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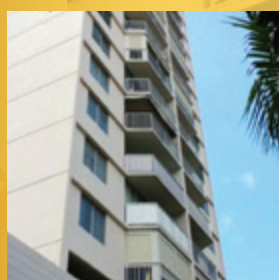
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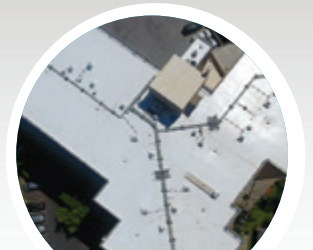
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Hawaiiana Welcomes Ten New Management Executives

- **KC Abadzhiev, Oahu** KC has eight plus years' experience as a property manager. Prior to joining Hawaiiana, KC served as a rental property manager working with military families at Joint Base Pearl Harbor Hickam, where she was responsible for handling resident concerns, contractor supervision and curb appeal management.
- **Jesi Anderson, Oahu** Jesi comes to Hawaiiana with two years of experience in property management. Prior to that, she worked for one of Hawaii's top condominium and community association law firms. In addition, Jesi has nearly 10 years of experience in debt collection, and holds a Bachelor's Degree in Psychology.
- **Robert Cruz, Oahu** Robert brings over 20 years of experience in property management and related fields. Before coming to Hawaiiana, Robert worked at Associa Hawaii, and prior to that, for CCMC in Scottsdale, Arizona, where he served as operations manager to a community of over 5,000 homes.
- **Mitchell Davis, Kauai** Mitchell was formerly an account executive with Travelers Insurance. He is a 2013 graduate of the University of Northern Colorado where he majored in geography. Under the Colorado State Forest Service, Mitchell designed and implemented GPS software to benefit local wildlife and fire crews.
- **Leslie Dougherty, Maui** Leslie spent over ten years as senior membership sales manager for the Grand Wailea Waldorf Astoria. Prior to that, Leslie served in administrative positions at Maui Land & Pineapple Company, Kaanapali Alii Resort and Kapalua Bay Hotel.
- **April Lum, CMCA, AMS, Maui** April serves as office coordinator and management executive of Hawaiiana's new West Maui Satellite Office. April was previously executive assistant to the president and office manager for Management Consultants of Hawaii, Inc. in Lahaina, where she worked for 17+ years and performed all aspects of property management and oversaw day-to-day operations.
- **Angela Pangelinan, Oahu** Before joining Hawaiiana, Angela worked for Forest City/Hunt Residential Management for over four years. During her tenure there, she coordinated daily operations for over 900 homes in the military community.
- **Amy Payne, Big Island** Amy comes most recently from South Kohala Management where she was property manager for Mauna Lani Terrace, consisting of approximately 70 condominiums and private homes. Prior to that, Amy worked for over ten years in real estate and related fields in Colorado and Wyoming.
- **Wesley Troyan, Maui** Wesley spent over six years serving as site manager for Hawaiiana-managed Opukea at Lahaina before joining Hawaiiana as Management Executive. Wesley holds a Bachelor's of Science from the University of South Carolina.
- **Maria Westlake, Oahu** Maria brings over ten years of experience in property management and related fields. Prior to coming to Hawaiiana, Maria worked with military communities under Hunt Companies, LLC (formerly Forest City). There she served as community manager for over 1,500 homes across 15 properties.



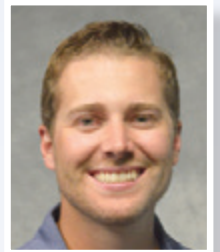
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FUTURE OF HAWAII'S BUILDING MANAGEMENT IN THE COVER
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By using the TownSq app, our Staff has also noticed an increase in homeowner response to the announcements and invitations we send out to the community. We’re always looking for ways to make the flow of communication easy for our residents. We are thankful to Associa Hawaii for providing us with access to the TownSq app because it allows for an open and efficient line of communication between all parties. The app is easy to use and a great management tool for getting in contact with our residents, our board, and the Associa Hawaii staff. “

- KRYSTEN FURUKAWA

Executive Assistant
Waikele Community Association



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contents

July 2019 | Volume 35 | No. 7

12 Legal Matters

Attorney Jane Sugimura details the new bill regarding non-judicial foreclosures

14 From the Editor's Desk

Thomas Sorensen of INspiration saw a need and is building the largest warehouse in Hawaii

16 Aging in Place

The job description for building managers can include playing a positive role for elderly residents who may need assistance

20 Meet a Manager

A previous job in crisis management prepared Cindy Streb of 400 Keawe to be a building manager

22 Tenant Emergencies

A van in the pool is among the challenges a building manager can encounter

46 Faces

MRMA members gather for an educational luncheon and BOMA members get away from the office for a round of golf

48 Community Corner

Phyllis Kacher shares 'Tips From the Top,' Hawaiiana hosts a far-ranging seminar for 400 building managers, condo sales a mixed bag statewide



