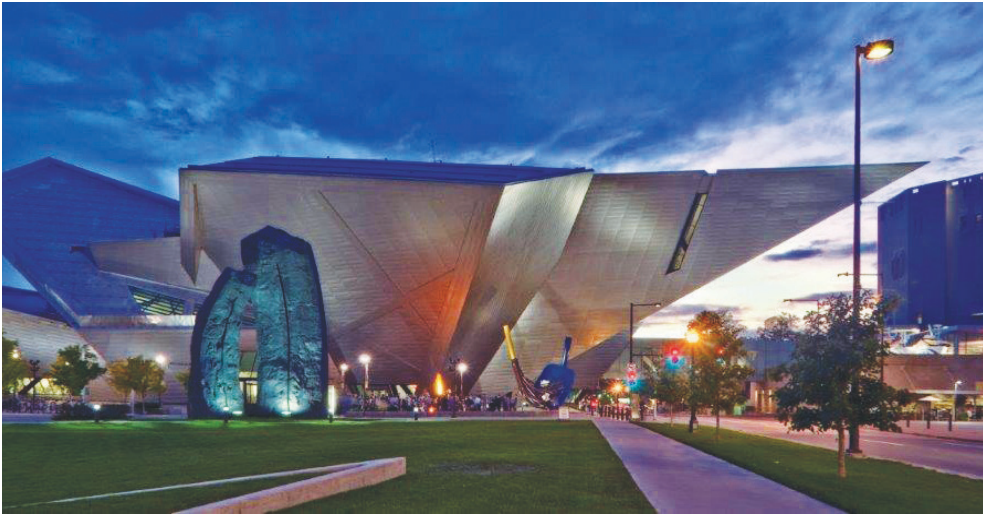
museum has seen to date. Roberts has worked tirelessly with Xcel Energy to find efficiencies in our systems and has assisted with the recommissioning of two chillers housed in the museum that support the downtown city loop. This past winter when the city was forced to shut down, Roberts was on campus here at the museum to make sure our heating systems were up and operating so no art was impacted. He also was responsible for our grounds clearing of snow after the fact. Roberts has introduced an in-house approach to irrigation of our grounds to cut contractor costs

and more precisely regulate our systems. The result has been a 28% reduction in water usage with the same deep green grounds!

In our administrative building (the Bannock Building), he has been able to seal air leaks that were costing money to the museum and to lower cooling costs through the use of automated shades to cut summer sun heating of the building. When COVID-19 hit in March, Roberts was quick to minimize lighting and electrical usage across the campus, saving hundreds of dollars in lighting costs. He was able to decrease energy use across all three facili-

ties that make up the Denver Art Museum on the cultural campus (the Hamilton, the Martin and the Bannock). His leadership has been critical to the success of our reopen this summer as well ensuring all

public spaces are safe, clean and maintained in the highest condition. If public feedback is any measure of success, he has consistently received 9's and 10's on all public surveys. Outstanding!▲



Hamilton Building



Martin Building

Denver Art Museum and James Florio Photography

Second place (tie) – Individual Leadership: Adolfo Marquez

Adolfo Marquez
Title: Maintenance coordinator
Building: Dayspring Villa, 3777 W. 26th Ave

Adolfo Marquez made all the difference at Dayspring Villa, leading efforts to ensure the building was able to successfully adapt to COVID-19. He showed extraordinary leadership and is an example of how to lead in the face of adversity. From securing personal protective equipment for staff before COVID-19 was announced in Colorado, to reducing unnecessary plug load to the point where his facility experienced its lowest energy usage since 2016, Marquez simultaneously ensured occupant safety and optimized building operations. Read on to hear directly from his coworker the details of his response and how much he means to their community.

Nomination: When you operate an assisted living community for 70 elders who require staff support 24 hours a day, the lights, literally and metaphorically, must always stay on – including during a pandemic. Our teammates always have been essential workers, providing needed care and support to enable our residents to lead high-quality lives. And this year they needed us more than ever to keep them healthy and safe

from COVID-19, a virus that is most devastating to older adults. Our community could not have done this difficult task without the dedicated and unceasing work of our maintenance coordinator, Adolfo Marquez.

Marquez is a thoughtful and careful planner with an eye for detail. Because of his leadership in emergency planning, he was able to secure our community a supply of 100 N95 masks in February, before the first positive cases of COVID-19 were announced in Colorado. He has led essential efforts to source, store and account for the PPE that helps keep our residents and team safe.

He also developed a rigorous and thorough daily disinfection protocol for our building, particularly the high-touch areas that elders rely on like handrails, doorknobs and elevator buttons, that is implemented to this day. Thanks to Marquez and our dedicated team, our community was able to contain an outbreak of COVID-19 at our community to only three residents and one team member, all of whom recovered without being seriously ill.

But, of course, the pandemic's effects are not limited to who gets sick and who does not. Virtually everything about the way our community operates was impacted. To



Adolfo Marquez on the grounds at Dayspring Villa

Dayspring Villa

continue to keep residents safe, our regulators asked us to close common areas where residents gather. Typically, the lights in these areas need to be on 24 hours a day, to accommodate elders who have different sleeping patterns and may fall if they enter a dark room. Before closing the rooms, Adolfo made sure to completely shut down any demands on power, including

unplugging appliances and installing dimmer and off switches, which had previously not been needed. His efforts led to significant energy savings: March, April, May and June 2020 are four of the top five months with the least energy usage at our community since 2016.

Marquez always has had an eye for energy savings and has been working to make our community more energy efficient. He replaced all of our common area lights with LEDs, installing several new light fixtures when necessary. This has led to a 20% increase in our Energy Star score since 2017. It saves us money at a crucial time when our budgets are facing more pressure than ever. It also pleases our residents, who have a growing eco-consciousness and desire to lower their carbon footprint. Marquez's leadership in this area and in his crucial efforts to protect our community from coronavirus, is unfailing and invaluable. It is my true honor to recommend him to you for consideration for the Energize Denver awards. ▲

Adolfo Marquez

Energy Efficiency

- Installed dimmers on lights
- Reduced unnecessary plug load
- LED retrofit in common areas

Safety

- Secured supply of PPE
- Developed disinfection protocol



Dayspring Villa

Energize Denver Awards

Second place (tie) – Individual Leadership: Chris Bowyer

Chris Bowyer
Title: Director of building operations
Building: The Alliance Center
Address: 1536 Wynkoop St.
Square footage: 40,393

As the director of building operations at The Alliance Center, Chris Bowyer ensures the building always is operating at maximum efficiency and constantly seeks out ways to further improve operations. He took on the challenge of adapting building operations to COVID-19 and ensured that tenant safety was prioritized while still maintaining optimal efficiency.

Read directly from his nominator, who happens to be one of his tenants, on how pivotal Bowyer is to the success of The Alliance Center.

Nomination: Chris Bowyer is amazing. He's always looking for how to make The Alliance Center building more energy efficient and more climate friendly, as well as more comfortable and productive for all the tenants. He doesn't consider this an add-on to his job; he considers



Chris Bowyer, director of building operations for The Alliance Center

it the core of his job. He also constantly looks for ways the building can test, prove and showcase new energy efficiency and clean energy technologies and management strategies, serving as an example

to other buildings in Denver and nationally. He regularly seeks out, listens to and acts on input and ideas from tenants for how to make the building better. Is it cliché to nominate the Alliance Center?

