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Guy Akasaki's group of seven diverse companies celebrates 25 years

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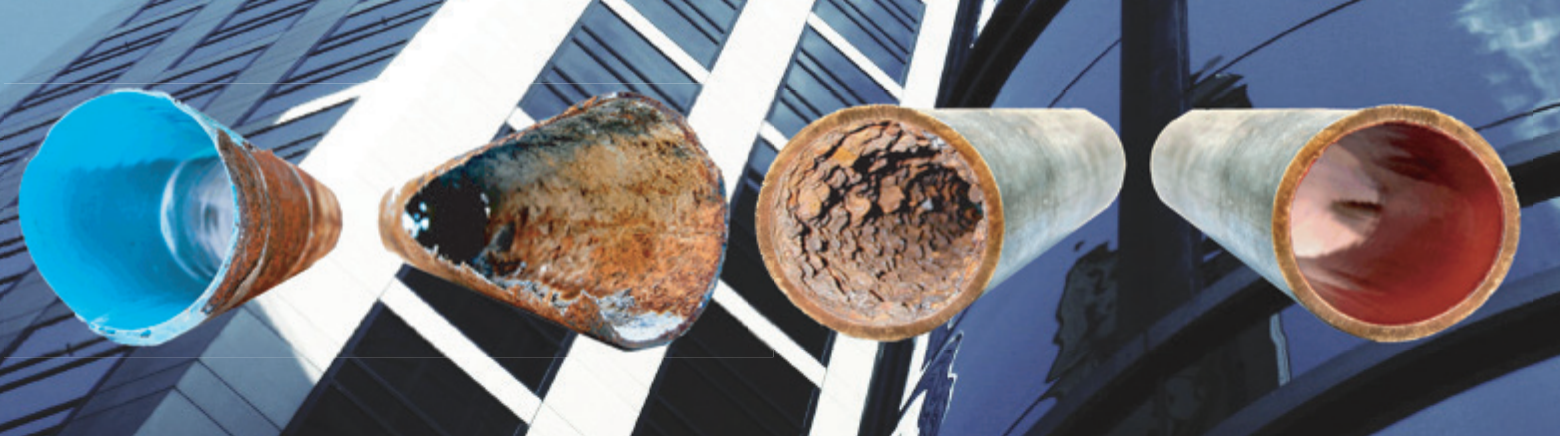
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Hawaiian Properties held their third annual board member seminar on August 15, 2018 at Ala Moana Hotel.



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Wednesday! Everyone takes great  
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*“Everything was great!”*

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To paraphrase a Jimmy Buffett song, the roofers, they come and they go. So Guy Akasaki celebrating the 25th anniversary of his Commercial Roofing and Waterproofing is a big deal. As he tells us, it's a miracle he survived the first year. All the more remarkable, he has expanded into a total of seven diversified companies, most of which work with residential and commercial buildings.

Death is one of the few certainties in life, and if you are a building manager, whether residential or commercial, one of the certainties is that sooner or later you will have to deal with a death at work. What do you do then? Who do you call? Our story "Dealing With a Death on Your Property" provides answers and insights.

Check out News & Notes for the latest hires in Hawaii's building management world.

As usual, our contributing experts provide great advice, this time on the topics of renovations, safety and security.

This introductory editor's space is not usually the place for breaking news, but it is in this issue because we're announcing that *BMH*, after years of bi-monthly publication, is going monthly starting in December. Why monthly? Because of all the positive feedback we get from readers. We thank you for that, and look forward to doubling the good information we provide those who work in building management.

And if there is a topic you'd like us to cover, or if there is a subject you'd like to write about, please shoot me an email.

Mahalo,

**Don Chapman**  
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Founded by Trade Publishing Company in April 1983, *Building Management Hawaii* is a statewide trade magazine serving Hawaii's commercial, industrial, and residential facility management industries. Materials within this publication are not to be construed as professional advice; Trade Publishing disclaims any and all responsibility/liability for health or financial damages arising from its content.

*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](mailto:bmh@tradepublishing.com) or mail to: Trade Publishing Company, 287 Mokauea Street, Honolulu, Hawaii 96819.

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# Disruptive Technology

Once an aspiring architect, roofer Guy Akasaki embraces cutting edge technology in his energy and renovation firms

BY DON CHAPMAN

**R**oofers will often tell you one of the things they enjoy about their work is the view. “You can see a lot up there,” says Guy Akasaki, whose company Commercial Roofing and Waterproofing is celebrating 25 years of business this year.

But there are things you can’t see from up on the roof, including the future.

“Looking back today, there’s no way I could have figured all this out 25 years ago,” Akasaki says. “It’s like a divine finger guiding us.”

‘All this’ includes overseeing seven companies that are quite diverse, but all of which Akasaki ties back to roofing.

In addition to the non-union CRW, the other companies are Honolulu

Roofing (union shop), GreenPath Technologies (renewable energy), Allied Pacific Builders (general contractor), Pacific Property Group (property management), Sunforce Solutions (solar) and Energy Solutions International (mind-blowing inventions, but more on that in a moment).

That sort of growth is remarkable, especially considering all the Hawaii roofing companies that have come and gone in the past two-and-a-half decades. So it's worth a look at what Akasaki went through just to get started back in 1993. It's a story not for the faint of heart.

A career in roofing was the last thing on young Guy Akasaki's mind when he was studying architecture at UH-Manoa. The Army brat who attended high school in Okinawa was a huge fan of Frank Lloyd Wright but grew "disenchanted at the educational system, not realizing you have to go through the years of training. It was taking so long, and I quit."

When his wife Lynette, who worked at a roofing company, said they could use some help, he recoiled at the idea.

"Roofing? I'm an aspiring architect, roofing is beneath me!" he recalls thinking. "That's like being a sanitary engineer."

But he decided to "give it a crack, and found that with my background and education—drafting, reading plans—it all kind of fit."

He would spend 12 years there and become president/COO, and grow it into the largest roofing company in Hawaii with 150 tradesmen in the field. But by the early 1990s, he saw trouble looming.

"You could see the economy was peaking," he says. "The economy has its cycles—everything runs around the real estate cycle. I could see we were going to have to cut back."

The owner saw a similar future, and offered to sell the company to employees.

"We went through about a year and a half of deliberations," Akasaki recalls. "Then one day the owner decided not to sell. The guys weren't too happy... But I told him, regardless who the owner is, we have to cut back, the numbers demand it. . . ."

"I elected to walk away because there was no way to keep the whole team together. The owner said, 'You're stupid, you're in your 30s, nobody your age makes the kind of money you make.'"



Director of operations Tedrol Lealao, project coordinator Katrina Akau and Guy Akasaki are looking at a coating job performed at the airport

**"Looking back today, there's no way I could have figured all this out 25 years ago. It's like a divine finger guiding us."**

But walk he did, with parting words that would come to haunt him: "I told the owner, 'If I ever get back in the construction industry, I know I don't have a non-compete with you, but I make a vow, I will not compete with you for one year.' I was young and stupid and impetuous, making a statement you feel noble about, but when you get to that path, you have to face what you said.

"But I was thinking about opening a Subway franchise—my wife said, 'What, you can't even make a sandwich at home!' It turns out you had to have four (stores), and we were way under-capitalized.

"After a few months in limbo land, I decided to get back into roofing, in a small way, just myself doing repairs, not have all the stress. But the economy was bad and I couldn't go back to my old clients. That year was really painful."

Working out of an 8x8x10 public storage cubicle, and with a "fleet" that consisted of two old pickup trucks, he cold-called people he didn't know from his previous job, then followed up six weeks later and again six weeks after that, concerned every day about his family's survival.

Akasaki is a man of faith who from time to time refers to "the man up-stairs," and that faith—and his vow—were soon tested:

"I got a call from a guy I knew at Hawaiian Dredging, he said they had a job to repair the Kauai Westin after Hurricane Iniki, a \$1.5 million job. He said, 'You do the job, we'll buy the materials and fund the job.' I was stupefied."

Elated at first, he soon remembered that vow, and passed on the opportunity.

"You're so (effing) stupid," the Dredging man said and hung up the phone.

Then another old acquaintance called. He'd had some real estate investing success and offered to set up Akasaki with a company that could do \$3 million in roofing annually. Recalling the vow, he again declined and again got called stupid.

His integrity was intact, but the bills kept coming.

"Nobody knows who you are and you can't go to anybody you knew from before," he says. "Halfway

Continues on page 12

through the year my goal was \$650,000 in revenue, but by the end of the third quarter we weren't close. I'd been making so many connections, but nobody is giving me any work. If we don't make our goals for the fourth quarter, we lose the house, the kids get pulled out of school, and I'll be in the red."

He recalls a night of anguish when he fell asleep on the floor in the fetal position, all but broken.

"I heard a voice, 'You've been faithful, now just give it to me, and stand back and watch.'"

In the fourth quarter, both the gas company and Hawaiian Electric provided "a lot of work. We needed a quarter-million to come in during the last quarter and it did. We finished off strong, still get house and kids in school.

"The first year we grew by 20 percent, second year 20 percent, third year made PBN's Fastest Growing Small Businesses," fourth year we won an award from a national magazine.

"Shortly after, we were doing R&D with the Office of Naval Research here, looking at PV, how we can make panels a part of the roof, integrated photovoltaics, to save energy. So we started another company, Greenpath Technologies, that's the renewable energy side." Its work includes introducing solar AC to public schools.

"The companies that I started," Akasaki says, "it starts with Commercial Roofing and our mission statement: 'Work together as a unified team of professionals taking our experience and talent into account to be on the cutting edge of our area of technology and in the end exceeding expectations.' It fits at every strata. Every company has been built around the core of that mission statement."

Ho'omaluo Cool, or Kool (it's so new they're still deciding on the spelling), is certainly at the cutting edge, developed here in the past year and a half by Energy Solutions International. Akasaki describes it as "a control device that uses a split HVAC system that has a set point of 60 degrees and no cooler, and we make the thing go down to 35 degrees. What that means, it's now a refrigeration unit, which would normally use 8,000 watts. With this device, it's 600 watts, less than one-tenth."



Guy Akasaki in the CRW warehouse in Waipahu

They're currently using the device at a Kahuku papaya farm, working with the USDA.

"This is disruptive technology," Akasaki says gleefully. "Small farmers can only grow crops subject to the wholesaler—if they get too much ripe stuff, they lose it. To stick it in a regular refrigeration unit would be too expensive. Now they can afford to hold it for a wholesaler to pick up. And we can actually ID what's in the container, marketing it on Amazon, so farmers can bypass middlemen and make more money... The USDA is totally stoked. This will change the landscape of farming and energy."