15

EMERGENCY RESTORATION

24 William Birmingham

Tips to avoid a moldy health hazard

28 Anthony Nelson

When a remediation quick-fix is needed, like right now

30 Ryan Robertson

Ways to prevent fire and flood – and how to recover

32 Glenna Maras

How to know when mold remediation is needed

PAINTING

34 Dee Schlotter

Fresh new colors of 2019 for multi-family buildings

36 Lon Yamaguchi

A little paint maintenance goes a long way

40 Sheldon Ibara

The importance of primers

ELEVATORS

42 Leif Kjonggaard

Remote maintenance is transforming the elevator industry

44 Chris Webster

Maintaining your elevators is key to avoiding expensive call-backs



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The Debate About Non-Judicial Foreclosures

The Legislature takes on the contentious issue again



Background:

Owning a condominium means lots of things, many having legal implications. They include a requirement by the condominium governing documents—i.e., the Declaration of Horizontal (or Condominium) Regime and By-laws—to share in the cost of maintaining the common areas of the project, meaning building exteriors, hallways and elevators, roof, common pipes, landscaping, pool, recreational areas and parking garage. It also includes paying monthly dues, called maintenance fees, for common expenses such as water and sewer, electricity, association employees, managing agent and security guards.

Condominium operations depend on each owner paying their monthly maintenance fees. If one or more owners fall behind in paying their maintenance fees, the non-defaulting owners end up paying the shares of those non-paying owners, and this subsequently results in increasing maintenance fees for all unit owners. (During the 2008 recession, a condominium project in Kihei, Maui, which had over 50 percent investor-owned units, had over 30 percent of its owners abandon their units. This caused a huge drop in monthly cash flow to the association, which required it to consider filing for bankruptcy.)

In 1999, the Legislature passed Act 236, which allowed condominiums to enforce liens for unpaid maintenance fees by non-judicial foreclosure procedures as an alternative to judicial foreclosures—which at that time were taking over a year to complete and were very expensive and time-consuming. Non-judicial foreclosures, meanwhile, could be completed in less than a year, were less expensive and resulted in associations being able to “re-start” their cash flow to operate their projects without burdening existing owners with

additional expenses of collection and litigation.

In the summer of 2018, the Hawaii Intermediate Court of Appeals (ICA) ruled that the condominium associations could only do non-judicial foreclosures if there was express language to do so in their governing documents or in an agreement with the owner being foreclosed on.

There was, of course, no such language in the governing documents.

This ICA decision opened the door to new lawsuits against condominium associations that used non-judicial foreclosures to enforce their maintenance fees liens. In addition, insurers are cutting back on their coverage for liability issues and increasing their premiums to condominium associations.

Finally, in view of the ICA ruling, condominium associations are being required to proceed through the longer, more expensive process of judicial foreclosure, which makes it harder on owners who have to pay those expenses and results in a longer time to recover the unpaid maintenance fees that were the reason for the foreclosure action.

During this past 2019 Legislative session, **Senate Bill 551** passed unanimously by the State Senate and by a majority in the State House. This was after many contentious hearings that occurred in both the Senate and House. This bill confirms the legislative intent (in Act 236 passed in 1999) that condominium associations should be able to use non-judicial foreclosure to collect maintenance fee delinquencies regardless of the presence or absence of power-of-sale language in governing documents.

Bill 551 Arguments Pro and Con:

■ **Non-judicial foreclosures allow condominium associations to take an owner's unit based on late fees,**

penalties and legal fees. That may have been true previously, but Act 195 that was enacted in 2018 repealed the priority of payments policy that allowed associations to apply monthly maintenance fee payments to late fees, penalties and legal fees. Act 195 requires that monthly maintenance fee payments received by the association be applied first to monthly common expense payments. House Bill 61 passed this year and, pending approval by Gov. David Ige, seeks to clarify and amend Act 195 by allowing excess funds to be applied to other common expenses designated by the board of directors with late fees, penalties and legal fees getting last priority.

■ **Non-judicial foreclosures allow condominium associations to violate owners' rights to due process.**

Most associations require at least two written notices in a 60-day period to a delinquent owner before filing a lien and initiating the non-judicial foreclosure process. During the foreclosure process, additional written notices and an opportunity for defaulting owners to set up payment plans are available. Under Bill 551, the owner can request mediation of the payment dispute.

■ **Judicial foreclosure allows court oversight of foreclosure, which implies that the owner may have more rights.** But a judicial foreclosure is longer and more expensive and the debtor-defendant will be liable for the costs of the plaintiff-association that filed the foreclosure. Also, in a judicial foreclosure, the plaintiff-association is entitled to a judgment against the defendant-owner, whereas in a non-judicial foreclosure the association cannot get a judgment against the owner.

Please see page 50 ►



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INspired to Go Big

Why warehouses are so hot in Hawaii commercial real estate

Alexander & Baldwin invests more than \$70 million in Kapolei warehouse space. Nearby, Christine Camp of Avalon Development puts up a warehouse, almost immediately sells it, and almost immediately after that announces plans to erect another warehouse in the area. And now Thomas Sorensen, better known as the INspiration/Honolulu Design Center guy, is breaking ground on what will be the largest warehouse space in Hawaii.