Maybe. But Chris Bowyer's work in particular is quite astounding, as is his commitment, dedication, problem-solving, friendliness and willingness to share his expertise to make all buildings better. He is a shining example of ideal building management, in energy efficiency as well as all other aspects of his job. He deserves some recognition for his efforts in particular.

Specifically, he has led efforts toward a DC power retrofit, adding energy storage, maximizing rooftop solar, an outdoor garden area and LEED ARC Platinum certification. Prior to COVID-19, he led tours for anyone interested in learning more about the building. Post-COVID-19, he acted immediately and thoroughly, enacting enhanced sanitation, a mask policy, distancing measures and increasing outdoor air ventilation. He also keeps in constant communication with tenants through check ins, walk throughs and surveys, and responds immediately to tenant concerns.▲

Chris Bowyer

Energy Efficiency

- DC power retrofit
- Energy storage
- Maximized rooftop PV
- LEED certified

Safety

- Implemented sanitation protocol
- Increased outdoor air ventilation
- Implemented mask policy and social distancing measures
- Tenant communications



The Alliance Center

Summary of award winners

Energy Efficiency

First Place
Hotel: 11th Avenue Hostel

First Place
Multifamily: Joshua Station Apartments

First Place
Office: National Conference of State Legislatures

COVID Adaptation & Resilience

First Place - Dominion Towers

Second Place - GID

Individual Leadership

First Place
Jeff Roberts, Denver Art Museum

Second Place (tie)
Adolfo Marquez, Dayspring Villa

Second Place (tie)
Chris Bowyer, The Alliance Center

Addressing 2021 maintenance staffing challenges

As we consider if we're on the rebound from the pandemic's destruction, it's important to reflect on what has and hasn't changed this year.

Keeping maintenance and facilities management personnel positions full has been an ongoing operational challenge in the property management industry for a number of years. Whether open positions stem from new starts or retirement, or exist at the entry-level role or in leadership, it's crucial to have a strong and promotable pipeline to assume these roles. Staffing challenges still remain across all commercial real estate sectors, but even in the midst of the global pandemic a promising career path still is within reach for those willing to take on the challenge. This article will highlight the challenges in staffing maintenance positions for 2021, how the industry has changed, and how we should recruit and retain talent for the long haul.

The property management industry over time has demonstrated resiliency with variances in strength by sector dependent on economic conditions. Currently, pandemic-imposed challenges to maintenance have hit the retail and service sectors, as government-imposed restrictions are forcing many establishments to shut their doors. While closures continue, and retail and hospitality continue to suffer layoffs, multifamily rental payments still are hitting 90% as of mid-November, according to National Multifamily Housing Council's rent trackers. While residents shelter in place, there is more need for cleaning and CDC-protocol adherence for multifamily maintenance personnel. Further barriers exist



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to execution in many markets, such as decreased reporting staff and other market specific imposed orders.

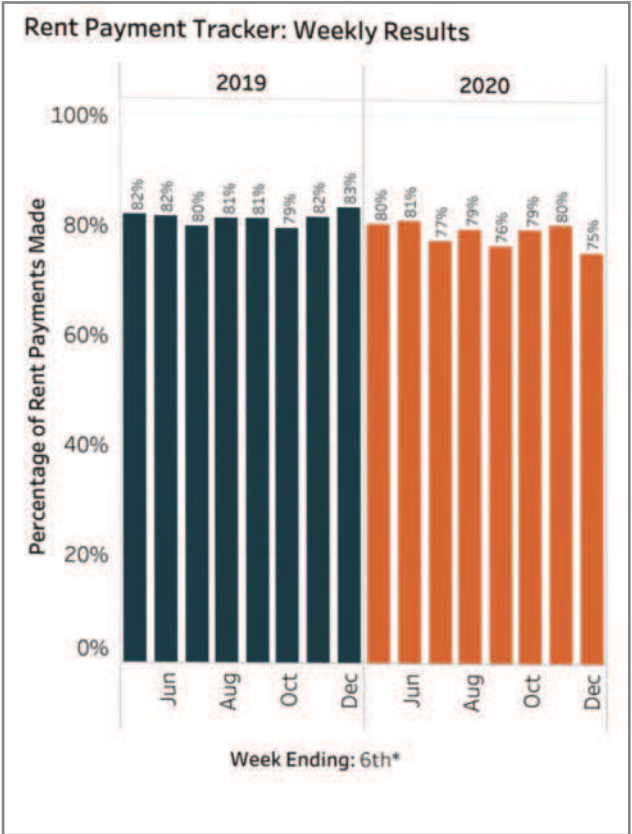
■ **2020 data.**

Though many localities mandated multifamily operators hold off on evicting for nonpayment of rent, maintenance operations continued. The National Multihousing Council's rent watch report showed promise that the multifamily sector still had paying residents with little decline in April, but by October, the economic struggle of the residents who were negatively affected through job loss started to show.

The National Apartment Association reported that at the end of the first quarter there were still 14,672 job postings for the apartment sector, representing 40.9% of the total commercial real estate industry, which was 5% higher than the close of first-quarter 2019. The remaining 58.8% of listed jobs in commercial real estate represented openings in other sectors like office, retail, industrial, etc. Fast forward to April 2, multifamily increased to 42.9% of total job postings across the entire commercial real estate sectors, with 9,723 job postings, showing an overall halt in hiring industrywide. Though market variances exist, some are regaining traction faster than others and recruiters have adjusted their sales to fill vacancies and recover the health of their operational practices.

■ **Sourcing talent in today's "new normal."** Finding talent use to be done predominately at universities for entry-level talent. Now that CDC regulations and social distancing exist, recruiting and job fairs have gone virtual or stopped entirely. Referrals from past placements with incentives are how many firms are obtaining talent for open positions today. Recruiting from referrals was 22%, which will continue to increase with the inability to visit university and trade school career fairs in person. Correspondingly, pay for entry-level maintenance technicians only rose by just under 1% over the past year.

It's also notable to address the decrease in job openings as a challenge, as companies ceased and closed previously open maintenance postings due to the pandemic's uncertainty. A conservative estimate of Denver's hourly pay for an entry-level tech currently is at \$18.50 per hour with one year or less of industry experience. While porter and maintenance tech positions have picked up, the total decrease in job postings as a whole from the first quarter show apprehension still is present. Maintenance and porter positions continue to be hard to fill, causing companies to be creative in their approach to addressing the inability to reach these candidates



Multifamily rental payments still were hitting 90% as of mid-November, according to National Multifamily Housing Council's rent trackers.

at in-person job fairs. To combat this challenge, many companies started referral-based systems to encourage previous personnel placements to refer qualified associates, while others held fairs at property management companies on site or virtually.

Please see Daniels, Page 36



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Management

Enhance asset security without breaking the bank

A property management company has an extensive list of responsibilities. From maintenance and repair oversight to collecting rent, the work often is endless. The comfort and well-being of your tenants is a primary goal, and this extends to their safety and security. The identification of potential security gaps and solutions are part of the job description, and property managers are relied upon to safeguard residents and reduce liability issues. Security threats are increasing worldwide, and the increase of homelessness, civil unrest and crime rates has exacerbated this. Tenants, residents, customers and vendors depend on measures to secure and enhance the daily work environment. Tenant companies or residents often prioritize security when shopping for space. Certain industry sectors such as data centers, financial institutions and health care facilities also may require higher levels of security. Let us review where you are now, and what you could do in 2021 to enhance your own security. Believe it or not, some ideas do not require much budget.