Asked about his role in the umbrella of businesses today, Akasaki quips, "Have coffee."

Then, seriously, "A lot of what I do is planning the next level. The hardest part of being an entrepreneur is letting go. You always want to have fingerprints all over everything. If I don't have my fingerprints on it, somebody's going to make a mistake—and they usually do. But is it going to be fatal? Probably not. They learn.

"We're feeling stronger after 25 years, more excited about the future in terms of growth and momentum than we did at six or seven years. It's a really unusual feeling, almost like rebirth. As I look at the company today, it's not about me anymore, it's about the tiers of legacy that is going to transcend your ability.

"This season of life is all about watching them grow. I wish I had another 30 years to see how it all rolls out."

## CRW Wins Safety Award

Commercial Roofing and Waterproofing Hawaii Inc. was selected to receive the American Society of Safety Professionals' Excellence in Safety Award for the "Small Construction Sub Contractor" category. The Hawaii Chapter of ASSP was to recognize CRW at a ceremony during the 15th biennial Pacific Rim Safety & Health Conference Oct. 10 at the Sheraton Waikiki. The award is given on the basis of excellent safety record and outstanding efforts to safeguard the employees of the company through safety programs and the overall impact on workplace safety culture.

Guy Akasaki credits Steve Kalani, formerly with Dick Pacific, for "restructuring our safety programs."

"A lot of times in construction, safety is a secondary thing, let's do the work and be safe," Akasaki adds. "In fact the work has to be done within the tapestry of safety. If safety is an afterthought, are you really thinking about your key employees? Their families? You're not, you're thinking about making money first."

ASSP was established in 1911 as a global association for occupational safety and health professionals.

# BYU Cannon Activities Center

2017 RCAH Commercial Steep Slope Tile Roof Award Winner



"We contracted with Commercial Roofing and Waterproofing to remove the old and install new concrete roofing tile system on the Cannon Activities Center here on our campus. This building is one of our largest buildings on campus with a roof that is very high. The biggest challenge and concern for this project was the safety of our students, faculty, staff and visitors. This building was in use the entire time of the re-roofing project, with heavy pedestrian traffic. Because of the excellent professionalism and the safety awareness of the staff and employees of CRW, we had no incidents with any of our patrons. It has been a pleasure to work with CRW and we would highly recommend them to anyone for future roofing projects."

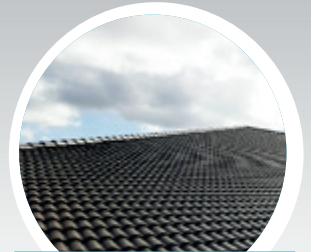
Billy Casey Jr., Design & Construction Manager  
BYU Hawaii Facilities Management, (Retired)

## ABOUT THE PROJECT

BYU's Cannon Activities Center was the largest tile re-roof on campus. As the sports auditorium, the interior is almost as large as a football field with rafters 240 feet in length. Due to the size of this project, special methods were implemented to get the job done safely and efficiently. A total of 730 squares of concrete tile roofing were removed and replaced.



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# Dealing with a Death on Your Property

Death is foremost a personal event for both the deceased and their family, but it's also a significant matter for building managers

BY DON CHAPMAN

**W**ho you gonna call when it's time for the "dearly departed" to physically depart the place where they expired?

For the past decade, building managers, hotel security officers and mortuaries across Oahu have been calling Memorial Transport.

"On average we handle 250 to 300 cases a month," says operations manager

Lord Jaralba—a "case" meaning picking up a deceased person and delivering the body to either a mortuary or the city Medical Examiner.

As he spoke with *BMH* recently at the company's lower Kalihi offices, two of his specially equipped vans were out picking up bodies.

"We pick up for Hawaiian Memorial, Oahu Mortuary, Mililani, Ballard and Borthwick," the McKinley High grad says. "We're also contracted by the Medical Examiner."

The company also is under contract with Outrigger hotels to handle body pickups as well as do bio-cleaning, as may be necessary, for which Jaralba is certified:

"We had one, a bunch of military guys were partying, some beer bottles were broken, guys were bleeding—there was blood all over. Hotels don't want to subject staff to that, so they contract us to clean it up."

In the past week, both a low-income apartment complex and a high-rise luxury condo had called Jaralba asking about bio-cleaning, including of blood.

Death is foremost a personal event for both the deceased and their family, but it's also a significant legal event—how and under what circumstances did this person die, and who signs off on that?

"Any time there is a death, other than under the care of a physician, an 'attended death,' the police should be called," says

Lee Donohue, former chief of the Honolulu Police Department and today director of

security for Securitas. "Actually, police should be the first call when someone dies on your property."

In the event of an "unattended death," police will investigate and send the body to the Medical Examiner.

Adds Jaralba: "Initially the police will be called, and the attending physician, and when the doctor signs (the death certificate) it's up to the family to make arrangements. And depending on which mortuary they call, we get dispatched to do the pickup.

"You can't just go and pick up a body—everything has to go through the proper channels. If the doctor cannot be located, (the body) goes to the Medical Examiner."

Memorial Transport is quietly commemorating—celebrating would be too effusive a term considering the nature of the job—10 years in business this year. (Jaralba's brother Russell is listed as the owner.)

"Our qualities are that our workers are very well trained in how to deal with all kinds of families," says Jaralba, a former member of the Hawaii National Guard. "We cater to the families, that's what sets us apart.

"And our uniforms are very professional (long-sleeve forest green shirts and dark slacks). We chose green because it stands for peace."

Despite offering a necessary service, Memorial Transport workers are not universally welcomed by bereaved families.

"Every day is a challenge because we deal with a lot of emotions," Jaralba



Lord Jaralba



Lee Donohue



says. “We get there, people are crying, and now we’re the bad guys because we’re talking Grandma away. My drivers go to the house, the kids are crying, don’t take Grandma! But once we start our process of wrapping the body, I tell my guys, be overly courteous, so as we do our process they know their loved one is in good hands, knowing we’re taking extra gentle care of their loved one. We put ourselves in their position—it’s not just a job we’re doing. It’s more than that, because every case we treat as our own loved one. For us to relate to them, it’s not just that we’re going to come and load up Grandma. I tell my guys we have to put ourselves in their shoes for that moment and make it personalized. When you talk to the family, make the connection, like a grief counselor almost. The family is in charge—do you want the face covered or face left open? We comfort them so they know Mom, Auntie, Grandma is being taken care of.”

Family members will sometime ask to ride along in the back of the van, but that is not permitted for liability reasons: “But they can follow us to the mortuary.”

His “guys,” by the way, comprise a crew of six, ages 20 to 26, including his sons Micah and Quintin. They are on duty for “12-hour shifts, from 7 to 7, with overnight service, 24/7.”

Despite occasional resistance to Memorial Transport’s vital service, families come to see the value of their work, Jaralba says:

“We’ve gotten calls from the mortuary, the family wants to know which driver picked up Mom, and they’ll send thank-you letters and gift cards. We look at it as offering a service. I tell our guys, when you go to somebody’s house, you are a service provider. So far, nothing but compliments for my guys.

“A lot of our business comes from word of mouth. Building managers know each other, so once we do a job, people are happy to recommend us.”

Three years ago, seeing a need, the company expanded to include Hawaii Engraving and Woodworks, which provides koa and granite urns and headstones.

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# Making Your Building A Safer Place

An international expert on occupational health and safety says building managers can benefit from taking an OSHA course

BY DON CHAPMAN

**W**elcoming a visitor to Island Insurance's downtown Honolulu offices, encountering a small step up from the lobby, the first thing Jim Newberry says after hello is, "Watch your step."

The assistant vice president and risk control manager in I.I.'s underwriting division can't help himself. As he readily admits: "It's kind of weird to hang out with safety people. You go into a restaurant and somebody says, 'Did you notice where the exits are?' 'Oh, this place is sprinklered.' 'Did you see the back door is blocked?' We do assessments all the time."

Safety and insurance, he says, are two sides of the same coin, and "you need insurance to be in business."

Before coming to Hawaii, he worked for some of the largest insurance companies in the world: Zurich, Allianz,

Continues on page 20

## UC-SD OSHA Training Programs Schedule

- Occupational Safety and Health Standards for the Construction Industry starts Oct. 15.
- Machinery and Machine Guarding Standards starts Nov. 5.
- Trainer Course in Occupational Safety and Health Standards for the Construction Industry starts Dec. 3.

Fireman's Fund. But Newberry is much more than a local insurance exec—he's something of an international star in the world of safety and health, having literally traveled the globe teaching the many benefits of occupational health and safety standards and programs, from Bahrain to Seoul. And he is one of the instructors in the University of California at San Diego-OSHA Training Institute's safety certification programs in Honolulu.

Most students, he says, are safety managers, though he encourages "people who have collateral duty for safety to come and take courses. Our general industry course really helps get the basics of what requirements employers have to engage in with their employees and have organized safety activities."



Photos: Nathalie Walker

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And then for the construction industry standards, general managers, human resources people, operations managers, plant managers could highly benefit from taking the basic course.”

Some of the nicest comments UC-SD instructors receive, he says, are when “a student comes in, they have the health and safety responsibility in their company, and they’ve been going to classes for years. And even though we’re teaching the Code of Federal Regulations, the group of instructors we have do more facilitation than didactic lecture. We play off the experience of the students in the class, we try to get them to learn from each other, and turn some of the learning over to them. That ownership is very exciting to see. We’ve had students say ‘this is the best safety class I’ve ever had,’ and I’ve been doing this 15, 20 years. It’s very rewarding.”

Other instructors include Tristan Aldeguer, Joaquin Diaz, Mary Sullivan, Rob McCarthy and Tracy Lawson.

Newberry, who brings 40 years of practical experience to the classroom, notes that OSHA was created in 1971 “because the Department of Labor saw there were issues, we were killing way too many people every year. Since OSHA was established, we’ve brought deaths down by 40 percent.”

OSHA initially did its own training of instructors, but recognized it needed to reach day-to-day safety officers, and in 1992 UC-SD began offering classes as the first OSHA-certified training institute in the U.S. with the goal of teaching the Code of Federal Regulations to a broader audience, including at a satellite campus in Honolulu starting a decade ago. Which means Hawaii safety managers can receive training without having to pay for a flight to San Diego and several days there.

“We want to make it as easy as possible for people to get the training,” says Newberry, who is renowned for compiling, from the 32 internationally approved risk assessment tools, 20 tools that apply to occupational health and safety, which he says would have a value of \$5,000 if he were to charge for the list. He doesn’t. “I disseminate them everywhere I go through Dropbox, for free. I’ve got about 700 people I’ve shared them with, because of all the classes I’ve put on, all the workshops. Putting the



Jim Newberry teaches several OSHA courses through UC-SD

tools in the hands of practitioners, that’s been an exciting part of my growth and taking things to the next level.”