Thomas Sorensen

So when did warehouses get so sexy in Hawaii commercial real estate?

Sorensen laughs softly.

"They didn't," he replies. "They've just become a need.

"There's definitely a need for commercial space in Hawaii, everyone knows that. Just ask a Realtor. Or look at the vacancy rates. For industrial warehouse space, it's less than 2 percent."

It's a need he experienced firsthand with his furniture businesses, including a newly expanded INspiration at Pearlridge.

"I was leasing a building from Macy's out in Kapolei, been there 17 years, and we're running out of space and wanting to expand a little," he says. "And then a new owner came in and our lease came up for renewal. They thought they had another tenant for my space, but that went away, they went up to Mililani Tech Park instead. So (the new owners) came back and negotiated with me, and we're staying in that building, at least for now."

But before that happened, Sorensen



An artist's rendering of Sorensen's new warehouse

was on the hunt for a new warehouse.

"I went out looking," says Sorensen, a native of Denmark who first came to Hawaii in 1979 to open Scan Design. "I drove all of Honolulu. I drove Halawa, the airport, Iwilei, Kapolei, Waipahu, everywhere, trying to find a place the size we need, 80,000 to 100,000 square feet with proper loading docks and access. There's not one single building like that in the entire state available. It doesn't exist."

But it soon will, at 91-150 Hanua Street in Kalaeloa/Kapolei—a 226,800-square-foot high-cube warehouse on 9.5 acres, called the Hanua Logistics Center. ("High-cube" means it has 40 feet of clearance.)

"I bought the lot in August last year," Sorensen says. "It's been an extremely fast track."

Ground was due to break on June 20, with the first tenants expected to move in by July or August of 2020. Those ten-

ants will likely not include INspiration.

"I'm not 100 percent sure yet if we're going in or not," Sorensen says. "We have the right to sub-lease our present space, which we have for another several years."

The allure of his own building is strong, though.

"I've been in the industry over 40 years," says Sorensen, who got his start in the furniture business at age 17.

"Loading docks and access ability to the lot are very, very important. And it's amazing how many warehouses around Honolulu don't have proper loading docks. Or any loading docks, or access to your building.

"We have 42 loading docks all the way down (the length of building), and we have three oversize (docks) so we can do bigger-box storage, some very oversize doors so we can even take small yachts and heavy equipment into the building. I don't think there is



Thomas Sorensen and wife Michelle cross the finish line of the Copenhagen Ironman

"I don't think there is any building bigger unless you go to a Sam's Club or Walmart-type building. But it is the biggest warehouse distribution center, plus all the loading dock space. And it's close to the new, upcoming harbor."

any building bigger unless you go to a Sam's Club or Walmart-type building. But it is the biggest warehouse distribution center, plus all the loading dock space. And it's close to the new, upcoming harbor.

"We split it up so it could be for four tenants or one major tenant, depending.

"We're working on renewable energy, planning to put a 2.4 MHz solar plant on the roof—that's why we didn't put any skylights in. Also working on battery storage, working with Tesla, we've done a lot of calculations. And being next to HECO and H-Power, it should be possible to get rid of the additional power we can generate. Or if we're lucky enough to attract a very heavy power user as a tenant, that would be optimal, because then we

can provide them a lot less expensive power."

Lloyd Sueda is the architect. Dan Jordan of Honolulu Builders is heading up construction. The leasing agent is Bill Froelich of Colliers International.

"We just started putting it out for lease, and have already had inquiries," says Sorensen, who away from work is a competitive triathlete. "I'm not worried about not leasing it up at all. The biggest hurdles, we've cleared in terms of planning and permitting, grading and foundation, Phases 1 and 2, that's all taken care of. We're ready. Now we're just looking for potential tenants, but we have a year to sort it out.

"It's a \$50 million investment, but I think it's a fairly safe bet. It's not small

change, and it is risky, but you have a property and a building, so at least it's not in the stock market. It's a calculated risk.

"It's been fun. It's never easy, there is always a risk factor. You've got to do it right, do it efficiently, and definitely have to do it economically. And I think we are hitting a price point that is OK. I don't think anybody can build it cheaper than we are."

If you've been to one of his retail stores, you know that when Sorensen comes to work he's surrounded by beauty. Does his warehouse fit that model? Sort of, he says:

"It's a beautiful business."

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When Living Independently Requires Some Help

Aging in place is a nice idea, but it can be complicated in a condo

BY DON CHAPMAN

Alison Lee recently came across a study from nearly two decades ago that seems absolutely prophetic today.

“It was a report from around 2000, there was a big convention to discuss the issue of baby boomers getting older and wanting to age in place, and the care they would need,” says the



Steven Lee

co-owner and director of BrightStar Care, an in-home care provider. “This problem was coming down the road. Now it’s here.”

Yes, it is, and most Hawaii condominiums are

dealing with it in one way or another.

“People move into condos for all kinds of reasons,” says Steven Lee, Alison’s husband and president of BrightStar. “Maybe they’re getting older, don’t want to take care of their home. Or maybe they’ve lived in that condo for many years. They want to age



Alison Lee

in their condos, and suddenly they need help. I know this is true because I’ve heard stories, the building manager finds them wandering. All kinds of issues come up. We’ve gotten

calls where we helped people in that situation.”