■ **Current state evaluation.** There are, of course, the basics in property management security, which continue to evolve and improve. These are not new, but now is a good time to review your situation and see what needs work. Beyond the locks, doors and card readers, surveillance cameras, alarm systems, on-site security guards and access control for the main entrance and ground floor should be reviewed annually.

■ **Security 2021 and beyond.** Client demand for higher levels of security is increasing in the Denver market and could require increased security spending in the coming months and years.



Kevin Carter
Business development manager, security services, GardaWorld, and vice chair, ASIS Denver Mile High Chapter, kevin.carter@garda.com

With increased risks and demands from tenants, security has moved to the forefront for most property owners and managers. Investment should be made to extend beyond the standard security measures such as access control, cameras, license plate readers, lighting, environmental design, cleanliness, etc. New technologies, new insights and new best practices emerge

on a regular basis. Property owners and managers need to be proactive in today's environment to meet market demands.

■ **Communicate, collaborate and cooperate.** It doesn't cost anything to be informed. Property managers with close working relationships between industry associations, tenants, retail players, security companies and local police and community forums have more success in addressing their security threats. Reach out to groups such as ASIS Denver and others.

There are many resources online to understand the criminal activity in your neighborhood. One of the best is <https://communitycrimemap.com>.

You also can try your local police department website. Denver Police has an interactive crime map: www.denvergov.org/content/denvergov/en/police-department/crime-information/crime-map.html.

■ **Education and training.** Security officers are trained in various methods

of communication skills. Most security companies include eight to 24 hours of specialized training for their officers to be able to address myriad situations. Still, with today's environment, more advanced training that specifically addresses de-escalation of dangerous threats or management of aggressive behaviors may be beneficial. Many national providers of security officers offer these types of additional training online for their officers. There also are numerous different free resources available on the internet. Work with your provider to determine what would be best and how to appropriately budget for the additional time and expense.

■ **Lighting.** While an essential to basic security, effective lighting often is overlooked. From delivery and parking areas to entrances and exits, providing for round-the-clock visibility can be an effective deterrent. A well-lit property is a great way to protect your property investment while making your tenants feel secure at the same time. The ideal locations for lights are near entrances, driveways, backyards, porch areas, public areas and between buildings. Motion-detecting lights also can be installed to help alleviate energy costs.

Depending on the area of the property and associated threats, a self-defense flashlight may be something you could recommend to tenants or residents. You may want to check with your security officers, see if this is part of their standard tool belt. A small flashlight can be used to defend yourself from a would-be assailant. Whenever you encounter a threat, shine the light on his face and dominate his eyes. The bright light will cause momentary blindness and disorientation, providing enough time to flee or


engage your attacker.

■ **Cybersecurity and IoT.** Money and data: Your business and your clients are both at risk of exposing this information. How are you helping protect them as well as yourself? Preventing security incidents in your company and for your tenants can be addressed often with the right training and conversations. Did you know that 43% of cyberattacks target small business?

■ **Redundancy of security.** Often in Class A office buildings, anyone with access to the elevators has access to other floors. Technology has advanced, protecting individual floors with turnstiles located on the ground floor that work in conjunction with an access control system and elevator dispatch software to operate the elevators to ensure credentialed access only on authorized floors. This movement toward multiple security levels can be used in other types of buildings as well.


■ **Biometric readers.** Magnetic stripe or proximity card readers slowly are being replaced by various types of biometric readers. Biometric readers match a database to a user's physical characteristics to determine authorized entry. (This can include fingerprint, retinal scan, facial recognition, etc.)

■ **Summary.** Protecting the people and property of your clients is a vital component of the responsibility of a property manager. Much of what has been the norm for the past few decades is still the same. Yet much has changed, and the required technologies and skills evolve. Being proactive and engaging with your staff and your security providers can be beneficial in ensuring there are no gaps. While you may have many choices, not all of them are expensive or time consuming. ▲




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Leasing

Oil & gas poised for eventual disruption in Denver

It is no secret that the U.S. oil and gas sector has taken a hit during the pandemic. Crude prices temporarily turned negative back in April due to the compounded headwinds of reduced demand and oversupply stemming from a price war between OPEC and Russia.

Oil and gas companies rely heavily on a minimum crude price to ensure profitable extraction, marketing and distribution due to the capital-intensive nature of the industry. More than 40 oil and gas companies filed for bankruptcy in North America through October, according to U.S. law firm Haynes & Boone. This level of disruption is due in large part to the significant role debt plays in oil and gas balance sheets, and this may be just the early signals of trouble for the sector.

These various factors set the stage for a potential gradual shift in oil and gas real estate needs for the coming years. Oil and gas users including exploration and production, midstream, downstream and field service are stressed and have begun plugging wells and laying off thousands of employees across the oil patch. Since 2015, at least 12 E&P companies filed for bankruptcy in Colorado, according to Haynes & Boone, the second-highest number of bankruptcies west of the Mississippi River after Texas during this period. Concealed in this data is the fact that many bankruptcies outside of Colorado adversely impacted real estate needs in the state.



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Principal and
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The last time we saw this kind of stress in the oil and gas sector followed the oil price collapse in mid-2014. Bankruptcies did not immediately follow this crash. Rather, due to short-term financial engineering and staggered debt service timelines, bankruptcies accelerated about two years after the crash when distressed companies ran out of runway despite a modest recovery in prices. Commercial real estate companies should be preparing for a similar outcome given the ongoing pressure in the sector.

One year following the crash oil price crash in 2014, energy company's put about 1 million square feet of inventory on the market in downtown Denver. To date, sublease space in the energy sector is at about 13.5% of total energy sector occupancy in Denver, while in 2015 it accounted for roughly 23% of energy sector occupancy. The year-over-year percentage contraction in oil prices in 2020 has so far been more severe than in 2014, and given the delayed impact on energy company solvency, Denver could see a substantial increase in sublease activity, along with restructuring, of its energy sector occupants, potentially adding significant inventory to the market.

■ **Oil and gas in Denver.** Currently, there are 118 oil and gas companies that occupy 14.8% of downtown Denver's commercial inventory, including 2.7 million sf along Colorado Boulevard in Midtown, 840,000 sf in Lower Downtown, 508,000 sf in Uptown, and 316,000 sf in the southeast suburban market, according to CBRE. While there have been no substantial Denver domiciled energy bankruptcies to date, challenges already exist, with the market recording negative absorption of 547,000 sf in the third quarter of 2020. At the same time, sublease availability increased to 4.3 million sf.

The reduction in demand for office space in the sector today portends more stress in the coming years, as oil and gas laid off approximately 107,000 employees between March and August, according to an analysis by consulting firm Deloitte. The sector is prone to cyclical employment trends, but up to 70% of these layoffs are expected to be permanent unless demand does turns around significantly before the end of 2021, according to the same Deloitte study.

Many industry analysts also are predicting consolidation in the sector nationally, especially for smaller and mid-sized E&P companies. This activity has yet to build momentum and may take several years to materialize, but it could cut the number of oil and gas companies in Denver down the road. Today, most oil and gas companies simply lack the

capital to merge with peers or command sufficient premiums.