He has a very concise definition of safety: “Safety means paying attention to those things that will keep bad things from happening to your employees, to your guests, to your customers, to your property.”

Even in an actuarial industry that analyzes everything, occupational health-safety-insurance is often an intangible, Newberry says:

“When I go to my boss at the end of the year for performance review, I tell Beverly (Ament, executive VP of underwriting), count the number of claims that didn’t happen because of what I do—which is a bit nebulous, right? We know we have impact, but it’s really hard to count the incidents that don’t happen because of the work we do in safety. But it’s rewarding to work with clients to bring them around to thinking about how to protect their human resource assets, in addition to their physical assets, and the liabilities associated with their company and the risks they take on.

“We still sell intangibles in my business. Closing a sale is basically saying I need your commitment to put these policies in place and train them and bring them up to speed, and then to hold them accountable for that standard.”

Safety and insurance were not on Newberry’s radar when he returned from spending his high school years in New Delhi, India, where his father was a school superintendent, his mother a school nurse.

“It opened my eyes to living in a Third World country, and being able to get out into the countryside with the youth program our minister ran, we did some

really wonderful things for people in need,” he recalls. “And summer camp was up in Kashmir, up in the Himalayas. I got to climb a glacier when I was 15. He took us camping in the wild for three or four days out in the jungle. Panthers would walk through our camp at night.”

Moving from India to Indiana, Newberry enrolled at Indiana State University as a music major, singing double-bass in the chorus (and later with the Honolulu Symphony Chorus) and playing saxophone and clarinet in the orchestra, band and pep band—including during the magical 1978-79 season when Larry Bird led ISU to 31 straight wins before losing to Magic Johnson and Michigan State in the NCAA finals.

But he started looking for another career path, and as it happens his father was starting the environmental safety and safety management program at Indiana State, in charge of curriculum development. “I told him, ‘Dad, I’m looking for something to do, I’m wandering.’ So I joined the safety program. It was the third one in the U.S., just after OSHA was created.”

Students in Newberry’s Honolulu classes will benefit from the experience of a man who through his involvement with the American Society of Safety Engineers worked with a team that created the International Standards Organization’s new ISO-45001 regulations.

“It was published this year, a four-year project, and I was liaison from (the previous) ISO-31000 to help move it forward,” he says. “So now we have a new international occupational health and safety standard that employers will have to comply with if they want to participate in the international supply chain. It’s a big, huge thing for our profession.”

Safety always is.

# Handling Parking Predicaments

A sampling of how building managers deal with parking issues

BY DON CHAPMAN

**P**arking, or the lack thereof, is a problem across Oahu, as many a building manager can attest. But not all.

BMH surveyed a few residential building managers about parking in their neighborhoods.

As the manager of multiple condominiums for Hawaiian Properties—801 South Street, Kapiolani Bel-Aire, Kapiolani Manor, 215 N. King Street, County Club Village 6 and Fountains at Makiki—Kevin Agena has seen just about every type of parking situation.



Kevin Agena

They include parking in common areas, speeding in the parking garage and using parking spaces as storage units.

“Oh, yeah,” says Agena, who has been in property management since 1990. “Or they try to use one space for both a car and a motorcycle.”

The best way to deal with parking problems, he says, “it’s a lot of communication. You post signs, reminding people of house rules. You ask for their help. If that doesn’t work, you send out a letter warning them they could be fined. Fining is a last resort. Actually, towing is the real last resort—it’s very personal, and expensive, the cost can run to \$300.”

Despite being in a prime Waikiki location, “parking is not an issue” at the Waipuna, a Hawaiiana property, says resident manager Ralph Shumway. “Everyone has assigned parking, and we give them a tag to hang from their rearview mirror.”



## Speaking of Towing

One of the biggest challenges in many communities concerns abandoned and derelict vehicles, which often take up precious parking space and are eyesores.

**David Simpson**, Associa Hawaii’s director of client services says, “Abandoned and derelict vehicles are a problem at many communities. Removal of the vehicles can cost upwards of \$400 per car. We have worked hard to negotiate a contract with a towing contractor to remove the abandoned vehicles at a more favorable rate. The cost savings has been significant.”



He adds that having security guards on duty 24/7 means they regularly check to make sure no outsiders are trying to score free parking.

Things are not so sanguine at the other end of Waikiki.

“We have our share of parking problems,” says Amber Larson, manager at the Royal Kuhio, a Hawaiiana property.

All 650 stalls in the parking structure are limited to owners/residents of 386 units, and entry requires a fob. The use of decals or stickers to identify legal parking “wouldn’t work here because 90 percent of our units are timeshare



Ralph Shumway



Amber Larson

or vacation rentals,” she says. Problems arise when visitors park in another unit’s stall. If the car isn’t registered with security, it can be towed.

“Our guest parking is on Manukai Street, and there’s signage saying it’s private parking. But we still get people from neighboring condominiums parking there, as well as taxis. Lots of taxis.”

Signage also tells visitors to report with the security office to get a parking permit. With so many people disregarding the signage, she and her security guards have developed a nice working relationship with a tow company.

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# Hawaii's Master Woodworker

Architects, contractors and interior designers call on Gerhard Osterberger especially for his skill with koa

BY DON CHAPMAN

**W**hen Gerhard Osterberger left the German village of Ebratshofen, the population dropped to 102. Little did he know then that he would never again reside in the post-card-perfect hamlet in the mountains of Bavaria. Or that he would end up in Hawaii as one of the 50th State's master woodworkers, sought out by architects, interior designers and contractors especially for his skill with koa.

"There was no plan," he says of his departure from Ebratshofen, which left the berg's oom-pa-pa band in need of a new trombone player. "I just got the travel bug."

He traveled throughout Europe, then came to the U.S., visited 35 states and met a girl.

Back in Germany, his father passed away, necessitating Gerhard's brief return. "We gave up the farm when my dad died, and I just took off," he says. "I wanted to go to Alaska but never made it. We went to Austria, Czechoslovakia, Greece, Crete, Egypt, India all around for three months and up to Nepal, Thailand, Malaysia, Singapore, Australia."

Besides the girlfriend (who would become his wife and mother of his daughter Erica), Gerhard traveled with his woodworking skills and sensibilities.



Gerhard Osterberger with images of the Mokulus

"I'd done a three-year apprenticeship program in a cabinet shop, starting when I was 14. This was 1977 to 1980. The first project was making hand-made dovetails (he interlocks his fingers to illustrate two pieces of wood fitting perfectly together). You do it with just a hand saw and chisels. It's a good feeling, seeing how the wood reacts."

Why woodworking?

"It definitely beats stone," he says with a hearty Bavarian laugh. "My father was a farmer and a mason. I didn't want to be a farmer or a mason—in Germany it's

cold and wet, a mason's fingers are cold all the time.

"And I think I can do nicer things with wood."

During his globetrotting years, he kept his eyes open for beautiful workmanship—"We visited every church, Buddhist temple, Muslim mosque"—and was especially influenced by the inlay art of India. Gerhard liked Australia so much, he went to work in a Sydney woodshop for three years before heading to Hawaii in 1989.

He worked for a couple of private companies here, including Bello, "and then I was in the union for a while, putting up homes in Mililani Mauka, but that really wasn't for me.

"Then we went to California for three years and I started working on my own. Did a lot of work for some wineries (Bartholomew, Glen Ellen), tasting-room counters and cabinets. I took the old barrels—they last only three years or so, the wineries can't get any more flavor out of the oak—so I got them very cheap, \$30, took them apart, basically turned them inside out and made tables and chairs. (He also converted a wine barrel into a too-cute dog house.)

"Then we came back here to Kailua in 1996. I missed Hawaii."

Paging through photo books of his creations, the only thing as impressive

as the volume and creativity are the diversity and quality. This is truly one of the great artists of Hawaii, well deserving the honorific master woodworker. Another descriptive would be prolific.

“I do a bit of everything, from gift items to kitchens, and anything in between,” he says. “Bedroom sets, desks, dining room sets, home entertainment cabinets, a kitchen or two a year. I do a lot of vanities—if you want something different, not just go to Home Depot, and it’s usually different sizes, so bigger companies don’t want that (job). I do the one-of-a-kind, art kind of thing. I can spend more time on it because I don’t have the overhead they do.”

He’s done a large entryway for a Kahaala home, the interior of a Waikiki spa and is currently doing all the cabinetry in a Waikiki Gold Coast double condo.

Upon request, he’ll also build a secret compartment into a desk.

“Coming up with ideas, that’s the fun part,” says Gerhard, who a few years ago took home a first-place award at the prestigious Hawaii woodworkers show at the Honolulu Museum of Art.

When he’s not involved in a big proj-

ect, he stays busy creating everything from rolling pins to rocking chairs to bowls, urns and boxes, to chess sets to grandfather clocks to bottle stoppers, even mobiles and hanging potpourri holders.

The chess set I saw is spectacular.

“Every figure is made from a different Hawaiian wood, so I used 32 local woods,” Gerhard says. “One horse looks up, the other looks down. The two bishops have their own designs, their own personalities. Each figure is different.”

A recent project is a series of framed vistas of the Mokulua islands off Lanikai, each element made of a different wood, including various types of koa, bullseye maple, wenge (a dark African wood), eucalyptus, ebony, lacewood (Australia), black walnut, even driftwood.

“The sky is mango,” Gerhard says of one iteration. “I love The Mokes, I kayak out there—The Mokes every day are different, no day is the same.” Neither are his various interpretations.

A recurrent theme in everything from urns to wine corks is Gerhard’s skill with intricate inlays of different woods

to create beautiful visual displays. The Indian artisans whose work he admired would be impressed.