“There was a gentleman in a Makiki condo who had fallen and didn’t get care for three days,” Alison says. “It was looking bleak, they didn’t know if he was even going to make it. After that we took care of him 24/7 for five years.”

Steven describes him as a prominent person who had “dementia and couldn’t take care of himself. People in the building would see him, wouldn’t see him. This time the building manager checked and found him on the floor.

“All his family members lived on the Mainland, and they coordinated care with us.”

That was an easy call. It’s tougher when a person is mostly functional but failing, and wants to live independently but is not willing to admit they may need help. That puts a building manager who recognizes a problem in a difficult position, especially if there are no family members around. A manager’s well-intended intervention could be interpreted as an insult: You’re getting old and decrepit!

What that really means, says Alison, is “you’re on the road to having no control. . . . It sneaks up on you.”

“They have to be open to the idea that if they want to live independently, they might need a little help,” says Steven.

He adds that building managers with a tenant who seems to need help can call a company that provides services to



aging-in-place tenants. “We can make a visit, talk on the phone—every situation is different and needs to be handled differently,” he says. “But we’ve seen a lot and are willing to work with them. We may not be the one to provide care, but we can be a resource. I can imagine how hard it is for them (building managers).”

Ultimately, they say, the decision to bring in someone to provide help has

to be made by the individual or a family member.

“If there are family members,” Alison says, “don’t say you need care, your memory is bad, you’re going to fall. Instead I can say, I know you’re probably fine and you don’t need help, but your son worries about you, he loves you very much and I know you love him, he just wants to know you’re being checked in on.”

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In the absence of a family member, and an elderly person is neglecting their own care (such as going days without changing a soiled diaper) or living in an environment that is not safe (spoiled food, hoarding), BrightStar has called in Adult Protective Services to assist.

“People with no family is where we can really shine because we offer 24-hour care, coordinating beyond care service,” Alison says. “If there is a pest-control issue, we’ll coordinate services. We’ve coordinated doctors and dentists coming in, shopped for food.”

“On the other end of the spectrum,” says Steven, “we can come in for just four hours. They can still pretty much take care of themselves, but we might take them shopping, come in and do some light house cleaning, do some laundry, socialize, play cards, help with their bonsai plant, whatever. At that point we’re building a relationship, and as needs increase so can our care.

“Needs always increase.”

The Lees founded the Hawaii office of BrightStar Care in 2010. BrightStar, which has 350 locations nationwide, sets standards and best practices.

“That’s one of the main things,” says Steven, a former mortgage officer who attended Aiea High School and the University of Hawaii at Manoa. “BrightStar mandates that all locations become Joint Commission-accredited. It’s the gold seal in healthcare, it’s what a lot of hospitals get surveyed by. It’s a third party from the Mainland, they come down, make sure you’re doing everything to the highest level for patient safety and satisfaction. It’s a very high standard.”

The company employs about 100 locally, including registered nurses who lead caregiving teams. Says Alison, a Punahou and San Diego State alum, “Our director of nursing Jennifer Pyun has literally saved lives on a regular basis” because of her attention to detail.

Services include medical and hospice care such as administering medications and injections, helping with feeding and bathing, assisting with household matters.

With so many seniors living in condos, and more moving in all the time, the need will only grow. The Lees, as well as other providers listed below, say they’re happy to make presentations as a way of introducing themselves to



residents. “We can work with resident managers in terms of events, blood pressure screening in the lobby, or have a coffee and informational session so there’s some familiarity,” says Steven.

They foresee a day when, if a building has enough potential clients, BrightStar could have a dedicated care team at that particular building “with no burden on the building.”

“We’ve worked with clients in condos, we’ve seen the need,” says Alison. “And building managers always appreciate us.”

For more information, call 447-7448 or go to brightstarcare.com/Honolulu.

Other local homecare providers include:

● REGENERATIVE LIVING

Contact: Billijean Kam

597-2273

regenliv.com

Kam is the director of sales and marketing. The company has been in business in Hawaii for eight years and employs 30. Services range from self-care to transportation to housekeeping, and unlike some companies there is no minimum number of hours.

What is the biggest challenge with condo clients? Parking for caregivers, and sometimes just getting to the building for a caregiver who takes the bus. . . . It’s not like we can go door-to-door handing out our brochure to people.

Best advice you could give a building manager who has a client

needing care? Call us! And let your residents know that they have options.

● ATTENTION PLUS CARE

Contact: Eileen Phillips

739-2811

attentionplus.com



Eileen Phillips

Phillips is an RN who serves as client service director.

The company has been in business in Hawaii for 37 years, and employs 400.

Services range from

health companions to skilled nursing and care management.

What is the biggest challenge with condo clients? Parking for caregivers, and building security at the entrance might be difficult for caregivers to navigate.

