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April-May 2015

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*Michelle Harris takes the plunge.
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Create Value with Energy Efficiency

Energy efficiency is both an environmentally thoughtful and financially high-yield investment, community associations and building owners were told at a recent forum put on by the Hawaii Council of Community Associations. Energy guru Mark Jewell of California told HCCA members why being more energy efficient will "create value" at their properties. Check out Associate Editor Priscilla Pérez Billig's report.

What's up (no pun intended) with elevators and escalators? In this issue we take a look at the latest technology in safer, faster and more efficient transportation in Hawaii's tall buildings. Here's a hint on what's becoming a popular mode of elevator travel: destination dispatch.

The Building Owners and Managers Association Hawaii chapter works to improve the business climate for commercial real estate in the Islands and we offer an update on BOMA's plans for 2015, including installing a new slate of officers, scheduling events for members and setting legislative priorities.

Our reports on new technology and materials in concrete restoration in

the Islands, as well as in selecting the best cooling towers for your building highlight what's new and offer advice on maintaining your buildings.

Money talks, they say. With that in mind we delve into financing and insurance issues facing building management looking to build from the ground up or to renovate and upgrade their current structures. And when faced with spending dollars for upkeep, our report on deferred management might provide managers some helpful guidance when deciding to have repairs done now or to put the work off for another day.

The University of Hawaii at West Oahu will launch a degree program in Facilities Management this fall at its Kapolei campus. Read more about this first-of-its-kind in Hawaii program.

Got something you'd like to share with BMH and our readers? Let us know!

Aloha,

David Putnam

david@tradepublishing.com



EDITOR

David Putnam

ASSOCIATE EDITOR

Priscilla Pérez Billig

ASSISTANT EDITOR

Brett Alexander-Estes

CONSTRUCTION EDITOR

Alfonso Rivera

DIRECTOR OF ADVERTISING

Barry Redmayne

SENIOR ACCOUNT EXECUTIVES

Charlene Gray

Jennifer Dorman

Amanda Hipolito

Andrew Peterson

ADVERTISING ADMINISTRATOR

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Karen Berry

CREATIVE DIRECTOR

Davin Iyamatsu

SENIOR DESIGNERS

Kim Martin

Ursula A. Silva

Richard Onaha-Hutter

CIRCULATION MANAGER

Chelse Takahashi

PRODUCTION SUPERINTENDENT

Abe Popa

SENIOR PRESS OPERATORS

Bill Yiulin

Dean Onishi

POST PRESS MANAGER

Chris Castelli

DIGITAL PRESS MANAGER

Don Takashima

MAILROOM MANAGER

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*Data current as of Nov. 5, 2014

FALL PROTECTION - GENERAL REQUIREMENTS (1926.501)

1

7,516 VIOLATIONS

HAZARD COMMUNICATION (1910.1200)

2

6,148

SCAFFOLDING (1926.451)

3

4,968

RESPIRATORY PROTECTION (1910.134)

4

3,843

POWERED INDUSTRIAL TRUCKS (1910.178)

5

3,147

LOCKOUT/TAGOUT (1910.147)

6

3,117

LADDERS (1926.1053)

7

2,967

ELECTRICAL - WIRING METHODS (1910.305)

8

2,907

MACHINE GUARDING (1910.212)

9

2,520

ELECTRICAL - GEN. REQUIREMENTS (1910.303)

10

2,427

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Building Management Hawaii (BMH) invites all professional associations and foundations involved in the management of commercial, industrial, and residential properties in Hawaii to submit articles, news releases, photographs, and artwork for publication in a future issue of BMH. Please send submissions via e-mail to bmh@tradepublishing.com or mail to: Trade Publishing Company, 287 Mokauea Street, Honolulu, Hawaii 96819.

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Forecast 2015

The Building Owners and Managers Association along with the Institute of Real Estate Management and the Certified Commercial Investment Member Hawaii Chapter presented its Forecast 2015 on Jan. 22 at the Hawaii convention Center.

Alex Bell, Michelle Harris, Alex Racoma



Lisa Kahihikolo, Olivia Morikawa, Yvonne Ahsing



George Benda, Jarrett Walters, Craig Peterson



Scott Nojiri, Keith Wakamura, Brian Moore



Joanne Arizumi, Marianne Kimura, Lisa Nillos



Kathy Rehg, Theresa Hookano, Matt Lyum, Scott Settle



Chris Ajirogi, Jim Didion, Kevin Ota, Marc Higuchi



Andrew Crocker, Hank Leandro, David Leandro



Emalia Pietsch, Dricka Thobois, Julie Tumbaga



Brian Brennan, Neal Hafner, Kawika Fiddler



Nicole Matsuo, Jodi Webb, Cathy Kong



Stephanie England, Sylvia Nanbara, Ezy Paeste



Jim Miller, Kelly Miller, Tiffany Bove



John Dickinson, Ann Lee, Coryn Takeda, Matt Hara



(Back) Nestor Longboy, David Kaahaaina, (front) Stephen Casuga, Ken Kanter

The EXPO

The eighth annual Hawaii Buildings, Facilities & Property Management Expo, held March 11-12 at the Neal Blaisdell Center, showcased a variety of products, services and equipment for Hawaii's building owners and managers.

Victor Barquis, Lia Hunt, Ian Hunt



Dale Rowley, John Moody, Ryan Strzalka



Jeffrey Hung, Travis Furumoto, Ben Bauer



Michael Pajil, Kevin Vegas, Tony Abril



Jayson Sacro, Cameryn Mirafuentes, Lyle Maetani



Michael Tokunaga, Elisa Asato, Craig Matsuo, Amy Shimabukuro, Patrick Punzal, Gil Chee, Bradley Chong



Kawehi Owens, Darrell Cavaco, Kanani Kaopua, Karen Bradley, Linda Aganos, Kim Titilii, Joe Pelot, Sasha Tsuda



Milton Satoshige, Ward Ogata, Jon Shimabukuro



Stacy Baquil, Cameron Deal



Gavin Peterson, Jan Wong, Shari Tsukayama, Doug Murakoshi



Baron Yamamoto, Stephen Casuga, Jeff Whiton, Gary Takemoto



Stefan Beresivsky, Jennifer Fukuda, Cyd Shizuru, Tina Sprague



Todd Nakanishi, Shawn McGurrin, Mike Tyau, Rosa Yusada, Heidi Kawasaki



Alan Urie, Zeena Abidi, Bill Denney, Amir Borochov, Steve Kawamura, Danny Colton, Chris Camit, Kerry Kassouer



(Front) Guy Akasaki, Joshua Akaka, Richelle Thomason, Lori Look, Daniel Im, Dana Akasaki, Keith Kaneshiro, (back) Al Sevellino, Phillipp Herzog, Brandee Orozco, Paul Flores, Charles Chacko

UHWO to Launch FM Degree Program

First facilities management school in Hawaii will debut this fall.

BY DAVID PUTNAM

There's no end to the duties that a facility manager at one of Hawaii's residential buildings and community associations, hotels and resorts and shopping malls must perform. The FM is tasked with all aspects of maintaining the premises, from determining and scheduling renovations and repairs and safety inspections to planning budgets and overseeing and training a staff.

Up to now becoming a facility manager in the Islands—and on the Mainland—has been a years-long matter of working your way up the ladder. Beginning this fall, however, prospective FMs can enroll in the new Facilities Management bachelor's degree program at the University of Hawaii at West Oahu.

"The unique program, which combines science, business and industry-specific courses, will prepare students for meaningful



Sherry Proper

careers managing facilities of all types," says Sherry Proper, UH-West Oahu interim academic program officer and director of strategic initiatives, of the school's "first-of-its kind in Hawaii" program.

Les Taniyama, vice president of the Hawaii chapter of the International Facility Management Association (IFMA), says UHWO "is strategically positioned to provide facility management graduates to our own aging FM community, and to satisfy the mandates and needs of our military and federal facilities.

"As we look at our inventory of facility managers, a great percentage of

them will retire in a few years and the majority of them have more than 30 years at the job. Their job description is rapidly getting more complex where tomorrow's replacement FM will need to be better prepared to cope with just today's challenges."

A Kick Off event for the new program at UH-West Oahu was hosted by IFMA Hawaii in early March at the Plaza Club.

"Facility management is a competitive, compelling profession with the potential to attract top-tier talent, both today and in the future. Facility management, as a career choice, has been overlooked by educational systems, but is finally coming to light with the growing technological responsibilities of the position," says IFMA Hawaii's Chair of Education Jan Taniyama. "After all, you will be hard-pressed to find a single facility manager that is formally educated to do that job, here in Hawaii and throughout the country."

A top-notch facility manager can expect to earn more than \$80,000 a year, according to 2012 wage data. According to UHWO, less than a percentage point of FMs are formally educated in their trade.

The facilities management concentration in the Bachelor of Applied Science (BAS) program at the Kapolei campus will combine technical training with the liberal arts. A \$245,000 grant from the Office of Naval Research to establish a STEM (science, technology, engineering and math) Center of Excellence at the university helped in the development of the new academic program.



Charles Lovelace

"We would like to thank our funding partners, IFMA Hawaii, Hawaii Energy and the Office of Naval Research for sharing our vision

FACILITIES MANAGEMENT COURSES

The proposed course load for the FM concentration in the Bachelor of Applied Science program at UH-West Oahu will include:

- CHEM 161/L General Chemistry I (3) & Lab (1)
- PHYS 151/L College Physics I (3) & Lab (1)
- MATH 135 Pre-Calculus: Elementary Functions
- MATH 140 Pre-Calculus: Trigonometry and Analytic Geometry
- ACC 201 Introduction to Financial Accounting
- ACC 202 Introduction to Managerial Accounting
- BUSA 324 Business Law
- ENGR 101 Introduction to Engineering
- ENGR 214 Introduction to Engineering Design (4)
- ENGR 121 Building Science (4)
- ENGR 221 Electrical Systems for Facilities
- ENGR 231 Mechanical and Plumbing Systems in Facilities
- ENGR 321 Advanced Electrical and Mechanical Systems in Facilities (eff FA17)
- ENGR 333 Assessing and Auditing Facilities Quality (eff FA17)
- FMGT 301 Finance, Business and Project Management for Facilities
- FMGT 302 Operations, Leadership and Strategy for Facilities
- FMGT 330 Sustainability in Facilities Management
- MGT 310 Principles of Management

that by installing this facility degree program at the University of Hawaii at West Oahu, our future graduates will have the advanced education needed to help achieve Hawaii's long-lasting, clean energy future in the areas of buildings, communications, transportation, water and wastewater infrastructures," says IFMA Hawaii President Charles Lovelace.

Within the BAS degree program, students can earn certification as a building operator (BOC), as an IFMA facility management professional (FMP) or sustainable facility management professional (SFP) and for preparation for IFMA's certified facility manager (CFM). UH-West Oahu will also offer standalone courses for existing professionals to earn IFMA and BOC certification.

"This is a great program for students interested in energy efficiency and sustainability who



UH-West Oahu faculty and staff, IFMA Hawaii members and other guests attended a Kick Off event for the university's new Facilities Management degree program that will begin this fall.
PHOTO BY AMANDA HIPOLITO

are inclined toward engineering but also want to acquire business management skills," Proper says.