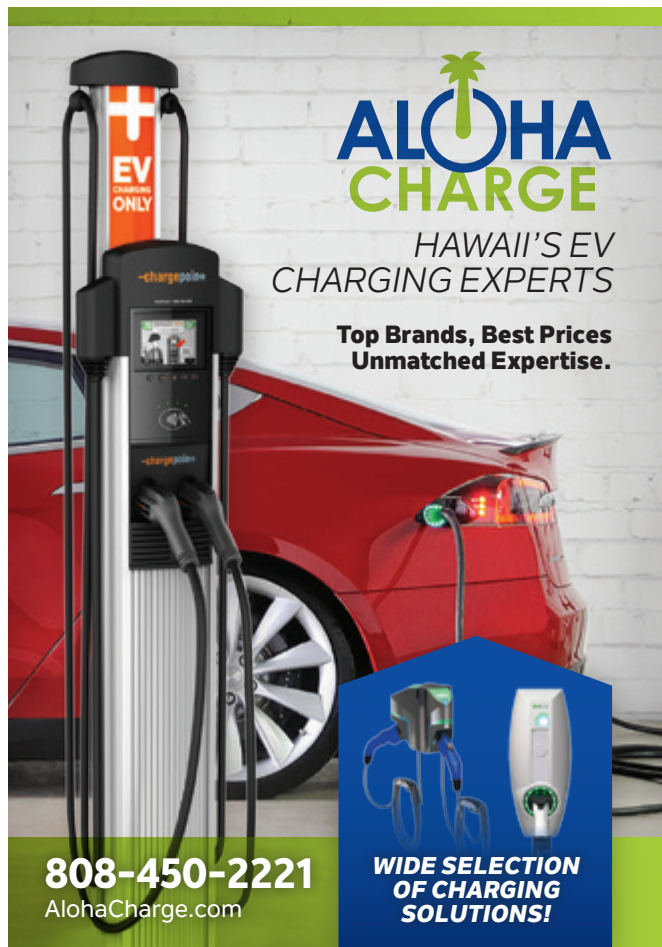
“Tiny pieces—that’s my secret,” he says, declining to divulge how he can be so precise with so many wooden bits, some not much bigger than flecks of sawdust.

There is one thing Gerhard respectfully declines to do for clients: “I don’t like staining wood. I like the actual colors. Just lacquer it to protect it. If somebody wants a dark color, I’ll try to talk them into oak or teak or koa, a brown color. Or if they want a lighter color, then maple or something.”

After all these years and so many projects and pieces, Gerhard remains ever attracted to woods.

“Every wood is different, every tree is different, every piece is different,” he says. “I think there are 26 different kinds of koa, from blond to very dark, curly or not. It’s always interesting to me.”

To learn more about Gerhard Osterberger and his creations, go to [finewoodworkinghawaii.com](http://finewoodworkinghawaii.com)



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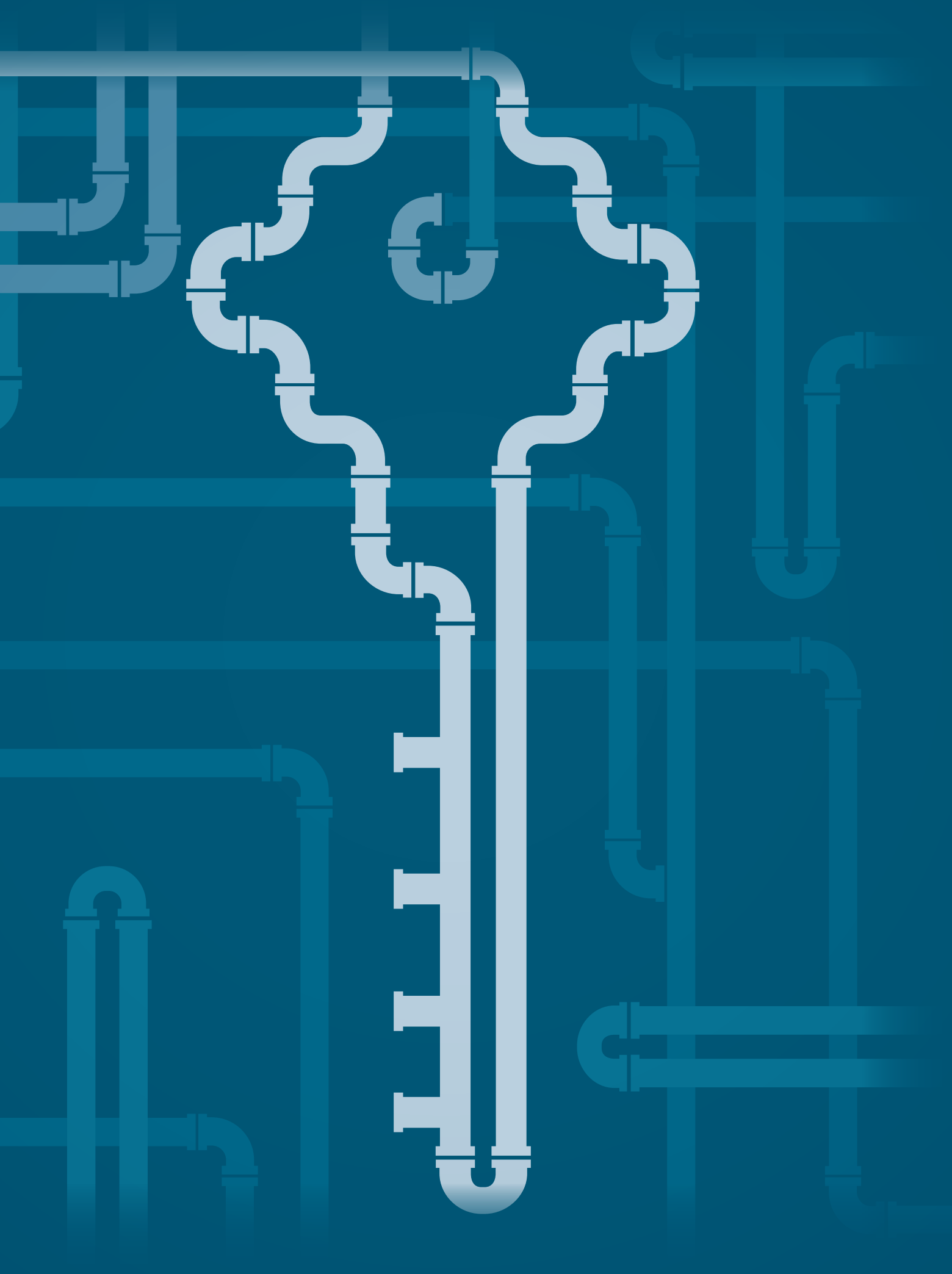
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# Safety In the Face of a Storm

Be Like the Scouts and 'Be Prepared'



Malcolm Ching

**A**s I am writing this, I'm on a flight to Denver for the annual Large Scale Managers Workshop, while back at home in Hawaii my community braces for tropical storm Olivia. Living in Hawaii, we are all too familiar with the threats on incoming hurricanes and tropical storms. In fact, preparing for a severe storm has almost become a way of life. Just now I hear over the loudspeaker during my Delta flight: "Please keep your seat belts on during the flight and the aisles clear for your safety."

It seems that wherever we go nowadays, there is always someone looking out for our safety and well-being. During hurricane warnings at home, every news channel is giving you the minute-by-minute update on the path of the storm, even the mayor and governor are on TV urging people to be prepared and exercise safety. Sometimes it may seem like their approach to safety is an overkill, but when it comes to minimizing injury and property damage, being safer is always better than being sorry.

As property managers that is our jobs, to protect our residents and our property, and to identify possible areas that may open our associations to risk. Although there are many things we can do as managers, here are just a few tips that come to mind.

## Inspecting Common Area Trees

In Waikale, we have about a thousand trees in our inventory. Common area trees are generally trimmed on an annual or bi-annual trimming schedule. But during hurricane season it's important to have your landscaper inspect your trees (especially the large canopy species) for loose branches and to trim back canopies as much as possible. During a storm, high winds over 50 mph can easily catch these



canopies and bring a large tree down causing damage to adjacent structures or even blocking roadway access. The city road maintenance crews usually assist if a large tree is obstructing access on a city-dedicated road, but if the tree is blocking access on a privately-owned road then the responsibility will most likely fall on the Association or the board of directors.

## Drainage Easements

If your property has drainage easements or drainage swales, it is a good idea to inspect these inlets to make sure these areas are not obstructed with debris. Our landscapers actually clean the drainages before incoming storms and then take photos. The photos serve as documentation and protects the Association from lawsuits in the event of flooding.

## Website

If your property has a website, this

can be a useful information tool. You can post messages to your residents about nearest shelters, storm preparation tips and emergency phone numbers.

## Irrigation

Severe storms such as hurricanes generally bring rain—lots of rain. Therefore, it is a wise decision to shut down the irrigation clocks for several days up to a week. This simple action will save your Association money and reduce wasted water.

## Go Bag

Several years ago I attended a seminar put on by the American Red Cross. In this class, they showed us how to make a "go bag." It's a large backpack that you put together consisting of supplies in the event of an emergency. My personal "go bag" contains a first aid kit, flashlight, freeze-dried food for five days, pouches of drinking water, solar



charging panels for my cell phone, a knife, and many other useful survival supplies. If for some reason I needed to evacuate my home and I only had seconds to spare, my “go bag” is the first thing I would grab.

But even with an incoming hurricane, my “go bag” gives me a sense of security. I don’t feel like I need to rush to the store and fight for the last pack of batteries in a crowd of panicking people. Fear and being unprepared can sometimes be as dangerous as the storm itself, if you know what I mean. Although preparing your family for a natural disaster is not the responsibility of the homeowners Association, property managers can help. By holding a class or workshop for your residents on how to prepare for a hurricane, you now empower your residents to help themselves and their neighbors.

As I reflect upon these helpful tips, I am reminded of our motto when I was a Boy Scout: “Be Prepared.” This motto remains just as true today.

*Malcolm Ching, AMS, PCAM, is general manager of the Waikele Community Association, where he has worked since 1997. Waikele is a master-planned community consisting of 2,937 homes. He was named property manager of the year by BMH in 2008. He is also a lieutenant colonel with the Hawaii Civil Air Patrol, U.S. Air Force Auxiliary. Contact him at malcolmching7@gmail.com or 676-1991, ext. 3.*

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# Emergency Action Plans and Emergency Preparedness

Having a disaster plan can make all the difference



Lourdes de Armas

**D**uring this time of year, particularly due to hurricane season, people tend to focus on safety and emergency preparedness. In reality, safety should be, and is for some, a part of everyday life. As building owners and residents stay informed of pending emergency situations via various information outlets, building managers prepare and take measures to better ensure safety and the preservation of life and property during and after a storm, or any other emergency. Not all associations/owners/residents/buildings however, have a plan.

If you're reading this article and you, your loved ones and/or your building does not have an Emergency Action Plan, it is past time to develop one. There are plenty of online resources that offer free templates on the subject of emergency preparedness. You should have an EAP (Emergency Action Plan) for all the major disasters known to affect Hawaii, both natural and other—hurricane, tsunami, earthquake, fire, flood and active shooter. Sample Emergency Action Plan templates from OSHA (Occupational Safety and Health Administration), the CDC (Center for Disease Control) and DHS (Department of Homeland Security) can be found online.