■ **The end of the beginning.** While the initial uncertainty around oil and gas prices stemming from the pandemic and the price war is easing, the scars are likely to remain for some time. The pain will be real, but metro Denver has an opportunity to cater to new users. The Denver commercial real estate market has several factors in its favor: a strong government employee base; a rapid transformation into a technology hub; and favorable demographics, with a median age in the Denver metro area of 37.7 years. If oil and gas companies continue returning real estate inventory to the market, there likely will be growing demand for that space from new users and owners should be positioning for that outcome.

■ **Steps to soften the impact.** In the intervening months and possibly years, owners should be cautious in how they work with oil and gas tenants in Colorado. Oil and gas vacancy rates are likely to remain elevated, and commercial real estate owners are primed to bear an outsized share of that burden. As such, if oil and gas companies come to owners seeking rent relief, owners should consider credit enhancements like accelerated termination rights, increased termination payments and adjustments to assignment language in leases. These options improve ownerships' flexibility and reduce capital requirements needed to repurpose existing space for future tenants. ▲

Working Around Your Schedule

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Use tech to keep from being a vertical cruise ship

The ongoing pandemic is highlighting our shared responsibility to protect one another's health. Arguably the biggest threat to our global well-being since the two World Wars, COVID-19 has fundamentally changed how we live, work, interact and commute.

One of the most well-known super-spreaders of COVID-19 are cruise ships, operating as disease ecosystems in which vulnerable people share limited facilities in close proximity, all while staff struggle to maintain visibility over these people's movements and well-being. Without precise occupancy data, cruise ship staff and passengers were left at the mercy of this virus, resulting in businesses damaged beyond belief and many lives put at risk.

■ **Vertical cruise ships.** Until 2020, tenants and operators alike accepted office buildings the way they are – shared communal spaces with low visibility into facilities, systems, processes or personnel. This pandemic has crippled the global economy and brought office spaces into crisis however, and it's time to face up to what these buildings really are. With their inherent ability to spread disease and the lack of meaningful insight into their occupancy, these spaces have come to resemble "vertical cruise ships" now more than ever.

From a commercial standpoint, the immediate challenge facing real estate is how the industry will attract occupants back into buildings. After months of working from home and the perceived threat of an unhealthy work environment, many office workers wonder when or if they will ever go back. Much like after the Sept. 11



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attacks, when airlines introduced additional security measures to help reassure nervous passengers, commercial building managers now must clearly demonstrate the cleanliness and safety of their office environments.

■ **Gaining an immediate overview of your building performance and usage data.** Right now occupants and employees need to know about the safety of their sites and might be asking questions about usage, cleaning regularity and air quality. Reopening a commercial building during or after a crisis requires the careful monitoring of site trend data such as air quality and usage, before communicating these insights to make occupants feel as safe as possible. Now, more than ever, building data is essential for answering occupant concerns.

For property owners and managers, the first step to taking this data-driven approach is to take an inventory of every device connected to their networks. A thorough digital audit of these devices and networks should assess your buildings' digital readiness for a smart building program. The right solution will identify device firmware versioning, integration ports and protocols, and network vulnerabilities both in terms of cybersecurity and connectivity health. This type of continuous digital audit can replace the manual processes of cataloguing and maintaining databases of connected devices, forming a

robust foundation for any smart building program.

■ **The first steps to smart building integration.** Your site teams will first need to coordinate with a solution vendor for platform integration. Building data typically is streamed through a plug-and-play Internet of Things appliance that continuously scans for all the compatible systems, firmware versions, sensors and devices that can be easily installed on site. The platform dashboard should then highlight connectivity, network integrity and security risks so that you can understand exactly what's connected to your network. Sounds complicated, right? Not necessarily. Any vendor worth its salt should offer a combination of data engineers, sustainability experts and digital transformation consultants to support your smart building program and ensure its success.

With a continuous insight into your devices' firmware versions, your team can act to make sure that every unit is online and functioning properly. Network health readings identify underperforming controls networks, meaning the team can monitor and optimize connectivity and response times where necessary. Cataloguing the open and vulnerable internet ports across your sites enables facilities staff



Until 2020, tenants and operators alike accepted office buildings the way they are – shared communal spaces with low visibility into facilities, systems, processes or personnel. With their inherent ability to spread disease and the lack of meaningful insight into their occupancy, these spaces have come to resemble "vertical cruise ships" now more than ever.

to secure these, significantly reducing the possibility of network interference or a cybersecurity breach. Taking these initial steps paves the way for further building performance benchmarking and optimization, if desired, reducing operating and energy costs while continuing to deliver a safe tenant experience.

Ultimately, the ongoing crisis was made far worse because of a lack of preparation. Building managers now have the chance to protect people and assets by turning buildings into sources of rich data that can be communicated with stakeholders and tenants to enable them to make better and safer decisions. This is a truly unique opportunity for building owners and facilities managers to take a new, diagnostic approach for the benefit of every building, floor and occupant. ▲

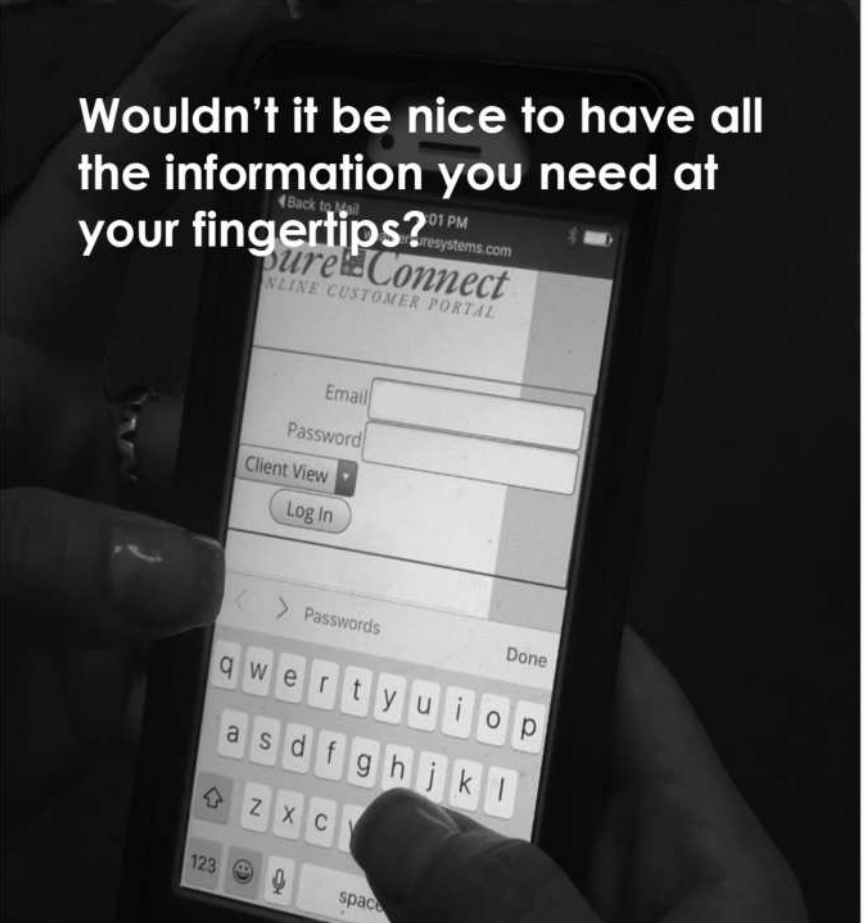


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Amenities

Select the right app to reactivate your fitness center

Has our current pandemic turned your on-site fitness center into a ghost town? Don't panic. COVID-19 certainly has had an impact on many industries, but the fitness industry has taken a hard hit. With many restrictions in place including social distancing and wearing masks, our small fitness centers placed in residential communities, multitenant buildings and corporations that once acted as a retention or engagement tool now are collecting dust.