Les Taniyama says the private sector also has started to support the new FM program in scholarships and IFMA Hawaii and UH-West Oahu fundraising events.

"We are hoping for corporate charitable contributions and potential endowments to secure the economic future of this curriculum," he says. 🏢

HOW TO GET INVOLVED

Along with seeking additional sponsors for its FM program, UH-West Oahu is recruiting mentors for students. For more information contact Sherry Proper at sproper@hawaii.edu or 808-689-2384.

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Inside BOMA Hawaii

An upcoming expo highlights the mission of the Islands' premier property management trade group.

BY BRETT ALEXANDER-ESTES



Denise Ching of Shidler Pacific Advisors goes "Over the Edge" for Special Olympics.
PHOTOS COURTESY BOMA HAWAII

The biggest event of the year for property management professionals is just around the corner: BOMA International's "Every Building Conference & Expo" in Los Angeles on June 28-30.



Michelle Harris

"It's a great opportunity for property managers and commercial real estate industry leaders to not only learn, but to network with others in their field,"

says Michelle Harris, 2015 BOMA Hawaii president. Ten BOMA Hawaii members are expected to attend the annual expo, which, according to organizers, delivers a "gold-standard combination of information, expertise and industry connections."

Expo attendees will learn the latest techniques in building engineering and management during two days of seminars and through the "Green Pavilion," which showcases green and

energy-efficient products, services and technologies. A typical Green Pavilion case study documents how a 20-story Los Angeles office tower rehabilitated failing drainpipes without ripping out existing hardware and disrupting the tower's tenants.

The expo is part of BOMA International's efforts to spearhead the interests of the commercial real estate and building management industries.

A global organization with a network of 17 affiliates representing owners and managers of commercial



Michael Taylor, Sean Tadaki and Chris Louvorn at "Forecast 2015"

property, BOMA International includes 91 U.S. chapters in addition to BOMA Hawaii. Founded in 1907, the nonprofit organization is the largest in the property management field, with a stated mission of "advocacy, influence and knowledge." During a century and more of advocacy, BOMA has influenced initiatives to upgrade indoor air quality, phase out chlorofluorocarbons, and improve

BOMA International includes 91 U.S. chapters in addition to BOMA Hawaii.

commercial real estate tax structures.

BOMA Hawaii has more than 150 members from Hawaii's commercial real estate, property development and building management industries.

Founded in 1972, the nonprofit's officers work in crucial building industry sectors including commercial real estate, building management and maintenance, information technology and engineering.

"My vision for 2015 is to develop new and innovative ways to continue to grow the BOMA membership network," says Harris, a senior property manager for Reit Management & Research LLC.



Steven Sullivan

According to Steve Sullivan, vice president of operations for Shidler Pacific Advisors LLC and BOMA Hawaii's 2014 president, the organization's members combine professional networking and friendship with successful industry advocacy and support. "We continue to participate in opportunities to build networks of trust among our members," he says.

Sullivan cites a range of initiatives

such as April's sustainability conference and Kakaako cleanup, and "Over the Edge" in November, which will feature BOMA members rappelling from the top of Waikiki's Hyatt Regency in support of Special Olympics.

Honolulu's sit-lie ban, ratified by the City Council in January, was supported by BOMA Hawaii. Also in January, "Forecast 2015," an economic preview presented at the Hawaii Convention Center, attracted 740 guests.

The chapter also participates with the Salvation Army to provide gifts and necessities to underprivileged families. It will team up with IHS this summer to prepare and serve meals to the homeless.



Corinne Hiromoto

"We are focusing on supporting the homeless through having a toiletries drive in conjunction with our annual participation in



BOMA Hawaii at the 2014 Kakaako Clean Up

BOMA International 2015 "Every Building Conference & Expo"

Events:

General Session featuring Jay Leno, Meeting of the BOMA International Board of Governors, Every Building Expo & Grand Opening Celebration, Welcome Party (Host: BOMA Greater Los Angeles), Education Sessions, Exhibitor Hospitality Events, Emerging Professionals in Commercial Real Estate Program & Networking Reception, TOBY Awards Program and Banquet

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Green Pavilion Case Studies:

Includes case studies by Campbell Window Film, ISSA, Nu Flow America, Potter Electric Signal Company, Sealed Air Diversey Care, SemaConnect, Inc., Vista Solar, Weathermatic

the Kakaako Community Cleanup on Earth Day," says chapter director Corinne Hiromoto, a senior asset manager for the James Campbell Co.



Joshua Tokars

BOMA's chairperson for community service, Joshua Tokars, is among members who find "joy and satisfaction in participating in special community service

projects." Tokars is general manager of Armstrong Building Maintenance, which has been a BOMA Hawaii member for 35 years. He will direct the Kakaako Clean Up project starting this month, the IHS meal service and prep project in June, another Special Olympics program in November and the Salvation Army's Adopt-A-Family program in December. For Tokars, such community projects are the biggest events of the year.

"We're an organization rich in purpose," says Harris. "And I'm looking forward to the challenges ahead." 🏠



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2015 BOMA Hawaii Event Schedule

Lunch & Learn

Tuesday, April 7

Sustainability Day

Tuesday, April 14

Kakaako Community Clean Up

Saturday, April 18

HECO/NextEra Seminar

Tuesday, May 12

Lunch & Learn: "Deep Energy Savings"

May (TBD)

IHS Meal Service & Prep

June (TBD)

Golf Tournament

Friday, June 5

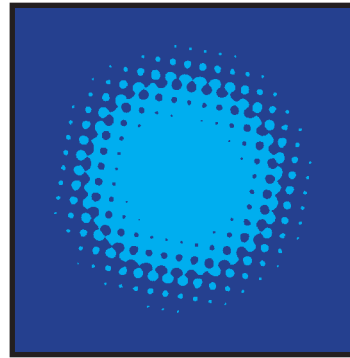
Special Olympics "Over the Edge"

November (TBD)

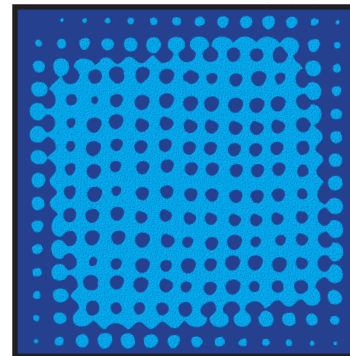


Salvation Army "Adopt-A-Family"

December (TBD)



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- Your time is limited.
- You can afford the cost.
- You're suddenly inundated with management tasks.
- You don't want to be an employer.
- Your property is part of an affordable housing program.

Source: www.nolo.com



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Big Problems May Lurk in Your Concrete

Older structures with standard mixes likely are rife with corroded rebar.

BY MARY VORSINO

Hawaii is world renowned for its balmy climate and postcard shorelines. But our dreamy sun and surf can be the stuff of nightmares for property managers and apartment associations: Intense sun and salt air is especially hard on concrete structures, which means concrete restoration is a regular maintenance expense for condominiums, apartment complexes, apartment buildings, and even single-family homes.

Making matters worse, many Hawaii apartment buildings that went up in the 1960s and 1970s used sub-par concrete. The mixes, which included coral and beach sand, haven't held up well over time and led to speedier and more extensive corrosion of rebar.



Concrete restoration projects at structures built with sub-par mixes are oftentimes significant—and costly, says Pete Seymour, owner of Innovative

Painting & Concrete Restoration.

"The condition of the building dictates the cost of restoration in the end," he says. "It doesn't help that they

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didn't use good concrete when they built some of these buildings."

Seymour adds that you can't always tell what condition concrete is in simply by looking at a building. Sometimes, cosmetic facades can hide big problems.

The good news is there are new tools in the fight to keep concrete degradation at bay, and restore concrete for longer periods, industry experts say.

"It's not rocket science, but there are a couple of things the industry has seen in the last 10 to 20 years," says Damien Enright, president of Structural Systems.

For one, standard concrete mixes these days don't include beach sand and coral.

Standard mixes are often used for major jobs—projects where costlier measures to lengthen the life of

a science fiction novel, but their purpose is actually quite simple. Sacrificial anodes for concrete repairs are typically made of zinc; they're connected to existing rebar and act as a layer of corrosion protection. Over time, the zinc corrodes—is "sacrificed"—instead of the rebar.

Sacrificial anodes have been around since the 1990s, but they have seen improvements over the years and are now used in all sorts of projects, from big restorations to small patch repairs.

Seymour, of Innovative Painting,

points out that while restoration is one thing, maintenance is another. Concrete will stand up longer with regular upkeep. To help structures hold up, regular painting and waterproofing is a must; there have been advances in those products, too.

And, experts point out, regular maintenance is always cheaper than restoration.

The older buildings that haven't been painted or waterproofed since they went up, Enright says, "those are usually in pretty bad shape." ■

The good news is there are new tools in the fight to keep concrete degradation at bay, and restore concrete for longer periods.

the concrete wouldn't make good financial sense.

Advanced concrete mixes can slow degradation, and are highly recommended for projects exposed to harsh elements (beachside properties, for example) or for smaller repair work. Some advanced mixes have corrosion inhibitors added in. Polymer-modified concrete, meanwhile, can also stand up better to water, sun and salt air.

"The idea is, anything you can do to slow the corrosion, you do," Enright says.

But those mixes don't come cheap. Enright says high-end mortars can easily triple or quadruple the cost of a project.

For restoration projects, industry experts say they recommend clients think about using at least one extra measure to ward off rebar corrosion.

A popular pick: sacrificial anodes. They sound like something out of

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What You Need to Know About Spalling

Protect your concrete building from chlorides, conduct yearly inspections.

BY PAUL K. KANE III

The words “concrete” and “cement” are so often misused. The news media does this all the time, reporting that “a car hit a cement barrier on the freeway” or “there are homeless blocking the cement sidewalks around town.” They should be saying “concrete,” which is what is used to build freeway barriers and sidewalks.

Here’s a handy analogy: Cement is to concrete as flour is to cake.

Cement is a powder that when mixed with fine aggregates (sand), rock, chemical admixtures and water becomes concrete, just like flour is a powder that when added to eggs, water, butter and other ingredients makes cake.

Cement is not very strong by itself and you would never use cement to fix a concrete spall, just like you would never serve flour and call it cake (plus it would taste junk.)

Concrete is a composite and one of the oldest composites known to man. Concrete is a blend of materials making another, oftentimes better, stronger material. When you change the size and proportions of the ingredients to a basic concrete mix you can make grout, mortar or different type concrete that can provide different type of results, like being

water resistant, abrasion resistant and, yes, chloride resistant, too.

Now that we know the difference between cement and concrete let’s take a look at your concrete building. What do you see? Cracks in the concrete with light rust stains? Chips in the concrete due to mechanical damage or impact? Or, worse yet, concrete spalls where the reinforcing steel, aka rebar, has corroded. As it corrodes that steel expands at forces greater than the tensile strength of the concrete, first causing a crack, and if let undetected or repaired, will quickly turn into a concrete spall.