In the case of hurricanes, your plan should involve both pre- and post-storm preparations that should be readily accessible throughout the year, so you don't find yourself scrambling at the last minute. If you're a building manager, include a plan in your building management program to help identify any residents who may require assistance. A sample hurricane preparedness plan can be found online at [redcross.org/get-help/how-to-prepare-for-emergencies/types-of-emergencies/hurricane](http://redcross.org/get-help/how-to-prepare-for-emergencies/types-of-emergencies/hurricane). Another sample emergency



preparedness plan provided by the State of Hawaii Emergency Management Agency can be found online at [dod.hawaii.gov/hiema/public-resources/preparedness-information/](http://dod.hawaii.gov/hiema/public-resources/preparedness-information/).

As for tsunamis, have a plan to move to high ground within 10 minutes of an alarm and have basic provisions ready to sustain yourself and your loved ones for a period of several days. Building managers should have an evacuation exit strategy for residents and personnel to move to high ground and identify the point that makes the most sense with the greatest ease of access. A sample tsunami preparedness plan provided by NOAA and the National Weather Service that is specific to Hawaii can be found online at [prh.noaa.gov/hnl/pages/tsunami-safety.php](http://prh.noaa.gov/hnl/pages/tsunami-safety.php).

To prepare for earthquakes, familiarize yourself with the basic information that is readily available online. Seek shelter underneath doorways. Familiarize yourself and your loved ones with the procedure and practice it.

In the Marco Polo fire we all witnessed last year, we saw our finest men and women of our first responders accomplish exceptional feats of heroism

and skill. First responders are extraordinary individuals who risk their own safety to help others, but there may be times when there are not enough of them to assist everyone who might be affected in the event of a major catastrophic event. Therefore, familiarize yourself with your property's fire evacuation plan and practice it with your loved ones and/or staff to ensure you can be as self-sufficient as possible. This said, follow the directions of our first responders in all cases.

Concerning floods, you should develop a plan to gain high ground, with or without a vehicle, and avoid crossing running water.

As for the active shooter situation, no one likes to talk about this, but the reality is that it is being reported more often and we are more aware of it than ever before. Your EAP should include a contingency plan in the case of an active shooter. Check the DHS (Department of Homeland Security) website for specific information at [dhs.gov/active-shooter-preparedness](http://dhs.gov/active-shooter-preparedness).

Related to preparing for emergencies, one of the major challenges we all face revolves around funding. For

example, as a result of the Marco Polo fire, the issue of fire sprinklers is now the order of the day. If you're an association manager, board member or individual owner, plan to adequately fund your reserves or savings for unforeseen contingencies. If you're a building manager, develop a fire safety plan you can use now, with or without sprinklers. Building managers can also contact the Fire Inspector's Office for assistance in developing or improving a fire safety plan. Visit [honolulu.gov/hfd](http://honolulu.gov/hfd) for more details.

Most importantly, in the event of any catastrophe, be sure to incorporate communications into your plan. It is very difficult to implement any plan if you cannot communicate. Stay tuned to news and weather via online, cell phone and radio, and be ready and able to communicate with loved ones and staff.

Having knowledge and familiarity is the one thing you can do to help yourself, help others, and self-sustain during any disaster which will allow emergency responders to attend to true emergencies. Use your common sense, educate yourself and develop a plan

to take care of yourself and your loved ones, and your employees and staff, which will allow you to help others in need. Don't be the "deer in the headlights" that gets caught unprepared. Periodically review your plan with your loved ones and/or staff members. A quarterly review is recommended; a semi-annual review is also acceptable.

Please take the following away from this article: 1) Develop an Emergency Action Plan. If you have one already, revisit it and make any necessary modifications and periodically review it with your loved ones and/or staff; and 2) In the case of a condo or homeowner's association or individual resident, adequately fund your reserves or savings to plan for unforeseen emergencies and/or circumstances. The simple addition of a line item in your budget planning at an appropriate dollar amount for your building/property will go a long way in helping to ensure the preservation of your life and the lives of those you love, as well as your home and investment.

While it is true we can't plan for everything, to not plan is unwise. Be

ready. Do the right thing. Do what makes sense. Take care of yourselves and each other.

*Lourdes de Armas is a Senior Management Executive with Hawaiian Management with CMCA and AMS credentials. She graduated with a Bachelor's Degree from the University of Hawaii and gained Masters Coursework from Loyola Marymount University. Prior to joining our team, Lourdes became a Certified Construction Documents Technologist from the Construction Specifications Institute. In addition, she continues to serve as an Operations Specialist with the United States Coast Guard Reserves and has a certificate in Search and Rescue Coordination and Execution from the National Search and Rescue School. She deployed to assist with Hurricane Maria relief efforts in Puerto Rico with the US Coast Guard in 2017. Most recently, she also assisted with Hurricane Lane communications efforts with the US Coast Guard, here on Oahu. Contact her at [lourdes@hmcmtg.com](mailto:lourdes@hmcmtg.com).*

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# Stormwater Management Plan for Hawaii Businesses

Building management sooner or later involves stormwater management



Bradley Tom

**S**tormwater management encompasses not only quantity of flow but also the quality of the water runoff. By implementing best management practices, we can prevent pollution from entering Oahu's storm drain system. Since we live on an island, pollution prevention actions not only affect our immediate surrounding environment but also the ocean. Both the Environmental Protection Agency (EPA) and the State of Hawaii Department of Health have outlined best management practices (BMPs) that will help minimize the your company's contribution to pollution.

Technicians and construction workers at GP Roadway Solutions, for example, are very conscious each day about stormwater management. From washing equipment to road repairs, they evaluate the effects our actions have on the environment. As a property manager or construction manager it is important to understand how to integrate stormwater management into your ongoing operational strategy to achieve the highest level of public safety.

Stormwater management includes any water that flows from a facility onto roads, and off of properties into water systems. The erosion, chemicals and any debris that the runoff carries are all a concern in managing water flow, and must be filtered prior to entering the sewers, streams or ocean. As described by the EPA, the management process starts with rain runoff or general maintenance water use that leaves your land and runs onto neighboring properties. Much of the stormwater can be absorbed by the ground with Hawaii's porous soil make up, and replenishes our aquifers. But when storms occur, the water's high flow rate will prevent the ground from absorbing in quickly, and it may run into .... ocean.



## Your Storm Management Plan - Best Management Practices

To be EPA-compliant, it is recommended to follow stormwater BMPs to manage excess runoff water and reduce pollution to the environment. There are a variety of recommended control measures that can be put into place to reduce the pollution by water sources before it leaves your property. BMPs are procedures that prevent or reduce the amount of potential pollutants from reaching our state waters.

## Common Best Management Practices

- Minimize waste and recycle when possible
- Keep dumpster lids closed so rainwater doesn't enter them
- Place used oil receptacles under cover to avoid exposure to rain
- Provide secondary containment to capture any leaks
- Keep a spill kit on hand near chemicals

- Create a Spill Response Team and train employees
- Use dry material to absorb spills
- Recycle grease and oil

## For Landscapers

- Restrict the use of pesticides, herbicides and fertilizers
- Do not spray chemicals around drainage areas
- Do not use chemicals before predicted rain or in high winds
- Maintain equipment
- Clear landscaped areas to keep gutters and swales free of debris
- Stabilize eroding areas by planting immediately

*Bradley Tom is marketing coordinator for GP Roadway Solutions. A company representative can walk your property with you and provide helpful suggestions you can implement immediately. Reach him at [www.GPRoadwaySolutions.com](http://www.GPRoadwaySolutions.com) or 833-2502.*



Pam Barrett

# It's All So Clear

Signs it's time to replace your windows

**T**aking on a window replacement project in multi-story, multi-unit condominiums is a major undertaking for everyone involved. The owners, the board, the resident and property managers can each have a significant role in recognizing the deterioration of windows and determining a plan for replacement. For Hawaii's many older buildings and developments, the benefits of replacing old, outdated windows can far outweigh the cost and temporary inconvenience of a window replacement project.

So what are some of the signs that it's



Corroded aluminum window frame

Continues on page 32

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time to replace the windows in your building?

## Inoperable Windows

Struggling to open and close the windows? Depending on the material, it is possible that the tracks have begun to wear, or the frame is warped or swelling. Also, look for signs of leaking and water damage around the window frame. Dark or damp spots around the frame and surrounding drywall could be a sign of dangerous mold growth.

## Broken Hardware and Locks

When the windows don't lock properly, the security of home and building are threatened. It makes it easier for intruders to enter, placing families and belongings at risk. In the case of a high-rise, there is potential for broken hardware to allow aging glass panels and jalousie slats to fall out onto common areas below. Imagine a 4-inch by 30-inch piece of glass falling from 200 feet above and hitting someone. What is even more frightening is that this is not limited to a jalousie slat. Entire glass panels and door sashes have been known to fall out, and this is far more dangerous than a glass slat. The sliding panel is on the exterior track; the aluminum track wears from corrosion and years of use. One day you slide it open and it falls from the building. This poses a dangerous threat to people and property at ground level.

## Spalling

Many times a concrete spalling project is deemed a priority and the money is spent to repair the spalling concrete. Unfortunately, the windows are not always included in the project and the spall work is done around the old aluminum windows. The fact is, very often the old aluminum windows are the source of your spalling, and leaving them in the building will only mean that you will have to pay for more spalling repair down the road. Aluminum window corners are mechanically fastened with a dissimilar metal screw.

The dissimilar metal contact between the fastener and the aluminum frame will lead to corrosion and deterioration of the assembly. Once the window or sliding door corner is compromised, it will let water and moisture into your



Coastal Windows installing high-rise windows

concrete wall and the spalling will begin.

## Heat Buildup

With year-round temperatures in Hawaii averaging in the 80s, the heat inside the home can build up quickly during the day. Older windows are simply not effective or as efficient as the more modern dual-glazed windows and low-e glass available today.

## Outside noise

Modern windows are designed to reduce sound transfer, which can make a huge difference in the quality of life if your building is located on a busy road or highway. If you can hear excessive street noise from traffic and early morning landscapers when you are standing inside with your windows shut, this is a clear indication that your windows are old and not up to modern standards.

## Maintenance

Older windows can be difficult to clean and require constant repair, resulting in higher maintenance costs. Worse yet, replacement parts may be hard to find or discontinued.

## Appearance

Maybe appearance isn't your No. 1 reason to replace your windows, but don't underestimate the amazing difference new windows can make to the overall look of your property, both inside and out. And besides aesthetics, changing the window size and style can increase the light, ventilation, safety and security, further adding to the beauty and value of the property.