Fitness and wellness facilities will continue to set your real estate apart. Now is the time to pivot from what we were doing into a new era of activation through technology. Fitness technology has existed for decades but hasn't been fully utilized until now. With most people's preference to participate in fitness activities in person, technology has struggled to be our main source of service. However, fitness technologies are no longer just counting our steps. Fitness enthusiasts now can participate in classes with "live" instructors and other participants. We can select recorded classes that have a certified instructor and are choreographed with others in the classes. We can challenge each other to a goal, we can participate in a virtual race and we can interact with professional mindful coaches or nutritionists.

Not only can we utilize these technologies to keep us moving, but also we can use them to schedule a



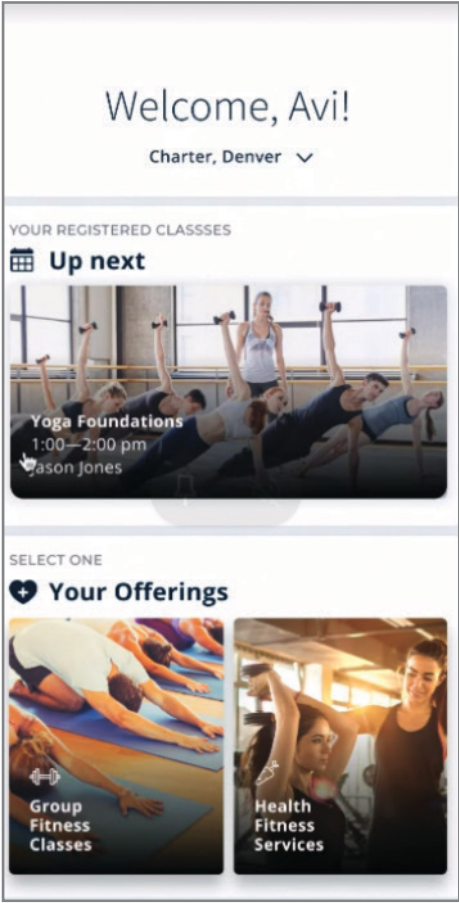
Angela Nichols
Partner, senior vice president, business innovation, Elevation Corporate Health, a.nichols@contactelevation.com

time in the fitness center, regulate how many people are in the facility at one time, create a touchless check-in experience and show the gym goer that we are doing everything we can to create a safe environment for them to get a great workout.

Reactivate your space by providing a technology app, which will allow your fitness facility to be safely open for individual or small group use or provide those who aren't ready to come back to the gym an alternative.

When choosing a fitness app, make sure you following these quick guidelines:

- **Been here done that.** Consider choosing an app that has been around for a few years. Working with a company that existed before the pandemic changed our technology needs will ensure that they began the app for the right reasons and that they have worked through any newbie glitches.
- **Only buy what you need.** Make sure you purchase only what you need in an app. For example, if you're looking for a membership management system that provides a touchless check-in system and has a schedule to manage the



Fitness and wellness facilities will continue to set real estate apart, but now is the time to pivot from what we were doing into a new era of activation through technology, including apps.

amount of people using the fitness center at the same time, don't buy an app that does these things but also provides classes. You should be able to work with a company to

purchase only what you need.

- **Be budget conscious.** Don't break the bank. There are fitness apps that can be purchased for your facility by the management company that are affordable and available to all of your tenants or residents at no additional cost to them. Providing a free fitness app to your members will automatically enhance and activate your fitness space while also providing services in which they can participate within their own home for those who are not quite ready to come back to the gym but want to stay active.
- **Something for everyone.** Find something that works for everyone. Purchasing the No. 1 fitness app that provides only bike workouts will not help those who don't like to bike. And partnering with a HIIT boutique company will not help your active aging population. Make sure the app that you source has something that all ages and fitness abilities can participate in.

So don't shut and lock the doors on your fitness centers just yet. Instead, reach out to your fitness club or manager and learn what technology apps will keep your members connected with your fitness space and continuing to move.

Stay connected.
Stay moving.
Stay safe.
Stay healthy. ▲



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Private lot mobile payments gain in popularity

If you're like most people, when you think of mobile parking payment you think of on-street municipal parking. And with good reason. Each year, in cities across the globe, hundreds of millions of drivers use their smartphones to simply and conveniently pay for parking. Closer to home in Denver, mobile payments soon will be the method of choice for thousands of commuters and visitors to the city as it readies to roll out a new citywide program.

But mobile payment isn't just for cities. It can be just as useful for managing private lots and garages, as owners and operators are coming to realize. By offering tenants and transient parkers the option to pay via an app, owners and operators can provide a much more convenient parking experience, while at the same time gaining access to an effective management and enforcement tool.

■ How mobile payment works. As with most smartphone technology, mobile parking payment apps are designed to make the parking experience better. We live in a digital age when people expect simple, convenient and quick transactions. But for many, parking has become a symbol of the bad old days. Drivers don't like to have to seek out pay-on-foot payment machines, nor do they like to wait in lines for the privilege of paying for their parking and exiting a lot or garage.

With mobile payment apps this waiting and searching is a thing of the past. When drivers park their vehicles, they just need to open the



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app, indicate how long they plan to stay and pay for that amount of parking. The information is transmitted to the management system so staff know that the driver has paid for parking for a certain length of time. Typically, when the parking session is coming to an end, the solution notifies the drivers, giving them the option of adding additional time.

Mobile payment has become popular among owners of businesses with small parking lots because it permits them to monetize their lots without adding expensive equipment. Mobile payment doesn't require gates or payment machines because the entire transaction is handled with the patron's smartphone. In essence, owners can add a complete parking management suite without having to invest in new technology, and in very short order.

Mobile technology can even be useful to owners who aren't looking to monetize their parking. Some owners with lots that are beset by unauthorized parking are using it to manage enforcement. Since parkers are required to enter their payment or permit credentials when they initiate a transaction, the technology can keep track of which patrons are entitled to park in a particular lot or garage and identify unauthorized

In essence, owners can add a complete parking management suite without having to invest in new technology, and in very short order.

parkers. When unauthorized parkers are identified, the system notified enforcement officials who can respond by towing or ticketing the vehicles, or by just issuing a warning to the recalcitrant driver.

It's not just small lots that can benefit from offering mobile parking payment, though. Even large, well-established parking facilities can use the technology to their advantage. The most obvious benefit is the extent to which the technology improves the parking experience for patrons. It's essential to provide patrons of any business the best customer experience possible; mobile payment technology can improve customer satisfaction significantly.

And in this age of COVID-19, mobile payment apps can help promote public health. By permitting parkers to pay on their own personal devices, the technology eliminates the need for patrons to touch equipment that has been used by many people already, and which may not have been sanitized. Additionally, mobile payment eliminates the need for person-to-person interactions between staff and parkers.

Less obvious, but no less important, are the long-term financial benefits. One of the largest line items for any building owner is purchasing, maintaining, repairing and, eventually, replacing equipment. If even just a portion of your patrons are using mobile payment rather than your costly hardware equipment, that equipment is experiencing less wear and tear and requiring less maintenance, and you are able to extend its useful life. The less frequently you have to repair or replace expensive equipment, the more money you are saving over time.