Anyone can do a visual survey of their concrete structure. A visual survey is just that, but there are a few things that can be done to make that survey much more informative. Document with photographs all visual deficiencies and if possible identify them on a copy of the elevation plans of the structure. Visual surveys, aka “condition surveys,” along with testing are critical to the diagnosis of the root cause of your concrete structure’s problems and overall health. And, by the way, if you see large cracks 1/16-inch or greater and the concrete looks unsound/delaminated, it probably

is—and that piece of concrete should be taken down before it falls down on its own or on someone or something.

The next step after your visual survey is “sounding”—using a metal rod or hammer to tap and identify delaminated and structurally unsound concrete on the structure. This is not always practical because you need access to the whole structure and all of the concrete surfaces, which can be difficult to get to on high-rise structures. If you do sound and map your results, you will see that your

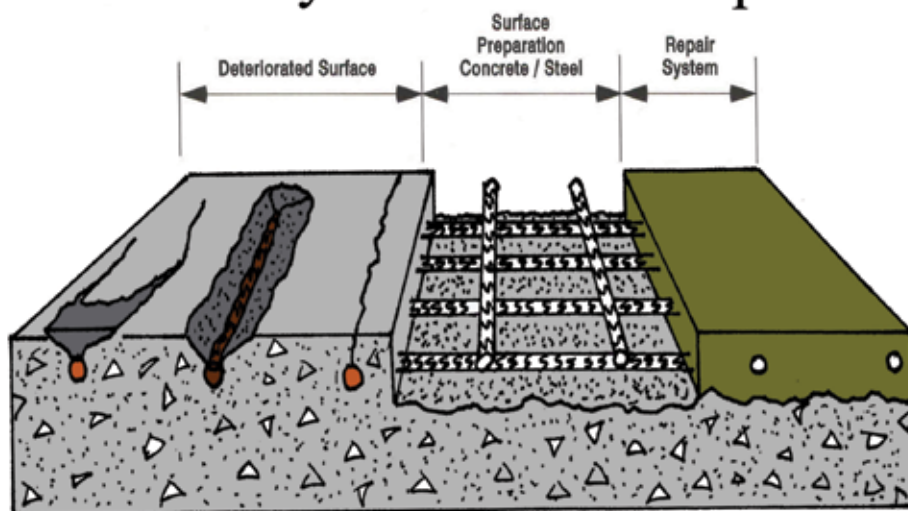
Saltwater and chloride ingress are the leading contributors to concrete reinforcing steel corrosion in Hawaii.

deficient areas in the concrete will have grown by some 30 percent to 50 percent from just your visual survey.

Diagnosis of the root cause of your concrete’s cracking and spalling is critical in developing the proper repair strategy along with other factors, like how long the owner is going to keep the building, and finding a repair methodology that fits the owner’s budget and immediate and long-term plans. A good condition survey lets you know what is going on in your concrete and how bad it is before you start drilling or chipping away the bad, structurally unsound concrete.

What is very helpful, but rarely done is Hawaii, is testing of the concrete for chlorides (salts), pH or carbonation testing. (Good concrete has a pH of 10.5 or higher. When the pH dips below 10 on the pH scale corrosion is imminent.) The addition

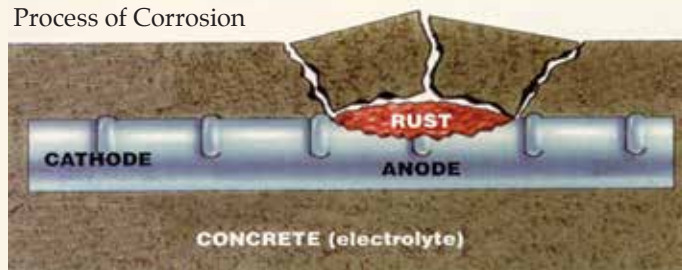
Anatomy of Concrete Repair



TYPICAL ROOT CAUSES

- Cracking: structural and non-structural
- Water ingress
- Seismic activity
- Impact/wearing
- Aggressive chemicals
- Inadequate design
- Poor installation in field
- Inappropriate material(s)
- Movement
- Corrosion
- Carbonation

Process of Corrosion



of salts in the concrete being carried in by water through a crack makes a condition where you will have concrete spalls.

Hawaii has a huge inventory of concrete structures built in the 1960s, '70s and '80s that were put up as fast as possible without the best materials or quality control. In more than 25 years in the concrete repair and waterproofing technical service business in Hawaii I have known general contractors whose only goal was to get the building up as fast as possible and for it to last five years or so—just beyond most projects' warranty periods.

Poor form work, shallow steel, poor concrete cover, too much additional water to concrete during placement—

the list goes on as to why we might see more problems with concrete in Hawaii than other parts of the country. And, of course, because we are surrounded by thousands of miles of saltwater. Saltwater and chloride ingress are the leading contributors to concrete reinforcing steel corrosion in Hawaii.

There are several options in products and concrete repair materials. Standard concrete, grouts and mortars can be used for simple repairs and are what is typically used during new construction. The same products, but polymer-modified, would be the next level up. Think of polymer like adding glue instead of water to these mixes. After polymer-modified comes

accelerated polymer-modified and then accelerated, polymer-modified with corrosion inhibitor.

And last but not least are standard concrete and mortars with sacrificial anodes tied to the steel and embedded in the concrete repair. Basically this is a hunk of zinc that will corrode in your concrete before your steel does. As for anodes and corrosion inhibitor, there is a ton of information available but you need a condition survey for it to be useful.

Another technology rarely used in Hawaii on marine concrete structures is ECE (electro chloride extraction). In this process, the concrete surface

Continued on page 39



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Waiting to fix spalling allows damage and repair costs to escalate.

BY WILLIE WHITE

When a property manager or a building engineer goes to the building AOA, or owners, and tells them that he has observed spalled concrete on the building, most people's first thought is "How much is it going to cost?"

The first step is that someone will get several "prices" to do the repairs. These prices often are "best-guess" estimates unless the building has hired a structural engineer to put together a scope of work with detailed drawings. Most contractors, when providing a best-guess estimate, will inflate the costs to help cover unknowns.

At this time, the board has a decision to make: Spend the money now, or put this project on hold until a later date when there is money to complete the project?

Putting the project on hold for several years is probably not a good idea. Contractors are faced with escalating costs each year. The cost to haul the concrete away and legally dispose of the debris increases each

year as fuel prices go up and disposal fees at landfills increase.

Many government agencies are becoming extremely environmentally safe, as they should be. Contractors now have to separate the steel and concrete debris because they go to different locations. If dirt is thrown into the mix, it has to be tested for toxins. These factors lead to increased costs to the contractor which, in turn, are handed over to the client.

I have been often asked, "Should we do these repairs now, or can it wait for several more years?"

When you begin to see spalling on your building, you are really only seeing a portion of the damage. No one can really tell the extent of the damage until they get a scaffold or a man-lift, and actually start to remove the damaged concrete. Once the rusted steel has been exposed, the contractor must now follow the rusted steel until he gets to solid, clean steel.

This may enlarge the size of the spall by 20 percent to 50 percent. The longer you wait, the further the rust will travel along the steel surfaces, thus creating a larger area that needs to be repaired. You need to get all of the rust out of the concrete or else you will be leaving the "cancer" in the concrete.

As you can imagine, the longer you wait, the bigger the problem will be, and the costs will be higher, guaranteed. 📦



Willie White is one of the owners of CPSC (Central Pacific Specialty Contractors), and has been in the concrete coating and concrete repair business in Hawaii for 30 years. He can be reached at

willie.w@cpscshawaii.com or 808-262-2527.

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6. On average, how fast do they rent out their rental properties?
7. What are their fee schedules, and are there any hidden costs?
8. Do they have a dedicated staff to attend to maintenance and repairs?
9. How is rent collected, and how is it paid out to the owner?
10. Are they familiar with local laws and ordinances, as well as BRE regulations?

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Weighing Deferred Maintenance Costs

Procrastinating on property upkeep often results in greater expenses later.

BY DAVID PUTNAM

Faced by an already strained budget, association boards or building managers and owners might postpone or delay normal upkeep. But very quickly the list of neglected maintenance and repairs can become unmanageable. And the cost of parts and labor likely will be even higher down the road.

Deferred maintenance is a complex—and costly—dilemma that property managers and owners continuously attempt to resolve. By definition, deferred maintenance is the practice of postponing maintenance activities, including system upgrades and repairs, until the funds become available—or even to a future budget cycle.

Not all problems being deferred are such big-ticket items as a busted cooling system. Repairs often put off for a later date might involve broken windows and missing or damaged shingles, peeling paint, rusted or clogged guttering and deteriorating parking lots.



Sue Savio, president of Insurance Associates Inc., discusses the factors that building and association managers should be aware

of before deferring maintenance activities at their properties.

BMH: What steps can Hawaii property owners and managers take to avoid falling victim to deferred maintenance?

Savio: Run your building like a business. Know your immediate expenses and the future ones as well. Have a reserve study done and follow it. Make sure that the money you are supposed to be putting aside

is really being put into reserves. We see many financials where the budget calls for \$5,000 to be set aside each month for reserves, yet only \$1,000 or nothing is being put aside. Deferred maintenance happens when there is no money to pay for the upkeep. I have yet to come across an AOOU (Association of Unit Owners) that has money in the bank and is letting their complex get run down.

BMH: What are the most common causes for putting off projects, maintenance and repairs?

Savio: Lack of money to accomplish the repairs. Many do not want to go the route of a loan or an assessment yet it has been done, and done successfully by many buildings. Yes, it is painful but a necessity. Many board members do not want to take the hard line and alienate those they live with.

BMH: What are some typical items that get put off until later?

Savio: Pipes and spalling are the big ones and cause the most claims. These are big-ticket items and most boards did not even think about saving for these items until the last five to 10 years. That is not enough time to save for these expenses—one needs more like 30 to 35 years of savings to pay for pipes and spalling. The new buildings now know they need to have reserves set aside for more than items that are due to expire in the next 20 years. All board members need to look beyond the 20- to 30-year time-span. Believe me, as a board member who is trying to save for 40 years out—I will be dead and gone as will most members of my board—getting all to understand the importance of doing a good job now so the future maintenance of the building is secure for the future owners is a tough job.



A small leak, if left unchecked, can quickly develop into a major problem.

BMH: What is the single biggest drawback in postponing maintenance activities?

Savio: Deferred maintenance causes claims and there is nothing worse than having an insurance company demand you get your pipes repaired, roof replaced and your spalling handled or they will not insure you. This leads to crunch time and stress not only for the board members but for the community as a whole.

BMH: How much do deferred maintenance repairs usually cost compared to having the work done when problems first arise?

Savio: I can only answer using the example for a project our office condo had to handle five years before it was reserved for. It was the chiller on the top of our roof that was about to die. We are a commercial office condo and no air conditioning would not have made for a pleasant work

environment, especially since our windows do not open. The cost to have a chiller air-flown in would have added at least another \$50,000 if we waited and hoped the chiller would not die. We took no chances and spent the \$350,000 in reserves and got the job done. Yes, the next five years of reserves set aside for the chiller went to supplement the other items we "borrowed" from. Besides the extra expense of having to fly in a chiller, imagine the grief of having to work weeks with no air conditioning. Also, you can be assured that had we waited, the chiller would have given out in the heat of summer, as that is the way things work in condo land.