## Time for a Window Upgrade

Once you've made the decision to replace your windows, you enter into the research and planning stage of your replacement project. For a majority of condominium associations in Hawaii, their bylaws dictate that the windows are the responsibility of the owners. While the board of directors and property manager may not be involved in the replacement process, they will still be the ones who set up the guidelines as to the window style and installation standards.

Associations can organize the information necessary to educate owners about the advantages of upgrading windows throughout the entire build-



ing. Older buildings may benefit from an engineering study to identify any structural issues that can be addressed as part of the window upgrade project. We recommend the AOA seek out a window manufacturer and installation contractor that specializes in multi-family installations. They can offer valuable insight in selecting the right window replacement solutions for your building, and will be experienced in scheduling a multi-unit project.

If each unit owner is responsible for window upgrades, the association may be able to negotiate a reduced multi-unit price depending on the number of units contracted at the same time. For example, individual unit owners could be given a proposal for their own condo that includes the price if only their unit is upgraded, a second price option if 10 units are upgraded at the same time, and a third price option if 20 units can be installed simultaneously, and so on. This pricing option can also assist the AOA in completing the building-wide upgrade within a specified timeframe.

Advancements in window technology have come a long way in recent years. Today's windows can offer increased safety and security, storm protection, noise reduction, substantial heat control, UV protection, improved ventilation and more. Windows are an essential building component that affects the overall health, safety and value of the entire property.

*Pam Barrett is the marketing director for Coastal Windows, a locally family-owned and -operated window and door manufacturer since 1990, located in the Waipio Business Park. For more information visit [coastalwindows.com](http://coastalwindows.com) or call 676-0529.*



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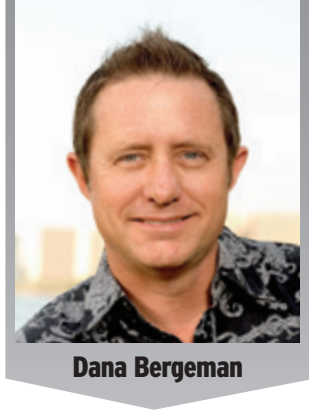
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# 12 Stages of Successful Remodeling, Renovation

A step-by-step guide to capital improvement projects



Dana Bergeman

**R**enovating and remodeling capital improvement projects can be very involved and often have many moving parts. They require an organized process to ensure a successful outcome.

First, let's talk about the difference between a "remodel" and "renovation"—understanding the nuances helps clients make informed decisions and helps protect their investment. *Remodeling* is usually more complex, often including physical changes to the structure itself or to a specific area in a building or home. If you are interested in remodeling your Association's condominium lobby, for example, it is likely you want to change the actual layout and appearance, not just the aesthetics.

A *renovation*, however, is often described in terms of restoring finishes and building components to their previous or original condition. Older or poorly maintained buildings often require substantial effort to restore finishes and other cosmetic attributes, or to return building components to a functional state.

It is important to note that remodeling and renovation are not mutually exclusive, and the terms are frequently used interchangeably. You can do both at the same time.

As mentioned, these types of capital improvement projects require a strategic and efficient process to ensure each facet is completed on time and on budget. Implementing a customer-focused 12-stage approach will simplify and streamline a project from start-up to close-out. This process—which spans multiple disciplines including design, bidding, permitting, management and quality assurance—is customized to meet the unique needs of each owner and their unique remodeling or renovation project goals.



Bergeman Group team discussing a renovation project

## 1 Starting Up

The start of any successful journey begins with a road map to ensure everyone reaches the intended destination in a timely and efficient manner. Reviewing and analyzing existing project-related documents provided by an Association or owner allows us to gather additional information and helps ascertain a project's current status. Often, preliminary site visits are needed to gather data in order to obtain good familiarization with the property, a preliminary understanding of the areas needing repair or remodeling, and comprehension of the various concerns that are known to exist.

## 2 Evaluation and Due Diligence

After an initial introduction to the

property, it's often necessary to proactively work to identify areas that may require additional research, investigation or due diligence. Taking time to plan and complete your due diligence helps detail the elements needed to define the scope of the project or evaluate the proposed project plan. This can be done through a Property Condition Assessment or General Constructability Review. Depending upon the proposed project and age of the building, laboratory testing and analysis may also be needed, for example, to identify if any hazardous materials exist.

## 3 Project Scope

Once you've gathered all the necessary data, your project scope can be refined to include the features, functions

Continues on page 36

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and items that must be addressed to achieve your renovation or remodeling goals. This includes documenting inclusions and exclusions to the proposed scope of work.

#### 4 Design and Bid Documents

With the desired scope now well defined, it is time for your architects and engineers to do their part and complete the required construction and permit documents. It is important to decide if a traditional design-bid-build or a design-build project delivery method is to be chosen. For a traditional design-bid-build format, an experienced design team will orchestrate the production of plans and specifications, which are then provided to a contractor for pricing. However, if a design-build project delivery format is chosen, the contractor is made responsible for both design and construction. Using the design-build format can save some time during the pre-construction phase, although it requires that you give your contractor control over architectural and engineering decisions that are customarily not theirs to make and may even not be within their expertise. The design-build format also makes it more difficult to get apples-to-apples bids from prospective contractors. For these reasons, the prevalent, most popular and generally recommended project delivery model remains a traditional design-bid-build format.

#### 5 Competitive Bids

During the bidding phase, a professional construction management firm

makes sure prospective contractors provide apples-to-apples bid offerings for the proposed scope of work. By thoroughly vetting and critiquing each bid, your construction manager should be working on your behalf to ensure bids received meet project requirements.

#### 6 Contractor Selection

After reviewing and analyzing the contractors' competitive bids, a contractor needs to be selected by your Association. Once selected, your construction manager will coordinate with the key decision makers to develop an Owner-Contractor Agreement and negotiate the terms with the contractor.

#### 7 Permitting

Assistance with the preparation of permit applications and submission of the construction documents to governing authorities for approval is often the next stage. Your construction management team coordinates with the contractor to obtain the requisite building permits. Be aware that approval time by local officials may vary, which can delay a project or adjust its scope.

#### 8 Finalizing the Budget

Once the final bids are received and a contractor is selected, an updated project budget is assembled for approval by the board or owner. Upon approval, the contractor's performance is monitored, and the monthly budget is updated, assisting with cash flow forecasting.

#### 9 Project Funding

If reserves for the project are not

available and residents want to avoid a substantial special assessment, an owner's representative or construction manager can assist with finding appropriate options for the funding of a renovation or remodeling project. They will research, compile and present a comprehensive list of funding sources for review and approval.

#### 10 Town Hall Meeting and Presentations

An effective communication tool is community-based town hall meetings. These meetings are open to all stakeholders and are held at critical junctures. They are designed to help obtain "buy-in" and ease anxiety surrounding the project, providing peace of mind.

#### 11 Construction

Finally, there is the construction phase. Your construction management firm acts as your representative during the construction phase. Their team monitors the budget and details the contractors' progress, quality and overall performance. During construction, they should strive to minimize the inconveniences often associated with construction activities.

#### 12 Closing Out

Upon project completion, a record of the project is provided, including key documents, drawings, specifications, the final budget and applicable warranties and guarantees from the contractor.

Experience tells us that successful projects happen when much consideration is given to the pre-construction phase. Therefore, don't rush to construction without making sure you have a good plan in place as each project, each building and each owner is unique.

*President and CEO of Bergeman Group, Dana Bergeman brings over 25 years of experience in the architecture, engineering, and construction industry. His vision for the company is reflected in its core values: advocate on your behalf, help protect your investment, defend your interests by helping mitigate risks, and educate clients, enabling you to make informed decisions. For more information, visit bergemangroup.com.*

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# Painting as Preventive Maintenance

More than providing color, paint can keep out Hawaii's elements



Sheldon Ibara

For many building managers, balancing the daily operations and cost expenditures of maintaining a building can be challenging. Oftentimes, there are a variety of maintenance issues that arise, requiring projects to be prioritized. Plumbing issues are typically addressed because of an immediate situation. Elevators and fire systems are high on the priority list, understandably, due to safety concerns. Air-conditioning upgrades are budgeted for retrofit due to necessity. Painting, unfortunately, is primarily viewed by many as a cosmetic nicety and, as such, deferred year after year until problems persist and eventually become visibly evident.

By that time, painting alone can no longer fix the existing issues. One of the most visible signs of this is corrosion and subsequent spalling.

Spalling is the process in which water penetrates into a concrete structure, causing the steel rebar in the concrete to corrode and expand, thereby dislodging pieces of the concrete to break apart and possibly fall. At that point, the normal recourse would be to “sound” the area to determine the extent of the spalled area, chip out the affected area to expose the cavity, treat the rusted rebar with an epoxy sealer to retard the corrosion process, and fill the cavity with a cementitious mortar.

Another issue involving water intrusion is blistering. This is when water migrates behind the paint film. As moisture tries to escape, it becomes trapped and, subsequently, forms a blister in the process. Oftentimes, it is most noticeable in direct sunlight, due to the extensive heat conditions. Possible points of entry could be hairline cracks, movement cracks and deteriorated sealants at wall and/or floor joints. Typically, these areas would



need to be sealed with an elastomeric sealant, although chasing the possible source(s) could prove to be challenging. Living in a tropical environment like Hawaii, we tend to overlook the adverse effects the natural beauty has on our buildings. Sodium chloride from the salt air and sulfur dioxide from vog can have detrimental effects on metal surfaces if left unattended and uncleaned. One of the most common misconceptions is that stainless steel does not corrode.

On the contrary, all metals, including stainless steel, will corrode if left in a corrosive environment without being properly treated and coated. Ferrous metals, such as steel, are metals that contain iron and are susceptible to rusting when exposed to water. Non-ferrous metals, such as aluminum and copper, are metals that do not contain iron and undergo a process known as oxidation when exposed to the elements. These days, most paint manufacturers recommend metal primers that are water-based with rust-inhibiting properties. For industrial applications, a polysiloxane is recommended if

coating over stainless steel is desired.

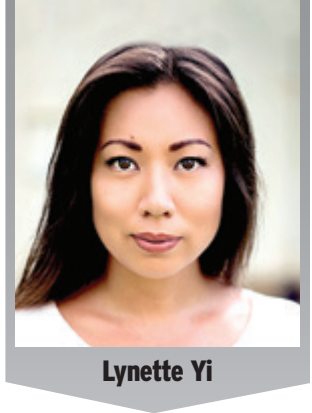
Paint peeling is probably the most common problem on any building. The primary cause, other than adhesion deficiency, is usually delamination or deterioration of the existing paint coating, either due to normal wear and tear, excessive abuse or using a product inadequate for its intended use. It is always good to consult your paint sales representative to ensure you are using the correct product for a specific application. Most major paint manufacturers today have products made specifically for their intended use. For example, exterior paints typically have better elongation characteristics to allow for movement due to outdoor temperature link text and set in a continuous line and are fade-resistant. Interior paints have better scrub properties to withstand longer cleaning cycles. Garage and concrete floor stains are better resistant to hot tire exposure.