One final benefit to parking owners is increased business. Drivers are looking for the most convenient parking experience they can find, and when they find a garage or parking lot that's easy and pleasant to use, they will become repeat customers. By significantly improving the parking experience, mobile payment provides the incentive for parkers to become repeat customers. Mobile parking payment technology truly does provide a win/win experience for both parking owners and their customers. ▲



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Customer service platforms are becoming essential

Imagine being stuck at a parking garage's exit on a cold winter night, unable to leave because the gate won't go up. For many people, it's not a difficult scenario to envision, because it has happened to them.

Over the past decade, parking facilities have become nearly universally automated. Equipment that automates parking access and egress provides many benefits to owners and operators. It reduces operational costs significantly, it cuts down on the risk of employee theft and it provides a much more user-friendly parking experience – most of the time. Like any technology, parking equipment sometimes doesn't work as intended, and a human interaction is needed.

Misfires aren't always the fault of the equipment. The usefulness of parking technology – as with any equipment – is limited, not only by its functionality, but also by the ability of people to use it. There are many types of parking technologies in use, and drivers aren't always adept at using each one. Screens, button placement and user instructions vary from brand to brand, and that can cause confusion among parkers who are exposed to different types of equipment at different locales. Often, it's not the technology that's failing; it's the person who is failing to use it properly.

This is no minor issue. In the United States alone, parkers call into customer service representatives 85 million times a year to help solve issues related to automated parking equipment. Whether it's a matter of user error or a problem with the equipment, the customer service rep can solve the problem and get the drivers on their way.



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If not addressed, when issues arise in a parking facility, the cost can be high. Drivers will avoid facilities in which they've experienced problems, or that have a reputation for problems. These types of issues can have a significant impact on the bottom line. However, integrated virtual support via customer service platforms can help avoid these issues and protect the bottom line.

■ **A personal touch.** What happens when a garage's equipment doesn't work as planned? You don't want drivers waiting behind a closed gate until a parking employee or enforcement officer can be summoned to handle the situation.

That's where a parking customer service platform comes in. The platforms are electronically connected to parking access and revenue control systems equipment and can be engaged with the push of a button. Parking owners and operators can turn to a company that specializes in customer service for parking and also has the software platform to manage it, or they can manage their own call center operations and utilize an outsourced customer service platform. The typical system provides a live audio connection to a trained customer service professional who can help solve the parker's problem. However, one system even offers two-way video calling so the customer service repre-

sentative can see for himself what the issue is, in order to diagnose and solve the problem and provide a higher level of customer service.

■ **Measuring the metrics in real time.** For the parker, the end of the transaction is the end of the story, but not for the parking owner or operator. Every call is recorded, and that data is available to owners and operators. When utilized properly, it can help owners and operators improve their systems to minimize problems in the future, thus providing a better parking experience in parking facilities and making parking operations more effective and efficient.

Parking owners and operators have instant access to data about how many calls were made on a given day, week or month, and the nature of each call. For instance, owners and operators can monitor how many entry/exit issues, ghost calls, invalid validations or permits, credit card payment issues, invalid tickets or any other issues.

This information can be analyzed for any particular period or length of time.

This is information that parking owners and operators can use to improve their operations and customer service. For instance, if there is an excessive number of invalid tickets that could be an indication that the PARCS equipment located at the entrance is malfunctioning and needs



One customer service system offers two-way video calling so the representative can see for herself what the issue is to diagnose and solve the problem.

to be repaired or replaced. The same conclusion might be drawn if there is an unusually high number of credit card payment issues. Or, if there are too many invalid validations or permits, it could indicate that the permit readers are malfunctioning or that the equipment that creates the permits themselves is. No matter what types of problems arise, the data created by the system can help diagnose the issues and help parking operators address them more efficiently and cost-effectively.

Because of all of these benefits, customer service platforms are popular throughout Colorado, with a number of parking garages in Denver utilizing it, including facilities owned by Douglas Parking, Denison Parking, One Parking and Cardinal Group. Customer service technology also has made it to Aspen after being installed in a municipal garage in the city. ▲

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Rising to the challenge

There are many famous quotes about adversity. Some that seem especially relevant when looking back on the past year include:

- “Adversity is the preparation for greatness.” – Andy Andrews
- “Difficulties are meant to rouse, not discourage. The human spirit is to grow strong by conflict.” – William Ellery Channing.
- “If you run into a wall, don’t turn around and give up. Figure out how to climb it.” – Michael Jordan.
- “Through adversity, not only are we given an opportunity to discover our inner strength, we are also given the gift of foresight so we can shine the light for others who go through the experience after us.” – Rachael Bermingham

These quotes are confidence builders for whatever might lie ahead in the year to come. In addition to the inspiring words of others, it also is important for us to remember the tremendous amount of support we receive through our partnership with the Denver Metro Building Owners and Managers Association. Whether you are a building owner, a property manager or a vendor partner serving the industry, we are all in this together; helping one another find solutions to problems and ultimately succeed.

As commercial real estate pro-



Dan Meitus
President, Denver Metro BOMA
President & CEO, Elevate Real Estate Services

professionals, we rise to this challenge every single day. But 2020 was different. It was a year fraught with adversity, bringing out the best in many people and organizations. Denver Metro BOMA was no different. As reflected in our mission statement, we strive to “advance the commercial real estate industry through advocacy, professional development and exchange of knowledge.” The last part of our mission statement, “the exchange of knowledge,” continues to be a critical call to action as we work to provide support and share solutions with colleagues.

It’s with that in mind that I’d like to highlight some of the ways in which Denver Metro BOMA members overcame the unprecedented challenges in 2020 (each were nominated for the BOMA “Rising to the Challenge Award,” awarded in December). Perhaps some of these stories can provide your team with inspiration and solutions that will prove to be invaluable in the months ahead. Likewise, if you have knowledge and ideas that you can exchange

with your fellow BOMA colleagues, I’d encourage you to do so.

- Early in the pandemic, Pam Musso with Western Paper proactively provided many building teams with personal protective equipment that was in high demand and short supply. She took it upon herself to research and locate urgent product sources to help building managers keep their buildings safe and clean. Not only was she a provider in times of need, but also a leader who took on the challenge and responsibilities associated with it.
- Under the leadership of Teri Ososkie of Hines, Dominion Towers instituted a COVID-19 adaptation and resilience plan. Some of the numerous efforts included adjusting the heating, ventilation and air-conditioning systems to new tenant schedules and reduced occupancy as well as maintaining the highest water quality possible. Ososkie also put “pandemic cleaning” into effect immediately, which included changing all cleaning agents so they were medical-grade and approved by the CDC, “desk drops” of hand sanitizers to every employees’ desk, establishing “vendor screening” questionnaires, and creating travel maps to control traffic flow and maintain social distancing.
- Lorie Libby of Allied Universal dedicated extra time to improve

safety and security measures. She participated on a panel for COVID-19 security protocols sharing ideas that included controlled access points, limiting building populations and enforcing new rules associated with the pandemic response.

- Daniel Nunez of Habitat Management established innovative safety procedures and guidelines, including elevator occupancy rules, managing traffic flow, access and egress points, signage, pandemic strategy and other COVID-19 protocols.

Now is a time to come together and continue to advance our industry. I’m looking forward to the honor of serving as the Denver Metro BOMA president in 2021, and doing all I can in overcoming adversity, advancing our industry and continuing to work toward achieving our many goals. Now, more than ever, our industry must come together to shape a great future.