BMH: How can the property owner or an insurance company know whether repairs are to be considered deferred maintenance rather than normal upkeep or emergency work?

Savio: Normal upkeep does not affect the whole building. Normal upkeep is repair items well within the budget of the AOOU. Normal repair is not the items in your reserve study. 🏠



Without regular inspection and upkeep, spalling concrete can progress into an expensive repair job.

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BY CHRIS LUBNER

COOLING TOWERS

"Engineering ... Bob speaking."

"Bob, this is Mary Beth up in Accounting, it's too cold up here."

"Hi Mary Beth, can you hold a second? I've got another call coming in."

"Engineering ... Bob speaking."

"Hey Bob, its Hank in Accounting, can you turn up the AC, it's really warm up here."

And so it goes ...

It's pretty safe to say that most of us appreciate a well-temperated building with its perfect balance of clean, filtered air circulated at just the perfect temperature. In fact, we're so accustomed to an excellent interior ambient experience that we often take building comfort for granted. We seem to notice only when it fails to meet our personal comfort preferences, typically resulting in another call to our friend Bob.

Successful property managers tend to take building comfort rather seriously. They know the comfort of their tenants and guests has a direct impact on profitability, possibly even more than a building's over-the-top amenities and that linchpin of all things real estate: location, location, location.

Commercial air conditioning systems, often referred to as HVAC (heating, ventilation, air conditioning), are custom-designed to meet specific needs. For instance, many buildings here in Hawaii do not have comfort heating capabilities due to the amazing Hawaiian climate.

Commercial buildings of size utilize one of two basic water-cooled component packages to provide ambient cooling. The more traditional of the two recirculates water through an open cooling tower and chiller unit to remove heat from the building. The second incorporates the recirculation of system water through an evaporative condenser to cool an imbedded heat exchange bundle.



Tenants' comfort is the primary reason your chiller system should function at top capacity.

The use, and more importantly, the maximum reuse of recirculating water is common to both systems. Each requires effective water treatment and preventative maintenance programs to ensure system effectiveness, efficiency and longevity.

We're so accustomed to an excellent interior ambient experience that we often take building comfort for granted.

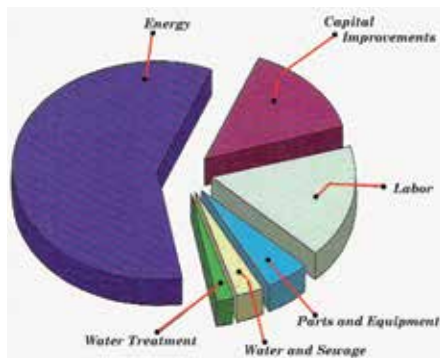
The major mechanical components found in most HVAC systems are typically depreciated over a 20- to 25-year period, but are designed to perform effectively for much longer. Excessive repair and premature

replacement due to poor water treatment and/or maintenance can be a budget imploding experience.

Modern water treatment programs whether they are chemical or non-chemical based provide clean heat transfer surfaces for maximum system efficiency while keeping the supporting components free of corrosion, deposition, and loss of microbiological control.

Beyond ensuring excellent system efficiency, an effective water treatment provider works closely with the on-site engineering staff and the various other trades charged with tending to the health and well-being of the HVAC system. Why is this important?

Failure to do so can ruin a building's maintenance budget. A study was conducted by a group of facility operations managers specific to the maintenance budgets of 25 Las Vegas commercial and resort properties. The study evaluated six basic budget categories and found them to be surprisingly interdependent.



For example, that little green slice of goodness labeled “Water Treatment” represents 2 percent of the typical maintenance budget, yet directly affects up to 80 percent of the remaining categories.

Take a peek (if you dare) at the purple “Energy Monster.” Allowing water-born deposition the thickness of your business card to develop on the heat transfer surfaces of a contemporary high-efficiency chiller or evaporative bundle will easily increase energy costs 15 percent to 25 percent. It’s a good thing energy is so reasonably priced.

“Water and Sewage” appears to be no big deal as it represents only 3.5 percent of the budget. Typically, sewer rates are based on the total gallons metered into a property assuming the same volume will eventually flow into the sewer system. Loosely managed water treatment programs increase these costs exponentially by consuming excessive amounts of water to meet the active cooling demand. In contrast, a well-managed program will reduce water consumption and the related sewer charges up to 66 percent.

By design, a commercial building with 500 tons of chiller supplied air conditioning will consume 24,300 gallons of water daily. When managed effectively, 8,100 gallons will be sent to the sewer. The remaining 16,200 gallons is evaporated to atmosphere by the cooling tower and not subject to sewer charges. Claiming the available sewer credits allowed by the reduction can help keep this portion of the budget looking good.

Effective water treatment and preventative maintenance practices will extend the life of system components, but the need to eventually repair and ultimately replace them is inevitable and often expensive. Routine system

monitoring that includes a systemwide mass balance protocol, quarterly corrosion coupon studies and Legionella testing remain critical to component longevity.

Additionally, annual component inspections in conjunction with mechanical side recommendations allow for proactive management specific to planned and budgeted component repair and/or replacement. Water treatment is a value-added expense, directly

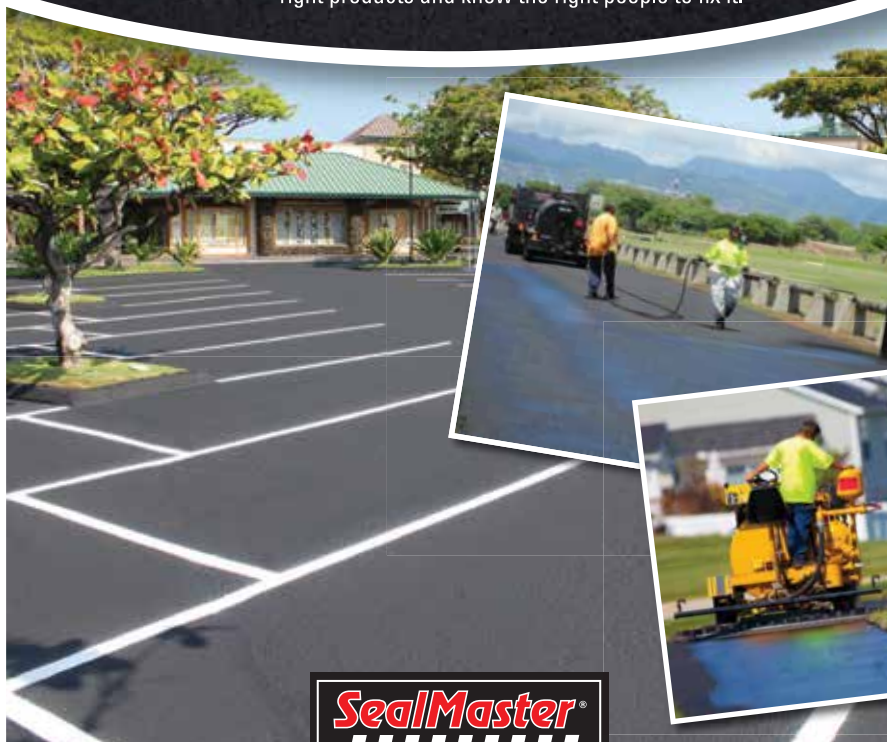
affecting facility energy and water consumption, sewer costs, component repair and replacement and the cost of labor. When done well it provides a significant and tangible return on the investment made in it.

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Chris Lubner, western regional manager for Cascade Water Services, specializes in the design and management of ROI based cooling and boiler water management programs.

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BY HARALD VON SYDOW

COOLING TOWERS



Many condos, hospitals, hotels, malls and office buildings have cooling towers to extract waste heat into the atmosphere through the cooling of water to a lower temperature primarily to keep your air conditioning systems working effectively, efficiently and properly.

Whether your building complex has an open-circuit or closed-circuit cooling tower, it will have the same problem that plagues all cooling towers. For years I have studied the effects of evaporation on the mechanisms in cooling towers. The universal problem is the concentration of dissolved minerals that multiply until the cooling tower either has to be repaired or completely replaced at great cost and AC downtime for tenants. All the maintenance in the world will not change this situation unless a controlled method to control dissolved solids (limescale) is put into service.

Since I do not do well with angry, overheated tenants, I decided to put different methods to the test to see what would work and what the

drawbacks would be, if any. My view is that all physical water conditioners follow the same basic principle: encourage ions to form small, suspended crystals in the water rather than a solid mass of crystals on pipes or equipment. The double-coil system is one method that attempts to apply an electric field into the pipe.

Using salt to recharge the softener is not "green" as it releases a large amount of salt into the drainage system, which can cause serious environmental issues.

The downside is that this method produces a weak signal on the pipe and in the water. The double-coil

system also has a high tendency to cause interference with radios and other electronic devices.

I then took a look at electrolytic devices. They function effectively much like a battery. Two electrodes of different metals are placed in the water. A voltage develops and forms a local electric field.

Just as a battery will run down, the electrodes will also stop producing a voltage as they are gradually being used up. They will have to be replaced to maintain the conditioning. So it becomes a guessing game as to how long it will take for the electrodes to quit working.

Other concerns: It releases metal ions into the water; often, the copper pipe functions as one of the electrodes, meaning that the pipe will eventually corrode; and the conditioning effect only occurs where the electrodes are placed. With flows that are intermittent, the effectiveness drops off.

Physical water conditioners that rely on magnetic fields to affect the ions in the water have a similar problem. Basic physics tells us that a



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A water conditioning system must be kept clean from blockages caused by limescale.

charged particle will only be affected by a magnetic field when it is moving. Magnetic devices require moving water before they can affect the ions at all. Whenever the water is still, there is no treatment of the system. The magnetic fields are local, so the water is only treated at a single point. As soon as the water passes that point, the magnetic field starts to fall apart, causing a problem if there is intermittent flow. Magnetic particles can build up, reducing effectiveness and causing blockages.

Let's take a look at softeners and anti-scalants.

One of the basic ways to prevent limescale is to remove the ions from the water. The concept behind an ion exchange softener is to replace the calcium ions with something else that won't cause scale, like sodium (table salt).

The disadvantages: The softeners change the chemical composition of the water—the water will contain less calcium and more sodium (salt), making it more corrosive. As with all chemical treatments, the chemicals will be used up over time and will need to be replaced regularly—an ongoing expense. Using salt to recharge the softener is not “green” as it releases a large amount of salt into the drainage system, which can cause serious environmental issues.

It is logical to think that to add chemicals that try to prevent scale from forming would be the best answer as long as these chemicals aren't harmful to the environment. That is what anti-scalants do by

coating the surfaces of pipes and equipment so that the scale is less likely to form on them.

However, this coating is continually being washed off by the water; and the problem is simply moved downstream. If the scale is prevented from forming at one point, it will instead form at the next available point.

My research led me to discover another type of technology that would rid water towers of limescale: hydropath technology.