Best advice you could give a building manager who has a client needing care? Keep a list of licensed agencies that you can refer to. If you have talked to the resident ahead of time, you can get permission to give us their name and number. I believe building managers have a role in how to respond to tenants who are aging in place and unable to properly care for themselves. Call us with information and we can take it from there. It’s good to convince them they could start with a little bit of help and as they need more from time to time, we can adjust our hours as needed.

● FIRST LIGHT HOMECARE

Contact: Lauri Topping
600-3733
firstlighthomecare.com



Lauri Topping

Topping is co-owner of First Light, which has been in business in Hawaii for one year and employs 30. It provides three levels of non-medical in-home care:

companionship, personal care and dementia care.

What is the biggest challenge with condo clients? Clients living in condos may have difficulty with mobility if they are dependent on equipment, such as wheelchairs or walkers. Wide doorways and one-level spaces can allow easy access to all parts of their home.

Best advice you could give a building manager who has a client needing care? Contact a home-care agency that is licensed by the state (now required by the State of Hawaii).



Virtual Alzheimer's

Most seniors aging in place invariably deal with "some form of dementia," says Steven Lee. With that in mind, BrightStar has just received a virtual dementia training kit. Yes, it simulates having dementia for the non-afflicted.

It includes headphones tuned to a frequency that makes you disoriented, glasses that restrict vision similar to macular degeneration and gloves that limit sensory input and agility. When all that is on, you're asked to perform a series of tasks within a spe-

cific time frame. Few people do well.

The Lees intend to use the training kit with BBrightStar staffers, as well as family members of dementia patients.

"It really builds empathy," says Alison Lee.



To view a video with TV journalist Leeza Gibbons going through the test, go to youtube/Nsne9-QZQH4.

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McKeon Sheldon Mehling
is pleased to announce
David Martinez



has joined the firm's growing condominium and community association, real estate, and transactional practice areas. David received his Juris Doctorate from Harvard Law School and worked at Cleary Gottlieb Steen & Hamilton LLP in New York, followed by positions as Vice President and Counsel at Deutsche Bank and Credit Suisse, before joining MSM. David's decade of experience with complex transactional, financial, governance and administrative matters extends across all of MSM's practice areas, principally its condominium, community and business practice areas.

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Crisis Management and the Building Manager

Opening a new condo presents unique challenges



BY DON CHAPMAN

Of all the jobs Cindy Streb has performed over the years—and she’s had plenty, in different fields and in multiple states—perhaps none better prepared her to manage a condominium than working for a crisis management company.

“That,” she says, “was in Florida,” where she also worked for the Naples Area Board of Realtors and helped run a family-owned property management company.

“Crisis management is a way to learn how to hear and not talk. And that’s what you have to do with owners and renters, you have to hear their concerns. Even if you think it might be inconsequential, it’s not for them. In crisis management, that’s where I learned to absorb their concerns, their hopes, their genuine upsetness. Sometimes people become upset over something that is not really so bad, but it is to them.

“So if it’s bad to them, it’s bad to me, and I’ll do my best to make them happy. I may not always succeed, but I’ll do my best.”

Title, Building:

Site Manager, 400 Keawe.

We’re an AOUO with 95 units, one-, two- and three-bedrooms, opened in Spring 2016. This building is mostly owners. The land is owned by Kamehameha Schools, Castle & Cooke developed. I’m employed by Associa. Our building’s biggest amenity is the walkability factor, to be right here in the heart of Kakaako and so close to downtown.

We also have commercial space leased by Colliers. Our businesses include Oh Sozail!, Island Urgent Care,



400 Keawe in Kakaako

E.A.R.L., Kakaako Nails Salon, Kira Hawaii, Hui Ride Share, Re/Max Honolulu and H Mart Kakaako (due to open in December). I have full responsibility for the entire plant.

I’m on call 24/7. I live 2.2 miles away, but I’m tied to this place as if I had a beautiful long velvet ribbon from here to my home.

Q: What brought you to Hawaii?

A: I moved here 11 years ago to be closer to a relative who is no longer with us, and I worked for HUD on federal housing. I was recruited by a management company that had federal housing, and then got recruited by Associa. We knew this building was coming up, so in the interim I was doing design review out at Hoakalei. And I did a few stints as backup site manager for properties around the island—Waianae, Kailua, Ewa Beach, Waikiki.

As the opening manager, for the first six months I was involved with the end-

stage of construction. We were moving in people in stages, starting with the second floor and working up to the fifth.

Q: Opening a new building presents different challenges from taking over a building with some history.

A: Yes, I have experience in new buildings. In the 1980s, I was working for a major shopping center developer in the Bay Area, opened a new regional mall, I was in marketing. Then I moved to San Diego, working for the same company at corporate, working in legal, then construction and development, and we built a new mall. Plus we were doing constant build-outs and adding new tenants.

I also spent some time building clinics in Wisconsin. My husband at the time worked for the same company, he was in facilities management, I was in admin-marketing. We were tearing down an old clinic and shipping the

equipment to the Philippines, and building a new clinic. Then I became staffing coordinator, and that's how I learned to manage people. Some doctors and nurses just don't get along.

Q: You're creating things here from scratch, including policies and procedures.