If you have ways to help or solutions to share, please send an email to info@denvermetroBOMA.org and we will be posting them on our website in a special section. Please visit COVID-19 Resource Center for Commercial Real Estate for other helpful information. ▲

Denver Metro BOMA Board of Directors

Thank you to all who served in 2020 and continue to serve!

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Member of the Year Award Winners

Hundreds of Denver Metro BOMA members gathered virtually Dec. 10 for the 2020 Member of the Year Awards and holiday celebration that included a video by Havey Productions covering Denver history from 1920 to the 2000s. Congratulations to the winners!



President's Award
Channing Gibson, RPA, FMA, LEED AP, CAM,
Hospitality at Work



Principal Member of the Year
Amanda Darvill, BKM Management



Associate Member of the Year
Jim Veldkamp, Master Klean Janitorial



Service Provider
Keitha Rainey, Advantage Security

Additional Categories



Administrative Professional of the Year
Kyler Epperson, Brookfield Properties



Assistant Property Manager of the Year
Penfield Belton, Brookfield Properties



Rising Star
Laura Richards, Unico Properties



Building Engineer of the Year
Kevin Boltz, Transwestern



Rising to the Challenge
Habitat Management – Daniel Nunez



Rising to the Challenge
Western Paper – Pam Musso, LEED Green Associate

Tenant Relationships

Continued from Page 1

tions, of course (i.e., tenants who are more trouble than they're worth and others whose businesses are so damaged that there is no hope for them). But if a tenant is worth saving, consider the following ideas when evaluating whether to consider some sort of help.

First, require them to provide you with current financial statements including profit/loss, balance sheets, bank statements and/or tax returns. In addition, request an updated business plan that addresses the current challenges and outlines strategies for moving forward and returning to profitability. If the tenant is unwilling to provide these items, then the conversation about concessions becomes a very short one,

"No, thank you." A tenant who is serious about keeping the doors open should be willing to share its current situation, warts and all. Of course, not all tenants are sophisticated or have the ability to provide professionally prepared glossy business plans or audited financial statements. But that doesn't mean they can't provide bank statements, Quickbook reports, point of sale reports or even an excel spreadsheet. Don't be surprised that the statement shows a difficult situation. Getting that information is critical in determining whether the tenant is just sick or terminally ill.

In addition to updated financial information, it's important to review and evaluate the tenant's history. Does it have a history of late payments or not

fulfilling other lease obligations (i.e., maintaining the premises, etc.)? If the tenant has a sufficiently checkered history, there will be little motivation to provide it with any meaningful relief. However, assuming the financial statements provide a reasonable level of promise and the tenant's history isn't horrible, providing some sort of concession may make sense.

Concessions can take different forms, but, in most cases, tenants are looking for rent relief. As a first gesture, you may consider waiving late fees and interest if the tenant commits to staying current on rent and common area maintenance charges. Waiving those fees may be enough of a concession to satisfy many tenants. (But make it clear that failure to stay current

will result in those charges being added back to their account.)

Waiving late fees won't be enough for many tenants. How much to abate or reduce? No more than you have to. In any case, the goal is to have the tenant make up the unpaid amounts during the remaining term of the lease. Of course, it goes without saying: Get it in writing!

When negotiating lease concessions, this may be an opportunity for the landlord to obtain something from the tenant in return. These might include renegotiating previously unfavorable lease terms; extending the primary lease term or requiring the tenant to exercise an existing option; increasing the rent in future lease years; securing personal guarantees; or obtaining

a secured interest in the tenant's business assets or even other real estate.

An absolute "must have" when granting any lease concessions is the inclusion of a robust confidentiality provision precluding the tenant from disclosing the existence or substance of any concessions. This is not the kind of information you want tenants sharing with each other for obvious reasons.

One additional note. I think it's worth considering that many of these tenants are victims of circumstances outside their control. I'm not suggesting that all landlords should suddenly become charitable organizations providing free rent. I love capitalism as much as anyone. But some reasoned compassion today may pay dividends in the future. ▲



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Records

Continued from Page 10

responsiveness and collaboration, you might think that success in property management is mostly about people skills. In my experience, the truth is that understanding the numbers is equally crucial. If you understand the numbers underlying the decisions you make, you're able to make better decisions.

Managers need to understand the financial essentials, like being smart about expense management, use of technology and reducing unnecessary bureaucracy by implementing efficient processes and reporting.

By understanding the numbers, property managers are able to operate with the owner-manager mindset necessary for seeing the big picture, earning trust and building relationships. When a building owner sees that you're able to keep a building's expenses under market month after month, you've likely created a long-term, trusted relationship with that owner. ▲

Mastic

Continued from Page 11

savings models and various "solutions as a service" models also can prove to be beneficial to both parties (owner and tenant) if the savings opportunity is less than five years. More sophisticated contractors will be well versed in each of these offerings and can help springboard projects to completion.

■ **Move forward now.** There's no better time to make these sustainable improvements to your property. As tenants begin to return to buildings and amenity spaces later this year, many will look to properties that have made modernized updates and created a safe, sustainable environment. With these changes, your property will be set apart from the competition. ▲

Rickert

Continued from Page 14

though. Restoration professionals can gain a good understanding of the nature of the building and its façade just by knowing when it was built. For instance, buildings built prior to 1870 typically featured load-bearing construction. Conversely, buildings built between 1870 and 1920 tended to feature framed structural systems, curtain wall systems and recently developed cladding materials. After 1920, construction evolved to modernism and then post-modernism, each of which had its own characteristics. So, knowing the building’s history gives restoration professions a good start in determining how to proceed.

Once the historical research is complete, it’s time for an on-site assessment of the building’s exterior to determine the façade’s relative condition. First comes visual observation. The initial assessment usually revolves around a visual inspection conducted by an experienced and expert restoration professional, often utilizing scaffolding systems, boom lifts or even repelling to gain a close-up, hands-on view of the façade elements. Just as a doctor may examine internal organs, the façade professional may use a boroscope to examine the cavities and anchorages of a building’s veneer.

Photographic documentation is performed so the restoration team can note any damage while developing an action plan. Alternative methods include observation through high-powered binoculars and unmanned aerial vehicle inspections.

Visual observation isn’t the only investigative method, however. Sounding is a process through which hammers and other equipment are used to tap on façade sections to determine if there are voids beneath the façade exterior. Trained restoration professionals can recognize the different tones that occur during sounding, and what each tone means. Typically, masons’ hammers are used to sound concrete, brick and stone exteriors and wooden mallets are used for terra cotta. It’s important for the sounding process to be completed by trained restoration professionals to assure that the façade isn’t damaged in any way.

Other nondestructive testing methods including ground-penetrating radar, which can be used to “see” behind the surface of the facade; sonar, which can be used to determine the condition of interior sections of the façade through impact-echo and impulse-response methods; water absorption with RILEM tubes, which can indicate the extent to which the façade and exterior areas are susceptible to water

damage; and infrared photography, which can show potential anomalies in building facades. These testing methods can be effective in identifying different types of façade deterioration.

There are many different types of façade deterioration. The most common include erosion and disintegration, most often caused by rain, snow and other extreme weather; cyclic freezing and thawing; salt crystallization; corrosion of façade anchorages; thermal stresses from extreme heat; restrained movement; and UV degradation caused by direct sunlight. Additionally, improper past repairs also can do significant damage.