Hydropath technology manipulates the ions using electric fields instead of magnetic fields. Because it is an electric field it is transmitted throughout the entire system, not just at a particular point. This technology makes the pipes part

of an electrical circuit. Just as a wire in a circuit carries current all through the wire, so the pipe carries the current all along the pipe, continually treating the water no matter how fast or slow the water is flowing. Since it does not use chemicals, hydropath technology doesn't alter the composition of the water, is safe for the environment and doesn't require ongoing replacement. It is always working, 24/7.

I wondered if it would work in other applications besides cooling towers and started trying it out in my home. The current suspends the minerals in the water flowing through the pipes, breaking up the deposits and corrosion and washing them away. And when we installed it on the workings of a swimming pool/spa, we found that there was a great reduction of bacteria and algae and chlorine use was cut by as much as 80 percent.

I am totally convinced that the future of physical water conditioning has arrived. 📖



Although he has a master's degree in business, Harald von Sydow's passion is nano technology and sustainability. The CEO of Nano Tek-On since 1998, his focus is environmentally friendly products that maintain

architectural surfaces and water. He resides in Hawaii Kai with his wife and son and coaches youth sailing at the Hawaii Kai Boat Club. He can be reached at 808-395-2996 and www.nanotekhi.com.



Chemical treatments can help a water conditioning system perform at peak level.

Tips on Selling Energy Efficiency

HCCA speaker encourages building owners, managers to create value.

BY PRISCILLA PÉREZ BILLIG

Start with the “why” question. That’s the approach to selling the concept of energy efficiency to building managers and apartment owner associations, according to energy efficiency expert Mark Jewell. The answer to the “why,” he says, should always be “to create value.”

With funding from Hawaii Energy, the ratepayer-funded conservation and efficiency program, the Hawaii Council of Community Associations sponsored Jewell’s presentation, “Saving Energy, Money & Maintenance Fees” in Honolulu in late February.



Mark Jewell

Jewell highlights the fact that Honolulu apartments and condos total more than 150,000. With Hawaii the third most densely populated state in the U.S., the percentage of built areas is 35 percent compared to the national average of 21.7 percent.

“I’m not going to say that you can cut your energy bills by 80 percent,” Jewell says. “But if you focus on the energy-efficiency lineup and what that represents to you as an investment opportunity, you’ll find it is head and shoulders above other ways to spend your property capital.”

Jewell points out the importance of knowing the investments of an Association of Apartment Owners or board of directors. “Energy efficiency presents a lower risk and higher yield,”

he says. “With the intersection of cheap financing and Hawaii Energy rebates and incentives, I would be shocked if you could not make a positive cash flow deal up front, day one.”

As a stakeholder, whether a board member, property manager, owner or owner-occupant, “You need to sell the concept of energy efficiency throughout the building, even if it is just the laundry room,” Jewell says.

People don’t make decisions, they make comparisons. Sell value, not benefits.

He poses the question: “How many board reserve studies look at energy?” and adds that a building’s best management practices should be viewed holistically from “top to bottom to wring out all the savings.” Jewell advises a comprehensive fine-tuning of the entire energy system, including vents, air conditioning, lighting, windows, rooftops, complex motors and drives, adding that retrofittings are small investments.

Energy efficiency typically provides around a 25 percent return on investment, substantially greater than most conventional investments. Another way to look at energy-efficiency economics is to compare the cost of energy efficiency per unit of energy saved to the cost of supplying that same amount of energy.

—Steven Nadel, executive director of the American Council for an Energy-Efficient Economy

What Do They Want?

Occupants—comfort, control and convenience

Landlords—better quality tenants, higher rents, energy efficiency

Associations—good property aesthetics, services for owners, keep costs down

Property Managers—happy clients, contract renewal, new clients, maintenance, replacement, safety

Facilities Staff—efficient utilities and maintenance

According to the Hawaii Natural Energy Institute, buildings consume approximately 42 percent of all energy and 70 percent of all electricity in the U.S. In Hawaii, lighting averages 27 percent of a commercial building’s total electrical load, according to data from Hawaii Energy.

Jewell says the University of Hawaii at Manoa uses about 10 percent of all electricity on Oahu and 27 cents of every tuition dollar goes to electrical costs in dorms and classes. He also notes the cost of students’ transportation energy needs.

“Picture the amount of freighters carrying the diesel fuel needed to transport students to school,” Jewell says. “Ten years from now it would be a line of freighters stretching from Waikiki to the horizon. That’s a visual image.

“People don’t make decisions,” he says. “They make comparisons. Sell value, not benefits.”

To package an energy-efficiency plan to myriad stakeholders, tailor each pitch, use simple statistics, summarize the cost of delay, replace math with motivation, make it easy to understand and spread the word. Most importantly, Jewell says, highlight: “This is why this energy-saving improvement will benefit you.”

Islands' Climate for Loans 'Favorable'

Lending options available for qualified associations, property owners.

BY BRETT ALEXANDER-ESTES



Given the rising cost of building materials and labor in Hawaii, paying for repair, maintenance and upgrades to your building can seem daunting. This is particularly true when an association's funding reserves are stretched to the limit, or when an apartment owner is confronted with extensive deferred maintenance.

Fortunately, credit for large improvement and repair projects is often more readily available these days than it was a few years ago.



Myles Miyachi

"The lending climate is favorable for both AOAOs and for owners of multi-unit residential rental properties (apartment buildings) looking to finance general maintenance and property upgrades, as we continue to see historically low rates," says Myles Miyachi, Hawaii National Bank vice president and commercial real estate manager. According to the Federal Reserve in February, low interest rates will

likely continue through 2015, which will help to keep commercial real estate lending affordable.

"Like most local lenders, commercial real estate loans are an

"Generally speaking, commercial real estate lending, including lending on multi-family properties, is extremely competitive and lenders definitely have a strong appetite for these types of loans."

—David Kamimura

area of focus for our company with an emphasis on multi-family properties," says David Kamimura, Finance



David Kamimura

Factors executive vice president and chief lending officer. "Generally speaking, commercial real estate lending, including lending on multi-family properties, is extremely competitive and lenders definitely have a strong appetite for these types of loans. Pricing has certainly tightened and lenders are showing a willingness to negotiate."

"Right now we are seeing two major factors contributing to the strength in AOA lending," says Miyachi. "Many of the condominium buildings constructed 20-30 years ago are reaching required maintenance milestones, and favorable interest rates in the 4 percent range are making this a good time to look at financing options for everything from major repairs (like plumbing, painting, and elevator replacement) to building expansion and property improvements."

Miyachi notes that professional

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condominium building managers often follow strict guidelines that dictate how AOA reserve funds should be managed and what the requirements are for repairs.

Owners of multi-family or multi-unit rental apartment properties, however, do not have to follow guidelines like those observed by an AOA, but may face significant challenges in the form of deferred maintenance.



Jared Ikeda

"You would think that many property owners and/or management companies would address deferred maintenance items, but the reality is a lot of them don't," says Jared Ikeda, president and principal broker, Apartment Advisors, LLC. "The ones that do address the deferred maintenance are usually very proactive, although we rarely see major upgrades (such as electrical or plumbing overhauls) unless there is a significant risk of liability."

Ikeda says apartment owners who aren't proactive about addressing deferred maintenance usually don't have direct experience in identifying some issues—for example, concrete spalling—or don't take a 'hands-on' approach themselves and don't require it from their property managers.

However, deferred maintenance makes a significant difference when a property is put on the market—a crucial consideration these days as sales of multi-family properties, such as the recent \$146 million sale of Honolulu's Waena Apartments, set new records.

"Most owners prefer to purchase properties with little-to-no deferred maintenance, and which have been recently upgraded," Ikeda says. "This has been one of the fundamental shifts in the type of buyer we have seen emerge in the past few years."

Ikeda says that many of today's investors are new to the apartment market, and can be shocked when they go into a 1950s Hawaii walk-up with all the original cabinets, counters and flooring.

If an owner decides to take the

maintenance bull by the horns, help is available. "With multi-unit residential rental properties, we primarily look at ways to leverage the owner's existing equity, such as refinancing their current commercial real estate loan for a longer term," says Miyachi. "This is something we see owners doing for things like roof improvements, to add a PV system or for purchasing additional real estate, but the owner can request an equity extraction for virtually any purpose."

Loan Options

"With both AOAOs and for owners of multi-unit residential rental properties, there are several financing options that are widely offered for repairs or improvements—the 3- and 5-year ARM, and the 10-year fixed loan," Miyachi says.

"The primary difference is that with AOAOs, we look at things like maintenance fees to back the loan, whereas with a commercial real estate loan for multi-unit residential rental properties, the property serves as collateral with cash flow support from rents collected."

With both AOAOs and for owners of multi-unit residential rental properties, there are several financing options that are widely offered for repairs or improvements

Kamimura says that for Finance Factors, multi-family loans have performed well throughout all economic cycles: "In addition to purchasing financing for multi-family properties, Finance Factors issues loans for renovation, cash-out refinances for future investments or buyout partners, or refinancing balances to lower monthly payments."

Kamimura adds that Finance Factors has programs in place that are tailored to the needs of an investor looking to purchase a multi-family property: "For an experienced investor wishing to purchase a multi-family property in need of repairs, we help them consummate the sale and perform the renovations which almost always results in improved rents."

Deferred maintenance makes a significant difference when a property is put on the market—a crucial consideration these days

"In our underwriting, we build in reserves to cover payments during the renovation period and consider increased rents resulting from property upgrades," he says. "Additionally, we consider borrowers' plans to bring rents up to market rates and also look at their global cash flows, especially in situations where the rents from our collateral may not be sufficient to cover the monthly payments. For 'property-rich' investors looking to expand their real estate holdings, we allow them to use the equity in their other properties for the down payment on their purchase transactions."

"AOAOs need to be mindful of several guidelines when applying for financing," says Miyachi. "These include keeping a low delinquency rate on maintenance fees, having the required reserve fund and maintaining a healthy owner occupancy rate. Multi-unit residential rental properties tend to be stable investments here in Hawaii." 

What You Need to Know About Spalling

Continued from page 25

is covered with a metal mesh, which in turn is encapsulated in a paper mache-like material. This is kept wet, and an electrical current is induced to the metal mesh. The current draws the chlorides out of the concrete. After the chlorides are out the concrete is re-alkalized to get its pH above 11.5 or 12 on the pH scale.

Jumping ahead to the spall repair work, all work should be done per International Concrete Repair Institute (ICRI) guidelines. There should be no "feather edging" of concrete repair mortars or concretes. When asked why you cannot feather edge a repair mortar out to zero, I usually ask that person,

Key points are not to let chlorides into the concrete, keep your concrete protected with paint, coating or at least a clear penetrating sealer on the concrete and do visual inspections at least once a year.

"How strong is zero?" Every concrete repair product has a minimum and maximum depth at which it can be placed. Feathering a repair mortar at the perimeter of the repair areas to zero means you will have zero strength and zero bond right where it is needed most, at the bond line of that repair.

After the concrete repairs are done it is time to protect the repairs to maximize their service life. At a minimum the repairs should be painted. Better yet, protected with a waterproof coating that provides a waterproof warranty.