A: A brand-new building, not everyone is fortunate enough to get one of those. I'm conscious of setting the foundations. Over there (across the gray cinderblock electrical room that doubles as her office) I created a maintenance work wall where we can follow the progress, and set up a proposal workstation. I set up all the mechanical, including who did we hire, when did we hire them and when did they come? I'm old-school, there's a paper trail, but it all goes into the computer.

I run this place in my own fashion, and sometimes I'm a little bit motherly, sometimes more joking. I love the rapport with everyone here, I treat everyone like family—the people who live here, the vendors I hire to come here and do things, my board, Associa. I have frankly never had such satisfaction in my job and the company I work for in my entire working career until now. And I've had some great jobs, but they just set the foundation. It seems like everything I've done has culminated in this really nice position.

I don't like micro-management, I don't need my fingerprints on everything. That said, I had to set this place up. But a person coming behind me will be able to walk in and say thank you for giving me all this, now I'm going to take it and make it mine.

Q: You also had to set up a board and all that entails.

A: I have a board, five members, they are stupendous. They come from a variety of disciplines, and my board president is one of the most experienced and intelligent men in managing commercial properties on this island.

My job is to provide oversight of the building, to report activities, actions, jobs that the building requires, update



Bonus Cindy Streb quotes:

"I'm a person who has a lot of knowledge about a lot of things, but I don't know everything about anything."

"If you make 'em mad, you might not ever be able to not make 'em mad again."

"I've never been not busy."

"Sometimes it's not so much effort as it is enthusiasm. If you're enthusiastic about something, the effort is effortless."

the board on community or resident issues, gather bids and proposals and get recommendations. We also have a community manager, and we co-mingle, but they're more in line with working the budgets and policy changes and legal aspects. I work for the physical plant and the residents.

Q: 400 Keawe is young, but any big projects on the horizon?

A: We're going to be doing serious painting of plumbing pipes in our garage and installing additional security cameras. We have our reserve study done, so we know what we'll be looking at over the next decade. For a community still in its infancy, we're getting pretty well established.

Q: 400 Keawe was one of the first Kakaako condos. Has a sense of community developed?

A: As an example, we started a Social Committee and did a Halloween event, something to bring people together, in our first full year. We had our first keiki and pet costume contest, gave out prizes. We did it again last year, and those who missed it the first year and took kids to the mall took part. We got the commercial spaces to participate with candy giving, even SALT across the street joined in. This whole neighborhood all works so well together.

Q: What advice would you give to someone beginning a building management career, or contemplating one?

A: Have patience. Nothing happens in a day or a week or a month. It's just the nature of the beast. Boards make decisions, which they discuss, and they might discuss it for months.

Sometimes you have to go along to get along.

Don't sweat the small stuff. That will make your day miserable.

The first premise of marketing is marketing yourself. If you can do that, you can go anywhere.

Know when to back off and let the people you're managing have their say.

Don't ever hesitate to ask somebody smarter than you for advice. All it does is make you smarter than the next person.

"Please" and "thank you" go a long darn way.

we ask
Hawaii building
managers...



BMH polled a few Hawaii building managers on the subject of most memorable emergencies, asking these questions:

- ▶ What was the most memorable resident emergency you have encountered?
- ▶ How did you respond?
- ▶ Was outside assistance needed?
- ▶ What was the ultimate outcome?

Their responses are a reminder that a building manager has to be prepared for anything.



CRAIG BODE
Lahaina Roads
Management Executive

The most memorable emergency was having a van driven into the swimming pool.

I immediately drove to the West Side and made calls to the insurance company and also the board.

Yes, outside assistance was needed—mainly to extract the van, but also to repair a fence, get the driver medical help, keep the area from getting chaotic. Also we had to send special notices to the county for draining the pool.

The van was out within five days and the pool up and running in a week.



DAN GOMEZ
Diamond Head Sands AOA
General Manager

I once had an unattended death in the building. The resident was found 14 days later due to odors in the common areas.

I advised the unit property manager

and tried notifying the resident's emergency contact (next of kin). The biggest part of this was setting other unit owners and residents at ease that they would not become ill from the odors and that the cleanup would be handled quickly and professionally. The GM searched for bio-hazard cleanup contractors and got price quotes. PM ended up bringing in a clean-up team within eight hours to run ozone generators and filtration systems in the unit to eliminate the odor of the deceased body.

Definitely relied on my property manager (April Padello, Hawaiian Properties) for her expertise. She has over 13 years of experience as a property manager and has had to react to similar situations in other properties. Also service contractors Premier Restoration and, of course, the unit's property management team, Oishi's Property Management.

Odors were eliminated within 24 hours. Owners and residents were satisfied that they were kept up-to-date on the status of the cleanup and what actions would be taken, and when.

Mostly, I learned quite a bit about this type of issue. Deaths are a part of life, and as a building manager you must be ready to handle these types of issues when they arise.



DANIEL KENT
Vice President/Senior Property
Manager, Hawaiian Properties

In early January 2017, there were near-historic levels of snowfall that fell over several days across large, heavily populated regions of Oregon. For one particular community nestled higher up in the foothills just outside of Portland proper that I managed, Mother Nature flexing her full might created a special set of challenges.