A key point to remember is that every paint and coating on the market today is maintenance resistant not maintenance proof. As with servicing a car or managing one's own personal health, routine maintenance is important to overall longevity. The advantages to any exterior painting project is that it creates an aesthetically pleasing environment while protecting the architectural components of the building itself. Investing the time and resources today to prevent costly and unforeseen expenses down the road may, at the very least, favor discussion among building management and building owners.

*Sheldon Ibara is the business development manager for JD Painting & Decorating. He has worked in both sales and operations in the paint industry since 1998. Reach him at 841-7100 or sheldon@jdpainting.com.*

# Emergency Preparedness Has Multiple Layers

Take advantage of technology to prepare for natural disasters and man-made emergencies



Lynette Yi

**A**s hurricane season got serious in Hawaii during the month of September, National Preparedness Month served as an opportunity to remind property owners and facility managers that we must prepare now and throughout the year. The overarching theme of National Preparedness Month this year is “Disasters Happen. Prepare Now. Learn How.”

Our Hawaiian Islands have seen their share of natural emergencies this year, including Hurricane Lane, Tropical Storm Olivia and the Kilauea volcano that spewed lava and hazardous gases on Hawaii’s Big Island.

With the realistic possibility of being hit with grave damage, it was imperative for our security teams to stay ahead by communicating the most up-to-date information, forward-thinking preparedness and resources to protect our accounts and their assets.

Emergencies, both natural and man-made, can wreak havoc and result in loss of lives and property. However, not all emergencies become disasters—the difference is in how effectively and quickly people assess, prepare and respond to a crisis.

## Plan in Advance

Whether you’re operating a commercial office building, residential apartment building, hospital or other facility, it is important to have an emergency plan in place to help raise awareness and prepare for these events, and strengthen the response capability of communities at risk. No one wants to think about a future emergency, but without appropriate preparedness planning, your next emergency could truly turn into a disaster. To reduce the impact of emergencies, it is vital to prepare with real-world plans designed



to aid in response and recovery.

Plans should be reviewed regularly to ensure information is accurate and revisions are made to address changes in personnel, processes or facility infrastructures. Take necessary safety measures appropriate for your location, and ensure that appropriate emergency/safety kits are updated and the contents reviewed regularly. Companies should determine how they will maintain business continuity. Do you have a way of alerting your employees of an impending emergency? How will you account for them following a crisis? Where will you set up your command center to address the emergency?

A well-developed and rehearsed plan executed by trained security personnel can minimize the impact of an emergency. A good plan includes prevention, detection, notification, evacuation and relocation procedures.

## Reassess Training

For building management and security professionals, emergency preparedness training is critical for high-profile events and localized situations including civil disturbances, medical emergencies, hazardous material release and power failures. The Federal Emergency

Management Agency (FEMA) advises preparation for a variety of natural disasters including weather events such as major hurricanes, landslides, wildfires, tornadoes, extreme heat and cold as well as man-made issues, including cybersecurity and terrorism.

Security professional training needs to be comprehensive, available in many formats and must target the most pressing issues that include emergency preparedness. With the proper training, security officers can secure a dangerous area, evacuate buildings and coordinate emergency response. Additionally, security officers play a key role in preventing emergencies by monitoring building access, conducting patrols and ensuring that safety and security procedures are followed. But before any of those can occur, the proper training, specific to a particular site, is needed.

## Exploit Technology

Property owners and facility managers face more threats than ever before, but today they can take advantage of technology to help prepare for natural disasters and man-made emergencies.

One such tool is TX360, a cloud-based, 24/7, all-hazards threat monitoring and situational awareness platform that enables highly secure and targeted delivery of critical information to security professionals and corporate leaders—when and where they need it on a dashboard. This tool provided real-time updates from several national and local news and social media platforms and live local camera views for intelligence gathering during Hurricane Lane. It not only kept clients, such as Shidler Pacific Advisors, informed during the storm, but it also enabled our security professionals in the field to monitor the impact of the storm and respond accordingly in real time. “The

TX360 platform consolidates all the info and makes it readily digestible and actionable,” says Steve Sullivan, vice president of operations, Shidler Pacific Advisors.

### Partner with Civilians

Expanded emergency training for security officers has led to improved relationships with law enforcement, government agencies and the general public. But security officers and law enforcement personnel aren't the only individuals who can benefit from emergency preparedness training.

Civilians can take a proactive approach to emergency preparedness so they too can take an active role during an emergency. In some communities, people can voluntarily sign up for Community Emergency Response Training (CERT), spearheaded by the local municipality.

Moreover, readily available Automatic External Defibrillators and a general public that is well-versed in such equipment and accustomed to seeing them in public is just one example of our nation's acceptance of the individual's role in emergency response. A prepared individual is better equipped to evacuate, help others and do whatever is needed in an emergency.

Be proactive and plan ahead to #be-safe. Visit [ready.gov/business](http://ready.gov/business) or ASIS International to learn more. View more about threat awareness and situational intelligence tools at [www.aus.com/MaRC](http://www.aus.com/MaRC).

*Lynette Yi serves as the business development manager for Allied Universal's Hawaii branch. Ms. Yi brings 10 years of experience in the intelligence and special security field, operations and executive level management. Prior to becoming a member of the Allied Universal team, she served eight years active-duty Army and also worked as a private contractor for Science Application International Corporation and Lockheed Martin in the intelligence and security community. She executed assignments such as Special Security Directorate, Senior Military Intelligence All-Source Analyst and Staff Operations. She is an active member of Building Owners Management Association Hawaii. Reach her at 670-3350 or [lynette.yi@aus.com](mailto:lynette.yi@aus.com).*

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# Minimizing Cybersecurity Issues

High-tech security requires developing a maintenance program that includes cybersecurity vulnerability monitoring, updating and reporting



Andrew Lanning

One of the greatest challenges facing facility managers today is the risk that a cybersecurity vulnerability will be exploited to impact the operations of one or more of their facility's systems. Electronic security systems are no different from any other networked system, and the more interconnected the networked systems are, the greater the risk to them all.

Cybersecurity vulnerabilities exist in the products, the processes and the personnel operating all networked systems. Criminals are persistently seeking new ways to exploit current and newly discovered, so-called "zero-day" vulnerabilities. Current vulnerabilities exist in electronic security system cameras, access control hardware, intercom and communications equipment. You can check for known vulnerabilities to your current systems or equipment in two places, the NIST National Vulnerability Database (NVD) at [nvd.nist.gov/](http://nvd.nist.gov/), and The Mitre organization maintains a Common Vulnerability and Exposures (CVE) database at [cve.mitre.org/](http://cve.mitre.org/). You should also check with the manufacturer of your systems to see if you can subscribe to software patching and cybersecurity alerts from them.

Once a system has been compromised, the operational risks to the facility run the gamut from systems being knocked offline and failing to operate or systems becoming infected with malware and then operating unreliably or in a degraded mode. Further, systems can be taken hostage and "ransomed" for payment, rendering them unusable until payment is made. And, of course, data or intellectual property from compromised systems could be stolen, manipulated (altered) to the point of unreliability, or exposed to the public, placing a facility at regulatory risk, or the compa-



ny at risk of public humiliation.

These risks are the reason that cybersecurity documentation should be provided to you with electronic security system as-built documentation. Common as-built deliverables include a numerical equipment list with all manufacturer cut sheets, part numbers, serial numbers, software and firmware version information, manufacturer and dealer warranty expiration dates. An equipment location diagram should contain detailed building, room, and corresponding equipment numbers, a one-line system topology detailing all system components and their corresponding location names. A point-to-point termination diagram should detail all equipment terminations, cable type, cable color, cable label #/name. Separate demarcation and power calculation sheets for the Access Control, Intrusion Detection, Video Systems, etc. should be provided. All of this documentation

is necessary to efficiently isolate security system or system component problems within a facility.

To effectively implement, manage, audit and monitor the cyber hygiene of your electronic security system, you should also request that a network diagram detail all fiber and copper connectivity, firewall configuration, switch numbers and port allocations, network device firmware version(s), device IP addresses, device MAC addresses, device certificate statuses and certificate encryption levels.

Your security provider should harden all your security system devices in accordance with manufacturer-supplied hardening guides. To demonstrate this hardening, their as-built documentation should include a post-installation scan of the actual port and services status of each device. Note the open ports on the devices in the image below. You should verify this documentation within your as-built deliverable package to ensure that the supplied configuration meets with your corporate risk governance and networking standards, as in the example below:

```
Host is up (0.0005s latency).
PORT      STATE SERVICE
21/tcp    closed ftp
22/tcp    open  ssh
23/tcp    open  telnet
25/tcp    closed smtp
80/tcp    open  http
443/tcp   open  https
MAC Address: 9C:F6:1A:04:F1:F9
```

Switch

```

Nmap scan report for 10.2.0.118
Host is up (0.00047s latency).
PORT      STATE SERVICE
21/tcp    closed ftp
22/tcp    closed ssh
23/tcp    closed telnet
25/tcp    closed smtp
80/tcp    open  http
443/tcp   closed https
MAC Address: 08:1F:4F:68:18:30
```

Workstation

```

Nmap scan report for 10.2.0.222
Host is up (0.00054s latency).
PORT      STATE SERVICE
21/tcp    closed ftp
22/tcp    closed ssh
23/tcp    closed telnet
```

Camera

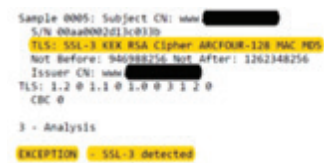
Security service providers' as-built documentation should also include a scan all of the system's device certificates to insure they are valid for authen-



tication on your network and that the certificate's encryption level is compliant with the facility's IT networking policies. Note past due expiration date on the certificate in the image below.



Further, the certificate (below) has a weak MD5 cipher suite and it's using SSL (Secure Socket Layer) instead of TLS (Transport Layer Security). TLS 1.2 is the current encryption standard for web traffic. What this means is that the login and password information used to access this device's configuration terminal via a web browser can be readily compromised with known "hacking" tools. It would be a trivial matter for criminals to compromise this device. This certificate should be rejected for use by the end-user and replaced with an updated certificate.