Often overlooked in concrete spall repairs are the sealants on the building's expansion and control joints as well as the perimeter joints around windows,

AC units and doors. These joint sealants need to be replaced about every eight to 10 years if they are a urethane base and have not been painted or coated over; if coated they could last 15 years. Silicone joint sealants can be warrantied for 10 to 20 years (they are known to last over 30 years) and have excellent UV and weather resistance, but cannot be coated over unless using a silicone-based coating.

There are several options as to how you take care of your concrete building or structure and keep it from cracking and spalling. Key points are not to let

chlorides into the concrete, keep your concrete protected with paint, coating or at least a clear penetrating sealer on the concrete and do visual inspections at least once a year. 📖



Paul Kane III has been in chemical and construction materials sales and marketing for more than 30 years and now is the manager/owner of Aloha Marketing Manufacturers Representatives, LLC.

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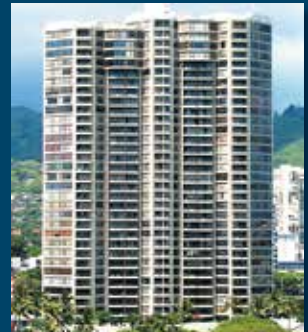


Punahou Vista (before)

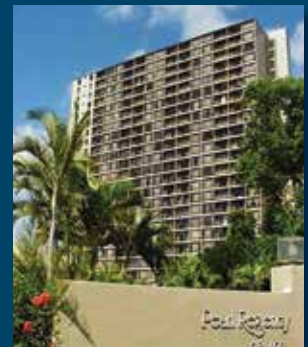


Punahou Vista (after)

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Insurance Rates Stable for 2015

Insureds urged to review their policies' replacement cost values.

BY RON TSUKAMAKI

The lines of insurance significantly impacted in 2015 will be flood, directors' and officers' liability and workers' compensation. For most insureds the property, general liability, crime and umbrella liability coverage appear to be stable. Only those risks that have had loss issues will be impacted since insurers are more carefully underwriting their accounts.

One area that should be reviewed by insureds should be their replacement cost values. Carriers are looking closely at the costs per square foot values and if the values appear lower than similar projects, they could request a Marshall Swift valuation or some type of appraisal. For now, we recommend increasing values by at least 2 percent and budget for at least 5 percent increases in property premium. General liability, umbrella and crime rates appear to be flat.

National flood insurance rates and fees are increasing. The average rate increase will be 9.9 percent. However, this does not include the increases in policy fees. The fees are shown on the policy declarations pages. They may have gone unnoticed in the past, but with the upcoming increase you will start to notice them.

Fee changes for residential condominium building association policies, effective April 1, include:

- A new \$250 fee called the Homeowner Flood Insurance Affordability Act Surcharge will be added to each policy.
- The Federal Policy Fee, which is based on the number of units, is doubling. A summary of the new structure: 1 unit is \$45 per policy; 2-4 units are \$135 per policy; 5-10 units are \$360 per policy; 11-20 units are \$720 per policy; and 21 or more units are \$1,800 per policy.
- The Reserve Fund Assessment Fee is increasing from 5 percent to 15 percent of the rated premium.

Since there are so many variables that affect the total flood insurance cost, be sure to consult with your insurance agent so you will not be surprised by these increases.

Rising Rates

Directors' and officers' liability rates also are going up. Most associations are insured with a handful of companies including Continental Casualty, Great American and Travelers Insurance. Due to poor loss history throughout the state we estimate that associations with favorable claims histories will

cost. We hope the other carriers will begin offering similar coverage in response to this enhancement.

In 2015 the Hawaii Insurance Department approved workers' compensation rate increases that averaged 2 percent over all classes of business. A sample of rates from companies that frequently write workers' compensation for condominium associations revealed that condominium associations will be affected much more adversely. We recommend preparing for roughly 9 percent increases in rates. This doesn't take into consideration past loss history or increases in payroll which will also impact the premiums.

Words of Caution

For most clients, the property premiums are a significant amount of the total insurance costs. We do not currently anticipate significant changes in property insurance rates but property insurance is more volatile than the other lines of insurance due to the possibility of natural catastrophes.

At present, there is a significant amount of excess supply of property capacity which is keeping prices stable. In addition, over the past few years the overall global number of catastrophic losses has subsided, especially in the U.S.

As we saw after Hurricane Katrina in 2006 and after Hurricane Iniki in 1992, the impact of major catastrophes can cause the market to significantly change and make obtaining insurance very difficult for many clients. 📖

We do not currently anticipate significant changes in property insurance rates but property insurance is more volatile than the other lines of insurance due to the possibility of natural catastrophes.

have 8 percent to 10 percent increases in premium. Associations with less favorable claims histories will likely only find coverage in the Excess and Surplus lines (non-standard) insurance market. Premiums and coverage terms will vary based on the claims history. If forced into the non-standard markets, the premiums cost could easily triple or quadruple.

We are also seeing an enhancement to the Continental Casualty D&O policy to respond to the cyber liability exposure. This enhancement is offered at a very low



Ron Tsukamaki is senior consultant, AOAO Group, at Atlas Insurance Agency. He has more than 40 years of experience in the insurance business and can be reached at rtsukamaki@atlasinsurance.com and 808-533-8705.

3 Key Elements of Contractors' Coverage

Seek legal guidance in preparing the wording of the contract.

BY LARRY STUBBLEFIELD

An important issue regarding AOA insurance concerns the coverage provided by contractors engaged by the AOA. The wording for the contract with a contractor should be provided by an association's attorney and requirements of mandated coverage must be in the contract, as the insurance endorsements generally are only in effect if required by contract.

First, evidence must be provided that there is no exclusion for condominium, tract or multiple housing work. Insurance policies nearly always contain this exclusion, thus the contractor should provide evidence that either there is no exclusion on the policy or the exclusion is excluded for that specific project.

The AOA's insurance agent should be able to assist in determining which insurance company's endorsement is acceptable.

This is important as if not done, any claim against the contractor will be denied by the carrier.

Second, the association should determine if the contractor's insurance policy contains an acceptable occurrence definition endorsement. This is an endorsement written to assure resulting damage from faulty workmanship would be insured. There are some insurance companies whose endorsement might not be acceptable.

The AOA's insurance agent should be able to assist in determining which insurance company's endorsement is acceptable.

Last, it behooves the AOA, the board of directors and property manager to be sure the contractor provides a surety contract bond—this also must be required by contract. A bond through a licensed surety

company is a must. The surety will require some evidence, either verbal or written, that your organization does have the funds readily available to pay for the contract being bonded.

The bonds will guarantee the project is performed according to

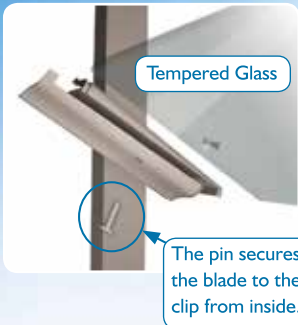
specifications, and all labor and material bills are paid. 

Larry Stubblefield is principal/owner of Jack Wolfe Insurance, Inc. He has more than 30 years of construction insurance experience. He can be reached at 808-261-7922 or visit online at www.jwii.com.

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Have you ever had a situation where there were two or more people with different ideas on how something should be done?

People often assume that what they see or believe is the absolute truth when in fact it is their truth and not always the whole truth. The children's cartoon "Hoodwinked" shows beautifully how we all have our own subjective experience as part of the overall objective reality—and there are multiple points of view in any story.

To be an effective manager today you must learn to understand multiple points of view and realize that one is not always better than another. Each can be a piece of the puzzle. You can

On Site is dedicated to the many *BMH* readers who are residential and commercial building managers in Hawaii. This page is your forum to address common problems and share insights that might help you in your profession.

This issue's guest columnist is Atrious Alexander, the general manager for The Villa On Eaton Square. He holds the ARM designation from IREM and the CMCA from CAMICB along with his Hawaii real estate salesperson's license. He's been active in the real estate management industry for a decade.



Atrious Alexander

HELPFUL TIPS

- Meet everyone where they are and equally. Use eye contact and active listening when dealing with anyone; be more concerned with what they are saying than how they are saying it, and ask questions, summarizing what they say and repeating it back to them.
- Try and find the common ground between you and them, or them and the other parties. Look for the good and not the bad to show them you're concerned for everyone's best interest.
- Don't take anything personally—period. Keep in your mind you're here to serve in your own way.
- Keep impeccable records. I'm not an elephant, so everything gets written down if not manually recorded.
- Be patient and find a healthy way to de-stress at the end of your day. Buildings can move at glacier speed if you're lucky.

go a long way in avoiding adversarial relationships by remaining neutral and open to all viewpoints.

We live in a consensus reality, and if you're reading this you probably work in a co-op, HOA or AOA which are most likely governed by a group of owners or board members. More often than not there are contrasting points of view on any issue or decision to be made and, in more dire situations, outright conflict.

As a manager one of our job functions is to try and bridge the consensus and get people to work together. If everyone agrees then that's easy; when they don't, then the real work begins. We don't always know what's right or best, but our intention can be to make the best decisions possible for the good of the whole. Then lead others, including the decision-makers and policy-setters, in that direction. Not your direction, but in the direction which emerges from including all points of view and options.

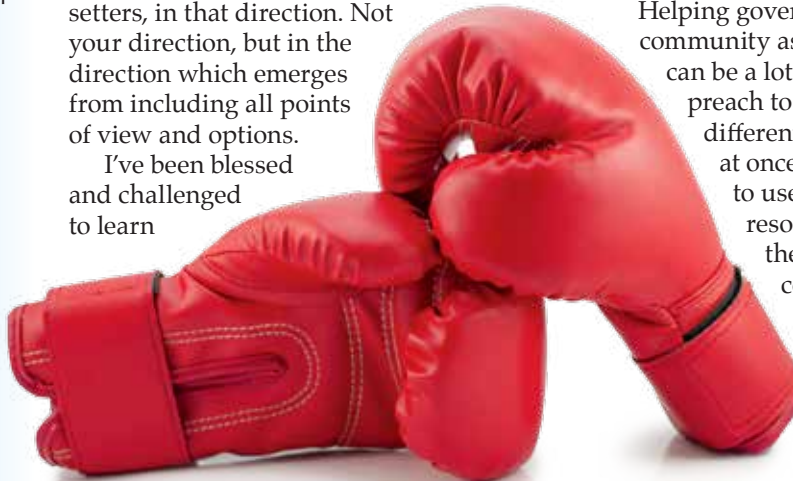
I've been blessed and challenged to learn

from people with whom I might disagree. By simply listening even when my ego wants to strangle the other person, I can learn something, or even make peace with the individual or help them make peace with someone else.

There is no cure-all, but being able to put yourself in someone else's shoes and empathize can take you a long way. It doesn't matter if you are enforcing house rules or trying to chair a meeting, like it or not the manager is the middle man. But in some situation there is no middle path or compromise and things will have to be put to vote with a disgruntled minority shaking their heads in consternation.

The best you can sometimes hope for is to convince those who might not have gotten all that they wanted that the only truly wrong decision would have been none at all.