This townhouse association with eight residential units per building was set on picturesque sloped hills covered in carefully manicured foliage. The small city they were located in was one of the greenest in all of the state, and they even had special ordinance requiring a certain percentage of tree cover on all private properties. When you would walk through this lovely community on a bright spring day, it felt like walking

through a natural forest complete with birds, bees, deer and even the occasional coyote.

The residents were overwhelmingly older retirees who had formed a tight-knit community over the years. Everyone looked out for one another, helped where they could, and this was spearheaded by their board of directors. Most notably their board president, who was utterly selfless and treated every resident like they were family.

The initial weather forecasts and models badly underestimated the amount of snowfall that was coming. Instead of the relatively light 2 to 4 inches as predicted, they received in excess of 15 inches across almost all areas of their complex and grounds.

In advance of the snowfall, we had been providing safety preparedness guides to the residents, and the association's employees and volunteers had been going door-to-door to do final safety checks and make sure everything was ready. Unfortunately, like most of the best-laid plans in life, reality tends to have other ideas.

Portland and the other large urban centers in Oregon have always been ill-equipped to handle sudden large volumes of snow and ice, despite their reputation as a cold-weather climate. The few snowplows the city had sent to work on the main thoroughfares and all of the "ice melt" that stores carry are gone in a second. As a result, individual associations are essentially left to fend for themselves. Since this particular location was especially hard to reach with the inclement weather, their regular vendors were unable to service them during this time.

Our primary function for their community once the snowstorm hit, was to serve as their central operations center. Residents would relay updates to us, and we were in constant communication with their volunteers on the ground to dispatch to different units and assist folks as needed. Once our supplies of ice melt that we had stocked up ran out, the volunteers started using kitty litter to de-ice the porch decks and stairwells enough for residents to be able to get outside their units. When disaster strikes, you learn very quickly to adapt and improvise.

In the unlikelyst of scenarios, their terrific landscape operations manager contacted us after somehow commandeering a full snowplow (in the middle of the snowstorm), and we were able to facilitate him clearing out the roads inside their complex, so emergency help could get through if they were needed.

The worst part of a sudden heavy snowstorm is the aftermath once everything freezes up and hardens into dirt-stained ice. Fortunately, everyone ended up fine, albeit with some cabin fever after being stuck in their units for over a week. The selfless volunteers distributed food and supplies to other residents in need during the ordeal, and everyone appreciated the real-time operations management that made this complicated process run efficiently on the ground.

This previously tight-knit community became even closer following the snowstorm and subsequent cleanup as residents truly realized the importance of joining together to embrace their collective survival in order to persevere against the elements.

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Growing Mold in Paradise

Tips to fight the potential human health threat



William Birmingham

This is still paradise. We have great waves, bright sunshine, stunning tropical forests with waterfalls and homes and buildings with louvered windows that provide great airflow.

But paradise is not perfect. We have mold.

Microbial issues in Hawaii made national news with the closure of the Kalia Tower in 2002. You may recall that the Hilton Hawaiian Village had to shut down over 450 rooms in their brand new tower that had been open less than a year due to employee health complaints. And in 2004, there was tragic damage to the University of Hawaii's Hamilton Library. The list goes on.

Some of you may remember Buster, the mold-detection canine, running around and creating havoc in our properties. I had the pleasure of partnering up with Buster for many years, and we found a great deal of hidden mold problems within walls, flooring and cabinets after water damage restoration attempts. We used to say: "Who knows? Buster nose."

Most of us would now agree that the days of putting down one fan for 24 hours does not solve the problem in the vast majority of water-damage claims. It is also clear that ignoring them only creates bigger, more expensive microbial problems.

In the 1990s, the primary vendors came from the carpet cleaning industry. With a lack of access to proper mitigation education and even less access to proper drying equipment, they did the best they could to address post-flood conditions.

Twenty years after the birth of the water mitigation and mold remediation industry, there are some definite players in the Islands who do wonderful work. But there are still unregulated operators with the potential to do damage.

And EPA- and ASHRAE-suggested



guidelines for humidity levels can be difficult, if not impossible, to accomplish. Here are a few tips to prevent mold, based on more than 20 years in this industry:

1. Control the moisture. Take water damage issues seriously, and have the leak stopped and repaired immediately by your trusted vendor. Taking a proactive approach to water mitigation in most cases can prevent microbial issues. Most water mitigation is covered by insurance, but most mold remediation is not.

2. Implement mandatory annual plumbing inspections. Something so simple and at such a low cost per unit can greatly reduce the potential for undiscovered moisture problems, and correcting them before a loss occurs.

3. Work with companies that protect uncontaminated spaces by using containment procedures. These include air scrubbers and HEPA vacuums. And request third-party verification that they have performed their work to standard.