Vulnerabilities of this type are present in much of the installed security system equipment in use today, and may be present in equipment that you are having installed tomorrow. As an example, TLS 1.2 has been in use for years and TLS 1.3 was recently released, but the electronic security industry has been very slow to adopt common IT standards and configuration/implementation practices.

Cybersecurity as-built documentation is necessary for the end-user to understand all known cyber security vulnerabilities that may be inherent in the security system equipment or implementation on their network. It also establishes an installation baseline configuration that can be audited periodically for changes, whether accidental or malicious. You can no longer blindly trust that your networked security system equipment is soundly configured, so verify it in your as-built documentation.

Please note that your cybersecurity as-built documentation requires a bit more than an average understanding of networking protocols and standards.

An organization with IT staffing should have personnel capable of helping with the documentation review. However, it is common practice to have cybersecurity audits performed by a third party, so if the as-built review with your security provider or with your team leaves you uncomfortable with the cybersecurity risk level associated with your electronic security system, seek outside support to help you interpret the documentation.

We will always have to deal with exposure to newly discovered "zero-day" systems and equipment vulnerabilities, but you don't have to guess about your exposure to current vulnerabilities. Check your existing system documentation, and work with your internal support or security system provider to develop a maintenance program that includes cybersecurity vulnerability monitoring, updating and reporting.

.....  
*Andrew Lanning started his career in the computer and electronics field in 1982, and continued his electronics*

*career as a missile weapons technician in the U.S. Navy from 1985-1993, and earned a combat-action ribbon during Operation Praying Mantis in the Persian Gulf, in April of 1988. After the Navy, he joined the electronic security industry and co-founded Integrated Security Technologies with his wife Christine in Honolulu in 1998. In Honolulu, Mr. Lanning sits on the Board of Directors of the Hawaii Information, Communication and Technology Association, and the Rotary Club of Hickam Pearl Harbor. Nationally, he is a member of the Security Industry Association's Cybersecurity Advisory Council, and the Chairman of the PSA Security Network's Cyber Security Committee. He also participates in the Underwriter Laboratories (UL) Cyber-security Standards Technical Panel for Software Cybersecurity for Networking-Connectible Products. He is an active member of the FBI's Honolulu InfraGard Chapter, the Federal Law Enforcement Foundation, and the host of "Security Matters: Hawaii," a community-based webcast on Think-TechHawaii. Reach him at 836-4094 or andrew@istechs.net.*

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# Walters Named President and COO of Hawaiian Building Maintenance

## He replaces his father Jim, who remains as CEO

Hawaiian Building Maintenance (HBM) announced today that Jarrett Walters has added the role of president

to his current position as chief operating officer. His new responsibilities include leading the company's strategic growth and overseeing business development,

accounting, finance and technical improvements, as well as leadership training and development.



Jarrett Walters

### About Hawaiian Building Maintenance

Established in 1957, Hawaiian Building Maintenance (HBM) is the largest provider of integrated facilities services in Hawaii, serving more than 300 accounts across Oahu, Maui, Kauai and Hawaii Island. HBM's 700 full- and part-time employees provide building engineering, HVAC, general contracting, and special services, in addition to the firm's core janitorial services. HBM has a long-standing reputation as the industry leader in providing dependable, quality and cost-efficient solutions for the property management and building services community.

Jarrett joined the locally owned janitorial and engineering company in

2006 as director of retail operations. Previously, he was district manager for Mobil Instrument Service and Repairs, where he was responsible for business development and operations in Hawaii. He is succeeding his father, Jim Walters, who will continue to serve as chief executive officer.

A graduate of Hawaii Baptist Academy and Princeton University where he earned a bachelor's degree, Jarrett is a member of the board of directors of the GIFT Foundation and ABC Hawaii, and is a member of the Young Presidents Organization. He was previously president of the board of directors for Palama Settlement, chapter president and area director for Toastmasters International, board member for Building Owners and Managers Association (BOMA) Hawaii and vice president of Men's Leadership of Hawaii.



## A WHALE'S TALE

Kawika's Painting Inc., in collaboration with partners and artist Wyland, worked together to redo the Wyland whaling mural on Royal Aloha's south end wall that was first completed over 25 years ago. Mahalo to all for a beautiful mural.

- Kawika's did the concrete restoration
- Sherwin Williams donated the paint used by artist Wyland
- Property Management: Hawaiian Properties Ltd.
- Access to adjacent Property: Sofos Realty



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You'll hear from **Art Gladstone**, CEO of Straub and Pali Momi Medical Centers, who is also the president of the Men's Basketball Booster Club as he shares some very interesting insights into where THAT program is headed and WHY!



**Sunday, October 7 at 7pm**

**Sunday, November 4 at 7:30pm**



**Eran Ganot**  
HEAD COACH,  
UNIVERSITY OF HAWAII  
MEN'S BASKETBALL



**Mike Trapasso**  
HEAD COACH,  
UNIVERSITY OF HAWAII  
BASEBALL



**Jeff Hall**  
HEAD COACH,  
UNIVERSITY OF HAWAII  
BEACH VOLLEYBALL



Kekoa Giron, Susan DeCorte, Selkie Khoo, Naomie Ramos and April Padello



Caroline Campos-Maika, Jared Okamura and Paige Onishi

# Hawaiian Properties' annual luncheon seminar

PHOTOS BY NATHALIE WALKER

Hawaiian Properties hosted its free annual luncheon seminar for board of directors members at the Ala Moana Hotel. Topics included New Employment Laws and Cases, Board Member Rights and Responsibilities, and Legal Issues with Comfort Animals and Medical Marijuana.



John Knorek, John Morris and Richard Ekimoto



Chelsea Pollard, Laure Sugue-Tabisola, Erik Thor and Sarah Light



Agnes Sykes, Donna Christle and Sandra Blazel



Bob Egbert, Sasha Figueira, Debbie McQuay, Kera Yong and David Porteus



Eamonn Kinsella and Kimo Pierce



Josh Akana, Richelle Thomason and Dana Akasaki-Kenney



Mika Nakashige, Charles Clark and Phuong Vo



Mike Ayson, Krystyn Weeks and Jennifer Gaura



Frank Tokioka, Jeff Dickinson, Kanani Kaopua, Kristi Hirota-Schmidt and Dass Ramadass

# Hawaiiana Management Announces New Management Executives

## Anthony "Tony" Domondon, Jr. Management Executive, Hawaii Island



Tony has over 12 years of experience in association management. He was born and raised on Hawai'i Island, and started his career as an Owner Services Manager working closely

with the Board of Directors and owners at a Big Island resort.

## Carol Gentz Management Executive, Maui



Carol joined Hawaiiana in June of 2018 as a Management Executive. Carol has over two years of property experience and has worked on Maui for Destination Maui, Inc.

Her previous clients included condominium associations in Wailea, Kihei, Kahana and Molokai as well as homeowner associations in Kaanapali.

## Carrie Gordon Management Executive, Hawaii Island



Carrie Gordon has been active in association management for the past 10 years. In Southern California, she began as a resident manager to a large community, then was

promoted to Portfolio Manager for 12 associations ranging in size from 12-260 homes. Carrie has 20+ years of experience helping people and excellent customer service.

## Barbara Hecht Management Executive, Hawaii Island



Barbara Hecht joins Hawaiiana with over 25 years of experience serving Fortune 500 companies providing regulatory compliance, risk analysis and management, human resources and team leadership. Her

experience includes successful management of budgets of varying sizes and complexity, and completion of numerous project management assignments, some in excess of ten million dollars. Barbara holds a Bachelor of Science in Chemistry and a Master of Science in Industrial Safety from the University of Minnesota, Minneapolis.

## Penelope "Penny" Monroe, AMS, PCAM Management Executive, Maui



Penny Monroe recently returned to Hawaiiana. Penny Munroe originally joined Hawaiiana January 2010, and has 21 years of experience in the field of Association Management. She

has managed an array of projects from 12 to 535 units, including residential and commercial properties and a timeshare resort. Prior to joining Hawaiiana, Ms. Munroe served as president of Nai'a Properties in Lahaina for six years.

## Gena Salonga Management Executive, Oahu



Gena Salonga, CMCA, AMS, has over eight years of experience in the field of association management. She comes most recently from First Service Residential (FSR),

one of the mainland's premier association management firms, where she served as a Community Association Manager. She also served as Senior Community Manager for Summit Management Services in Alexandria, Virginia, where her portfolio included both commercial and residential properties. She received her bachelor's degree from California State University, Sacramento.



## Alicia Tonnon Management Executive, Oahu

Alicia Tonnon brings five years of property management and related experience to Hawaiiana. Most

recently, Ms. Tonnon served as Community Manager for Hickam Communities, where she managed over 900 housing units in support of military housing efforts for service members and their families. Ms. Tonnon was responsible for daily management of community operations, including maintenance, customer service and resident relations. Mr. Tonnon is a seven year veteran of the United States Army. Ms. Tonnon holds a Bachelors of Business Administration degree from the University of Maryland.

## Whitney "Whit" Van Blargen Management Executive, Kauai



Whit brings his experience in residential property management, finance and accounting to Hawaiiana. With his previous company, Whit had oversight of leasing for twelve

properties. His talent for cultivating and supporting tenant relationships led to high occupancy, minimal turnover and renewal of long-term leases. Whit has also served as both a mortgage company loan officer and accountant during his career. Whit holds a Masters of Business Administration from Southern Adventist University, and Bachelor's Degrees in Accounting and Economics from California State University, Channel Islands.

## Lena Mossman-Robb Management Executive





Before re-locating back to Oahu, Lena Mossman-Robb was owner of The Jack Projects, a business specializing in the management of

luxury vacation homes and villas on the Big Island. Utilizing her training in massage therapy, Lena's background includes designing then directing high end spas. Lena was the Director of Spa at the Kohala Spa, at the Hilton Waikoloa Village, Director of Spa at SpaHalekulani at Halekulani in Waikiki, and Director of Spa at the Moana Lani Spa at the Moana Surfrider, a Westin Resort.

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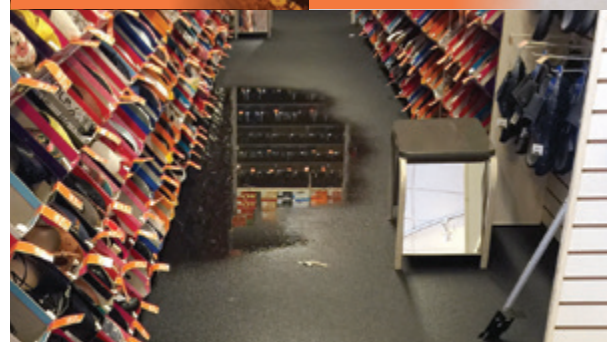
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