Helping govern a community association can be a lot like trying to preach to a half-dozen different congregations at once. You have to use all your resources to help them see the common ground and get things done without resorting to personal conflicts or litigation. 





This touch-screen, destination dispatch kiosk directs people to an assigned elevator, cutting travel time.

Safe, Speedy Elevators on the Rise

Environmentally friendly concept in delivering riders gaining popularity.

BY CATHY CRUZ-GEORGE

At least three months have passed since brand-new elevators were installed in the 615 Piikoi building on the corner of Makaloa Street. The “destination dispatch” elevators use a wall-mounted, touch-screen kiosk directing people to assigned elevators.

The concept—relatively new in Hawaii—reduces the travel time needed to reach a floor. “There are several of us that do that type of technology now,” says Mark Dell Donne of ThyssenKrupp, which installed the system over the holidays.

The speedy elevator is symbolic of Oahu’s building boom—everyone wants to do business in a fast, safe, cost-efficient, sustainable manner. The elevator business is no exception. In fact, there is a heightened sense of commitment, new energy if you will,

among elevator industry members in the state.

This comes almost one year after the new Safety Code for Elevators and Escalators took effect

***There are 6,280
elevators and associated
equipment in the state
of Hawaii.***

in June 2014. According to the 2014 code, annual inspections must be conducted on all public escalators,

amusement park rides and elevators (except in private homes). Safety tests are required every three and five years. Modified and newly installed elevators also must be inspected. And priority inspections go to hospitals, schools and care homes.

The safety inspections fall under the state’s Boiler and Elevator Inspection Branch (a division of the Department of Labor & Industrial Relations’ Division of Occupational Safety and Health). As of early March, the department had 11 inspectors and was recruiting to fill two new positions, says spokesman Bill Kuntsman.

Industry leaders welcomed the 2014 code, which was almost 20 years overdue.

"This new code requires many upgrades to current elevators and eventually will lead to safer elevators throughout the entire state," says Michael Plunkett, branch manager of KONE Inc., which has 2,000 elevators in Hawaii, including high-speed ones

Environmentally friendly elevators are the future of the industry.

in the Hoku Tower, The Queen's Medical Center and Harbor Court.

KONE has several projects in the pipeline. It is scheduled to install 25 escalators and elevators—including glass observation ones—in the International Marketplace in Waikiki. And it has multiple

ADVICE FOR BUILDING MANAGERS

Is an elevator in your building not working? Follow these tips before calling your service company, according to Michael Plunkett, branch manager of KONE Inc.

- Check and clean the hoistway doorsill and cab doorsill of the elevator. Debris in the sills (paper clips, sand, rocks and gum wrappers) is a common problem.
- If an elevator has shut down at a landing, but the door is open and sills are debris-free, try this: Press the door's "close" button until the doors shut. Then determine if the elevator has returned to normal operation.
- Check if key-operated switches are in normal positions. "Key switches" include the independent service, emergency service and inspection functions.
- Check the in-car stop switch. The elevator will not run if it is activated.
- If your building's elevator has infrared door sensors or photo-electric eyes, use a dry cloth to wipe down the face of the door detector, or electric eye.
- Check for blown fuses or tripped circuit breakers in the meter room; check the electric company to see if your building has full power.
- If the elevator is hydraulic and has been resting for an extended period of time, run the car up and down the hoistway several times. This often heats up the oil in the power unit, ensuring optimum performance.



The KONE EcoDisk machine replaced six hydraulic elevators at Honolulu International Airport with an MRL (machine-room-less) traction elevator system.

contracts around the state, to replace hydraulic elevators with machine-room-less (MRL) technology, an energy-efficient option.

Environmentally friendly elevators are the future of the industry. Buildings account for 40 percent of the world's energy consumption, Plunkett says. Meantime, elevators account for between 2 percent and 10 percent of a building's energy consumption.

BASIC TYPES OF ELEVATORS

Hydraulic: Typically seen in low-rise buildings, hydraulic elevators travel at a speed of 200 feet per minute and move with the help of a fluid-filled piston located inside a cylinder. Although hydraulic elevators are not energy efficient, they are some of the most cost-efficient.

Traction: The most common style found in mid- to high-rise buildings, traction elevators move up and down using steel ropes and pulleys, or "sheaves." There are two main types of traction elevators: Geared traction elevators travel up to 500 feet per minute with a maximum height distance of 250 feet. And gearless traction elevators move as fast as 2,000 feet per minute at a height of 2,000 feet.

Machine-Room-Less (MRL): In this type of traction elevator, the machine room is not located above the shaft, but on the bottom or on the sidewall of the hoistway. Also, the control room is located in a space-saving area, such as on the top floor. MRLs, an eco-friendly option for many buildings, travel at speeds of up to 500 feet per minute.

Accidents

In the event of an accident on an elevator, escalator or amusement-park ride, owners should contact the state's Boiler and Elevator Inspection Branch within eight hours at 808-586-9141, fax 808-586-9150 or e-mail dlir.hiosh.elevators@hawaii.gov 



This touch-screen, destination dispatch kiosk directs people to an assigned elevator, cutting travel time.



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Technology Transforms Elevator Travel

Destination dispatch systems are phasing out call buttons and keypads.

BY NICOLE SALOIO

The United Nations' *World Urbanization Prospects* report projects that 60 percent (4.9 billion) of the world's population will live in cities by 2030. This means space in the modern American city has never been at a higher premium. As more people funnel into urban areas, the only place left to build is up.

Since the early 1900s when high-rise buildings first began appearing in earnest, engineers faced the reality that stairs could only carry people so high. Beyond a certain point, they would need a mechanized way to provide access to the upper floors in these ever-growing structures.

Inefficiencies during operation led to longer wait times and unhappy passengers.

The invention and implementation of the modern elevator did just that, continuously evolving as technology allowed human elevator dispatchers to be replaced by the push-button panels we are all familiar with today.

The main problem that building owners and facility managers faced was that they had highly advanced elevator machines in their buildings operating independently—and inefficiently—without any overarching method as to how they brought people to their destination. Inefficiencies during operation led to longer wait times and unhappy passengers.

As buildings became increasingly populated and multi-use facilities became the norm, this gap between



PORT technology is the latest step in destination-dispatch systems.

technology and convenience continued to widen.

Since elevators operated independently of one another, pressing the elevator call button sent a request to one elevator. This meant another elevator could not be called using that button until the previous elevator had arrived and been dispatched, leaving those who didn't board waiting for another car.

Revolutionizing Mobility

Two small, yet vital improvements changed all that.

The first was the introduction of the microprocessor to vertical-transportation technology—a simple, yet revolutionary solution to the traffic management conundrum.

The microprocessor allowed the individual elevators within a building to operate as a team, giving the system the ability to handle greater numbers of passengers in less time.

The second idea was to replace the buttons on the inside of the elevator with a keypad on the outside of the elevator. The Miconic 10® system from Schindler Elevator Corporation in 1992 first integrated both pieces of this puzzle into a commercially viable destination-dispatch system.

Passengers could now inform the elevator where they'd like to go before entering the car via a numbered keypad. The elevator—now operating in conjunction with the rest of the system—could group and sort passengers with like destinations. The

result was fewer stops, less wasted energy, greater up-peak handling capacity and faster time to destination with fewer cars moving more people.

Recognizable interfaces, like keypads, meant that passengers could overcome any learning curve quickly. Users simply approach the keypad, input their destination and the sophisticated algorithm linking the elevator system groups those passengers going to similar floors and dispatches the proper number of elevators to carry them there.

The success of this first-generation “destination dispatch” system led to even greater attention paid to how people could be moved throughout a building more efficiently. By conducting a traffic analysis for their building, facility managers began to evaluate the various factors that impact the speed and efficiency of their elevator systems.

Destination dispatching ... encouraged facility managers, architects and engineers to push the limits of what they could do for their buildings and their tenants.

They found a 20 percent gain in up-peak traffic capacity and the ability to increase leasable space by reducing the number of elevators they installed with no loss of efficiency. Destination dispatch also meant that architects could extend the height and layout of a new building based on this newfound ability to serve more floors while maintaining shorter wait times and faster round-trip service.

Destination dispatching made all this possible and encouraged facility managers, architects and engineers to push the limits of what they could do for their buildings and their tenants.

Evolving Modernization

With careful analysis of installation data, second-generation

systems improved the elevator algorithm, signifying a different approach to building travel. Using the latest microprocessors at the time, new systems could now instantly calculate the optimal elevator arrangement based on the number and variation of calls at that moment in time.

Because of the marked efficiencies of destination dispatching algorithms, even outdated elevators could benefit from the technology. The same number of elevators could efficiently transport many more passengers, and the process of upgrading the elevators became much less disruptive through a phased modernization approach. By taking one elevator out of service and upgrading it with destination dispatching, immediate performance improvements could help offset the inconvenience of having subsequent cars out of service for extended periods of time.

Radio-frequency identification (RFID) technology further enhanced the idea of personalization, allowing passengers to identify themselves with a personalized badge or ID card programmed with individual passenger details. The system could then assign an elevator car that conformed to their unique needs, like leaving extra time for a passenger with disabilities, specialized VIP elevators or limited-access for visitors.

The latest advancements in destination dispatch technology are specifically designed to provide facility managers with significant overall energy savings of up to 30 percent over conventional systems, along with intuitive, easy-to-use system interfaces.

PORT Technology

Third-generation systems, like PORT technology, take destination dispatch to the next level. Enhanced design and environmental features like touch-screen interfaces blend naturally with any building’s style while seamlessly integrating into a building’s security system or lobby turnstiles.

These systems learn and adapt to the specific traffic patterns of each tenant and the building as a whole, predicting user needs before they arise. Destination dispatch systems can now account for the off-peak



PORT technology is designed to blend features like touch-screen interfaces with a building’s style.

periods that can put a strain on resources, defining the average acceptable passenger waiting time for a building. Unnecessary elevators can then be placed into standby or sleep mode when wait times fall below the specified level.

As facility managers continue to seek to meet the latest sustainability demands, their tenants and the bottom line, the elevator system will undoubtedly play a key role in their ability to provide comfortable and productive environments for their occupants.

Destination dispatch technology is continuously evolving to keep up with the pace of the ever-changing urban environment, and while we may not know exactly what the future holds, we do know that destination dispatch will lead the way. 📖



Nicole Saloio is a senior modernization sales representative for Schindler Elevator Corporation in the Hawaiian Islands. She was responsible for the launch and implementation of revolutionary Schindler

technologies in North America, including the industry’s only third-generation destination dispatch PORT Technology. She has more than 25 years of experience in the elevator industry and has served in a variety of technical, product development and commercial positions.

How to Clean Your Building's Escalator

Outline a plan to determine the best method, products and equipment.

BY DENNIS JURECKI

An escalator is one of the first things patrons will see upon entering a hotel, condo or apartment building, airport or shopping center. No matter how clean the other areas of the building are, if the escalator is not clean people immediately can get a negative impression of the facility.

Cleaning an escalator can seem like quite a daunting task to building service contractors and in-house cleaning professionals. However, cleaning an escalator doesn't have to be a challenge if there is a plan and the right equipment is used.