Each type of damage requires a unique type of repair. The most common façade repairs include replacement of joint sealants, repointing mortar joints, repinning masonry, and patching or replacing masonry units, or even partially rebuilding wall sections. In addition to the above, addressing water leakage issues also may involve removal of masonry to install through wall flashings, replacing copings or repairing roof-to-wall interfaces.

■ **Maintenance programs.** Many buildings rely on assessment and maintenance programs to identify potential problems and address them before they require expensive repairs.

The most common are five- and 10-year programs that establish regular schedules for assessing the condition of building facades. These types of programs are particularly common at universities, government complexes, commercial building portfolios, and other complexes with multiple buildings or historic facilities.

But really, any building can benefit from a long-term maintenance program. By identifying façade deterioration and underlying structural problems early, building owners and their restoration teams can take care of problems before they require expensive repairs or expose owners to significant liability. Plus, if long-term renovations are needed, getting an assessment of the structure’s current condition early allows more time for restoration work to be planned and for restoration professionals to create a hierarchy of issues to address, allowing for certain areas of the project to be deferred, or even for deterioration to be corrected before the damage is severe.

Façade evaluation and restoration, while complex, is essential to the maintenance and long-term viability of any building structure. From large and highly utilitarian structure to historic landmark buildings, maintaining and restoring the façade not only must be done, but must be done right. ▲

Dilonno

Continued from Page 16

cial to help determine what number of infected people is the best to use. With basic room information, like the amount of outdoor air and return air, percentage of relative humidity, filter type and mask wearing behavior, we calculated the maximum amount of time and the number of people that should be permitted in the space.

To better understand, the charts on Page 16 show the number of employees and the time spent in the conference room (hours of exposure). The numbers within the charts are people who would leave the space infected. In this example, the team agreed that less than 0.5 people leaving the space infected was safe enough. Based on the results, the client set a rule within the building that only two employees were

permitted in the conference room for a maximum of four hours. As seen in the second chart, if every employee was wearing a higher-quality mask, perhaps provided by their employer, then they could increase to four employees for up to five hours, or six employees for up to three hours, etc. It was important for this client to have the decision to reopen backed by data. The communication to building occupants

about the limited hours and maximum people allowed in the conference room was much easier for our client.

By implementing reopening strategies based on data, not speculation, confidence can be restored for building owners and facility managers, and employees can get back to a shared environment, collaborating and having in-person meetings once again, no longer feeling isolated at home. ▲



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D'Antonio

Continued from Page 15

Doors, and Curtain Walls by Uniform or Cyclic Static Air Pressure Difference.” This test essentially simulates wind-driven rain while applying a pressure chamber to the test specimen. A third test is dubbed the “Sill Dam Test in AAMA 511.” The test subjects the sill to static water head while blocking weep holes/drainage systems, to check for proper installation of joint plugs or internal glazing pocket seals. Other tests can be found in the “ASTM

E2128: Standard Guide for Evaluating Water Leakage in Building Walls.” The guide contains methods to determine and evaluate causes of water leakage of exterior walls, to recreate leaks and to trace internal paths of the leaks and correlate test results with observed damage.
■ **Building envelope training and maintenance.** As with other building systems, proper training for building maintenance personnel is vital to maintaining ongoing performance of any building envelope. Building manag-

ers also should have a maintenance program or plan in place for the envelope. Typical maintenance programs include annual visual surveys both inside and outside with repairs as needed. Examples of common repairs include tuckpointing cracked masonry joints, replacing deteriorated or aged flexible sealants, and cleaning soiled stone or concrete and infrared thermographic scan or survey every five years, or as damage is observed. Two such infrared tests are completed per “ASTM C1153, Standard Practice for

Location of Wet Insulation in Roofing Systems Using Infrared Imaging and ASTM C1060-11a, Standard Practice for Thermographic Inspection of Insulation Installations in Envelope Cavities of Frame Buildings.” A comprehensive building envelope maintenance program can deliver important benefits. It can prevent building deterioration, reduce long-term operation and maintenance costs, improve a building’s appearance, and reduce occupant disruptions caused by mold, water or air leaks, freezes or other failures. ▲

Daniels

Continued from Page 25

■ **Now hiring for all positions: LinkedIn, virtual job fairs and other vehicles.** Property management hiring and recruiting practices are starting to pick up. While most sectors have begun hiring again, the demand for talent in multifamily already, was stressed prior to shelter-in-place orders taking hold. Retail and hospitality took a big hit, but businesses that were able to weather the storm of shut downs still have a need for talent. The office sector, however, will continue to be hesitant as remote work becomes a part of the “new normal.” So, what does a healthy recruiting strategy look like now that nearly everything has changed?
■ **Hiring is making a comeback, for some.** Recruiting is making a comeback from the pandemic-imposed apprehension that initially hit every commercial real estate sector. Sectors like multifamily and industrial, which are faring well and actively hiring, still have fewer job postings than historically speaking. One Denver-based firm shared that hiring for all positions, even maintenance, has slowed and people are remaining in place at their current companies due to uncertainty and not jumping ship

for that “better opportunity” within the same space.
The Apartment Association of Metro Denver has developed a quality apprenticeship program and held two courses in 2020. Most of the graduates from the first session found jobs upon graduation in the property management arena. In October, AAMD had over 100 applications for the program’s second offering – only 12 were selected due to social distancing requirements. Sourcing talent in Denver is still a focus in property management and the shift in candidate attitudes now that the pandemic has disrupted so many households and jobs may be an advantage companies realize when it comes to retaining talent and training up. So what’s the difference now rather than one year ago?
Team members have taken a more rational approach and conservative attitude when it comes to their job security. Now, team members are no longer quick to jump for a better opportunity within the same space, which is quite different than the old compensation and benefit wars that existed in the recent past. On-site teams have shifted to valuing the support of their leadership to supply them with the tools and resources needed to operate safely and

effectively, while keeping residential satisfaction at the core of their day-to-day functions. But support still could be ignored if key components don’t exist in upper-level management decision-making. So what “support” do on-site teams value most?
Real support is different today than a year ago and vital to the success of a property team.
Supporting the on-site team within any sector means that there is not a disconnect from the realities faced by the “frontlines” in keeping properties running safely and effectively. Clear communication and realistic budgets, and some things that may not even be budgeted for might have to be included in the overall support maintenance personnel need to function safely and efficiently. Let’s face it, the “industry standard” used for staffing properties hasn’t considered the need for more team members in certain situations such as this year’s unexpected pandemic. CDC recommendations for operational cleanliness and other protocols has only intensified on-site team workloads. Because of this, a strong connection between leadership and on-site personnel must exist, but how do we offer the level of support that teams need most?

The answer lies in the ability to connect across multiple departments to gain understanding in how to support the site teams effectively. Through authentic communication and the commitment to bringing on better cleaning equipment is critical. When it comes to supply sourcing and personal protective equipment, it may require more in-depth partnerships with industry suppliers, many of whom have developed pandemic-focused solutions. Procurement optimization firms have member service departments that act as extensions of on-site teams, giving them time and resources to find hard to locate items.
■ **Supplier partnerships and innovation.** Supplier partners across all industries have developed technology and innovative solutions to ensure maintenance personnel can do their job effectively and without spending excess time with all the new requirements. Consistency in cleaning practices is key to CDC guidelines and has been taken seriously on all fronts. Investing in maintenance and on-site personnel by supporting their immediate challenges now, rather than waiting until the budget permits, will help develop the leadership of tomorrow and today. ▲


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