When it comes to cleaning an escalator, there are several challenges to consider:

- Since escalators are not flat surfaces like floors or countertops, they require specific cleaning products and machines.
- The grooves in the tread area of the step are a magnet for impacted dirt and are hard to remove.
- Facilities that have escalators of varying widths present unique problems for cleaning staff.

- Cost vs. method of cleaning.
- Timing of cleaning and downtime for an escalator.

Developing a plan

To solve these issues, it is best to create a plan of attack.

First, develop a cleaning schedule for your escalator, the same way you would for any other area that requires cleaning. Most facilities prefer to clean escalators during times the building is closed to visitors, or during the slowest traffic time if open 24/7.

It's best to develop a cleaning plan immediately after installation of the escalators, so dirt does not have time to build up and get impacted in stair treads, making it harder to remove later. But this is not always possible, so more work may be needed on heavily soiled escalators to get to the level of cleanliness where it becomes strictly maintenance.

The facility manager and cleaning staff should decide if the cleaning will be done using the in-house team or if an outside cleaning company will be used. Either choice is acceptable so long as the proper cleaning technique and equipment is used.

Next, schedule the frequency for the escalator to be cleaned. Unless the escalator has never been cleaned before and is extremely dirty, the average cleaning cycle is once or twice a month. If the escalator is in a high-traffic area, cleaning it once or twice a week may be necessary.

Always consult the manufacturer's instructions when forming a cleaning schedule.

Selecting the right equipment

The most important piece of equipment needed when cleaning an escalator is the machine itself. Some escalator manufacturers recommend tearing the escalator down, bringing it outdoors and using a high-pressure washer to clean it. This is rather costly and messy, and





The Blaisdell Birdcage

The last hand-operated elevator in Hawaii continues to transport passengers in the old Blaisdell Hotel building on Fort Street Mall, just as it did when the building, by architect Emory & Webb, was completed in 1912. Manning the controls today is 76-year-old Javier Fombellida, who immigrated from Cuba more than a half-century ago. To go up or down after office hours you'll have to take the stairs by the glass walls of the elevator shaft. 🏢

PHOTOS BY MICHELLE LØKEN



results in inconvenient downtime of the escalator.

A better solution may be employing a specialized machine that uses a "dry" cleaning method. In dry cleaning, the escalator-cleaning machine is positioned on the escalator as it is running so that the movement of the escalator in combination with the cleaning machine helps create agitation to remove the ground-in dirt in the tread area that regular brushes and brooms alone can miss.

In this process, the smallest amount of cleaning solution should be applied so that the escalator is not over-wetted and solution won't get into the "grease pit" area of the escalator. Moisture of any type that drains between the steps enters the grease pit area. There, lubrication can be lost and cause potential damage to the system.

A good cleaning solution is one that easily lifts dirt and stains off metal and dries quickly. An all-purpose cleaner is acceptable, but it's best to check the manufacturer's instructions to be sure.

In either case, use chemicals as sparingly as possible and allow the cleaning solution to completely dry before using an escalator-cleaning machine. Do not use any cleaning product that will not dry completely or that will leave a film on the escalator.

Any type of cleaning machine should include a powerful vacuuming system that can pick up dust, dirt and grime easily.

Some machines are designed to remove dirt using just the movement of the escalator without any additional agitation from brushes. These machines, once they are in place, clean without any extra help. The machines need different brush widths or "heads" depending on how wide each escalator is in multiple-escalator facilities.

Although little assistance is required while the machine is in place to clean, this method can take a long time to pick up all the dirt as the brushes are static and do not agitate on their own to assist in cleaning.

One machine that works even better to remove dirt comes equipped with agitating cylindrical brushes. Agitating brushes that rotate in the same direction allow for better loosening of dirt and help make sure as much dirt as possible is removed.

The escalator should remain on and should move in an upward motion, so that it is moving away from the cleaner.

To start, the body of the cleaner should sit firmly on the non-moving bottom landing while the brushes should lie on the first step. The base of the machine remains anchored while the brushes are allowed to move across the step. Multiple escalator widths are more easily addressed with this type of machine, as it can be repositioned to clean narrow to wide escalators. This type of machine does not require much additional assistance, either.

As with any cleaning equipment, it is always best to have a cleaning worker in the area in case assistance is needed.

Proper cleaning techniques

Once you have selected the cleaning machine, you need to assess how dirty the escalator is. If the escalator has never been cleaned or it has a lot of built-up dirt, expect the escalator cleaning time to be about four hours or more.

For monthly or weekly cleaning jobs, it should take only about an hour to an hour and a half to clean the entire escalator with the agitating-brush machines.

Static-brush machines are many times left to clean for four to eight hours. For simple spot removal, a low-moisture solution can be sprayed directly on the spot, but do not soak the escalator as mentioned earlier.

There are two types of brushes most commonly used in escalator cleaning: a nylon brush used for routine daily cleaning and a more aggressive tynex brush.

The tynex brush is made of nylon covered with carborundum, a material that can be more abrasive than sandpaper. Tynex brushes are for occasional heavy-duty deep cleaning only, as overuse of these brushes can wear on the escalator over time. 🏢

Dennis Jurecki is vice president of Cimex-USA. Article reprinted with permission from Cleaning & Maintenance Management magazine.

Koide Elected Hawaii Pest Control Association President



Wayne Koide

Wayne Koide of Environ Control Inc., has been elected president of the Hawaii Pest Control Association, a statewide organization of more than 80 pest control operators, manufacturers and distributors.

Other 2015 HPCA officers include **Knut Peacock** of Peacock Termite and Pest Control Inc. as first vice president; **Tammy Murray** of Aloha Termite and Pest Control as second vice president;

David Lau of Ecolab at third vice president; **Carlton Agena** of Terminix-Hawaii Region as secretary; and **John Baraquio** of Able Pest Exterminators as treasurer.

Directors include **Doug Belle** of Teminix, **Alvin Fukiyama** of State Termite and Pest Control, **Terrance Manago** of Hawaii Pest Solutions, **John Speed** of Kilauea Pest Control, **Michael Botha** of Sandwich Isle Pest Solutions and **Kevin Chun** of KC Termite Services.

Serving as the alternate Maui director is **Tim Drake**

of Bugman Termite and Pest Control. The Kauai director and immediate past president is **Jon Montalbo** of Aloha Termite Kauai Inc., with **Gary Smith** of Mokihana Pest Control as the alternate director. **Robert Shimabukuro** of Veteran Termite and Pest Control is Hawaii director with **Will Lee** of Will Kill Termite and Pest Control as the alternate.

Associated representatives on the board are **Kurt Nosal** of Univar USA Inc., **Roman Dycus** of Dow AgroSciences and **Elaine Nakayama** of BEI Hawaii. **Tim Lyons** continues to serve as executive director.



HBM Promotes Three

Hawaiian Building Maintenance has announced three promotions: **Jarrett Walters** to senior vice president of operations and business development, **Craig Peterson** to vice president of engineering operations and **Damon Reyes** to director of building services.



Jarrett Walters

Walters oversees HBM's operations functions and business development. He joined the company in 2006 as director of retail operations. He holds a bachelor's degree in politics from Princeton University and is a graduate of Hawaii Baptist Academy. He is president of the Board of Trustees for Palama Settlement and on the board of directors for BOMA Hawaii.



Craig Peterson

Peterson will be responsible for all aspects of engineering and HVAC/construction. He joined HBM in October 2012 as regional chief engineer, overseeing building engineering and maintenance for the Douglas Emmett Hawaii portfolio as well as providing technical and operational support for HBM. Previously he was regional director of engineering in the Pacific Northwest for Destination Hotels and Resorts.



Damon Reyes

Reyes, previously assistant director of retail operations, will be responsible for the quality control, safety and general operations of all janitorial operations in the state. He joined HBM in 2003.

Lamug Moves to Associa Hawaii



Angie Lamug

Angie Lamug is the new director of client accounting for Associa Hawaii. Lamug comes to Associa from local competitor Hawaiiana, where she was the assistant controller overseeing 20 project accountants.

Lamug has more than 20 years experience in a supervising role, mostly in the property management accounting field. She earned a bachelor degree in Business Management from the University of Hawaii at Manoa.



Joe Pelot

Also, **Joe Pelot**, account executive vice president, has received the Reserve Specialist RS® designation from Community Associations Institute (CAI).

The RS® designation is the only national credential for community association reserve study providers and is awarded to experienced, qualified professionals who help condominium, cooperative and homeowner

associations plan for the long-term repair and replacement of major components.

Pelot, who has already attained his Professional Manager of Community Associations PCAM® designation, is one of three at Associa Hawaii with the coveted RS®. 

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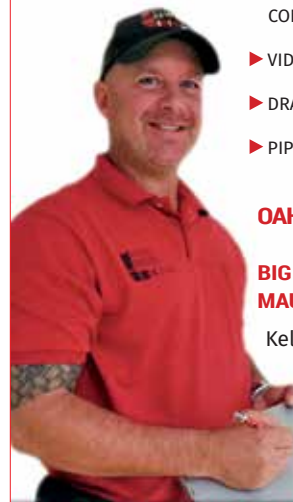
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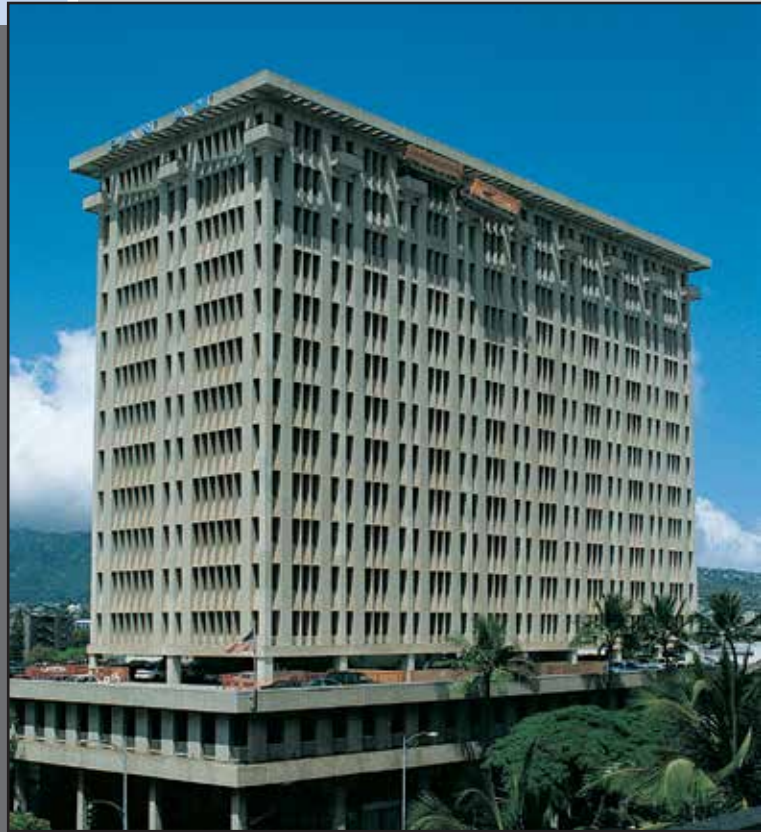
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