4. Avoid conflicts of interest. The industry is unregulated in Hawaii, so

seek out independent verification. The value of documentation from your trusted third-party environmental consultant is of the utmost value to determine that the company you have hired to do the work has performed the work properly. Most environmental companies will provide a PRV, or post-remediation verification. This document follows the property if a legal issue arises, or during the disclosure proceedings in a property sale, verifying that the problem was addressed and verified by a third party.

5. Who's performing your testing?

A vendor with an internet certification, or a local environmental company with credentials that stand up in a court of law? We have some solid environmental companies in Hawaii.

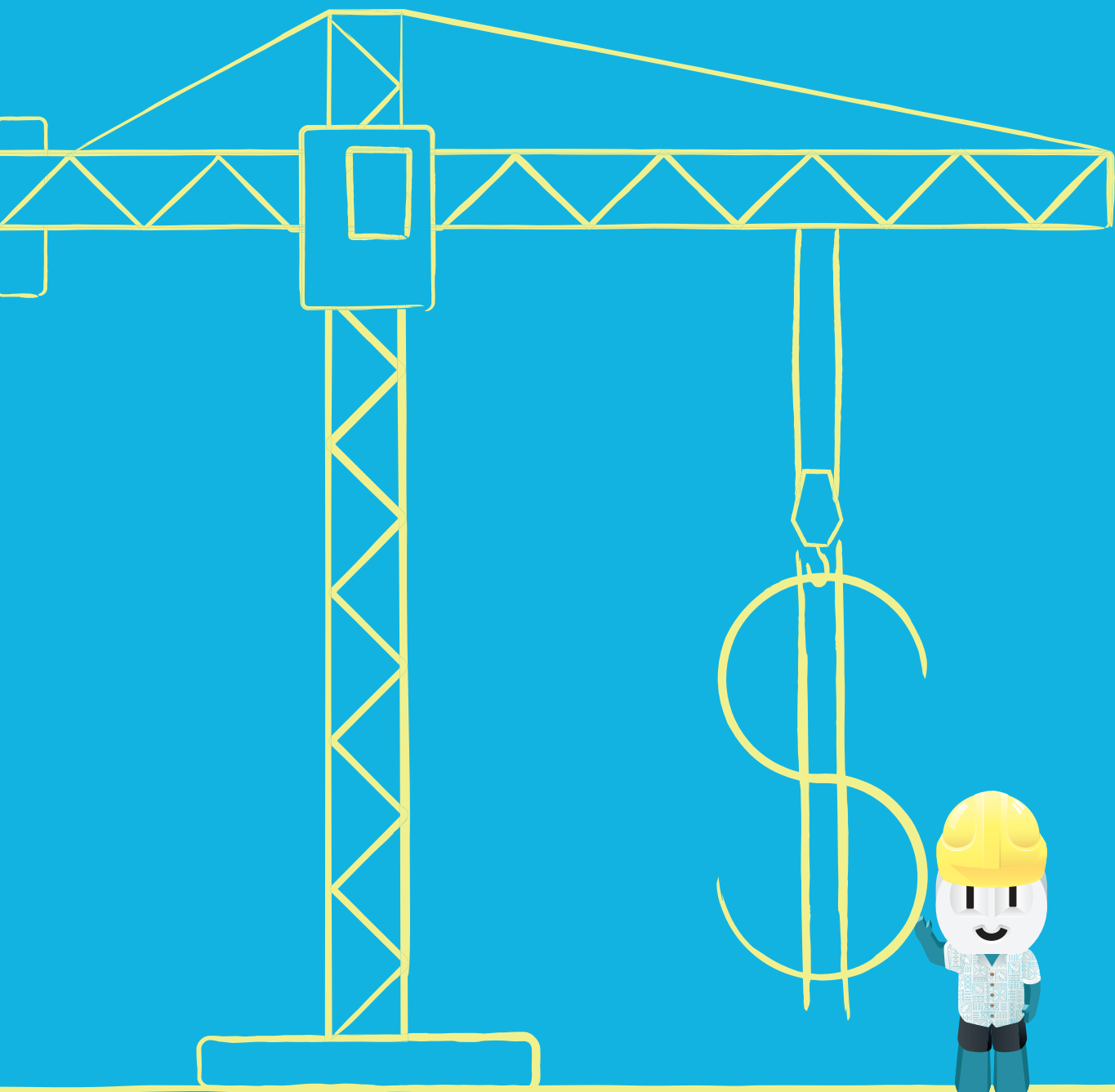
6. Ventilation of vacant units.

Mainland-style building maintenance practices frequently prevail in the Islands. Too often, completely vacant air-tight buildings have no air flow, with naturally hot and humid air within the unit. Often, the microbial issue is simply due to our tropical environment and a completely sealed home with no air flow or air changes. It might cost a couple of dollars to run the air conditioning while the unit is vacant, but at least it will reduce the humidity levels and keep air movement within the property at an annual cost that is a great deal lower than your average mold remediation project.

William Birmingham, mitigation manager and in-house consultant for Rescue One restoration, has been involved with Hawaii's water mitigation and mold remediation industry since 1998. In 2007, he was invited by the Texas Department of Health to teach the first state-required exam coursework for mold remediation, inspection and consulting. Reach him at 745-1608.

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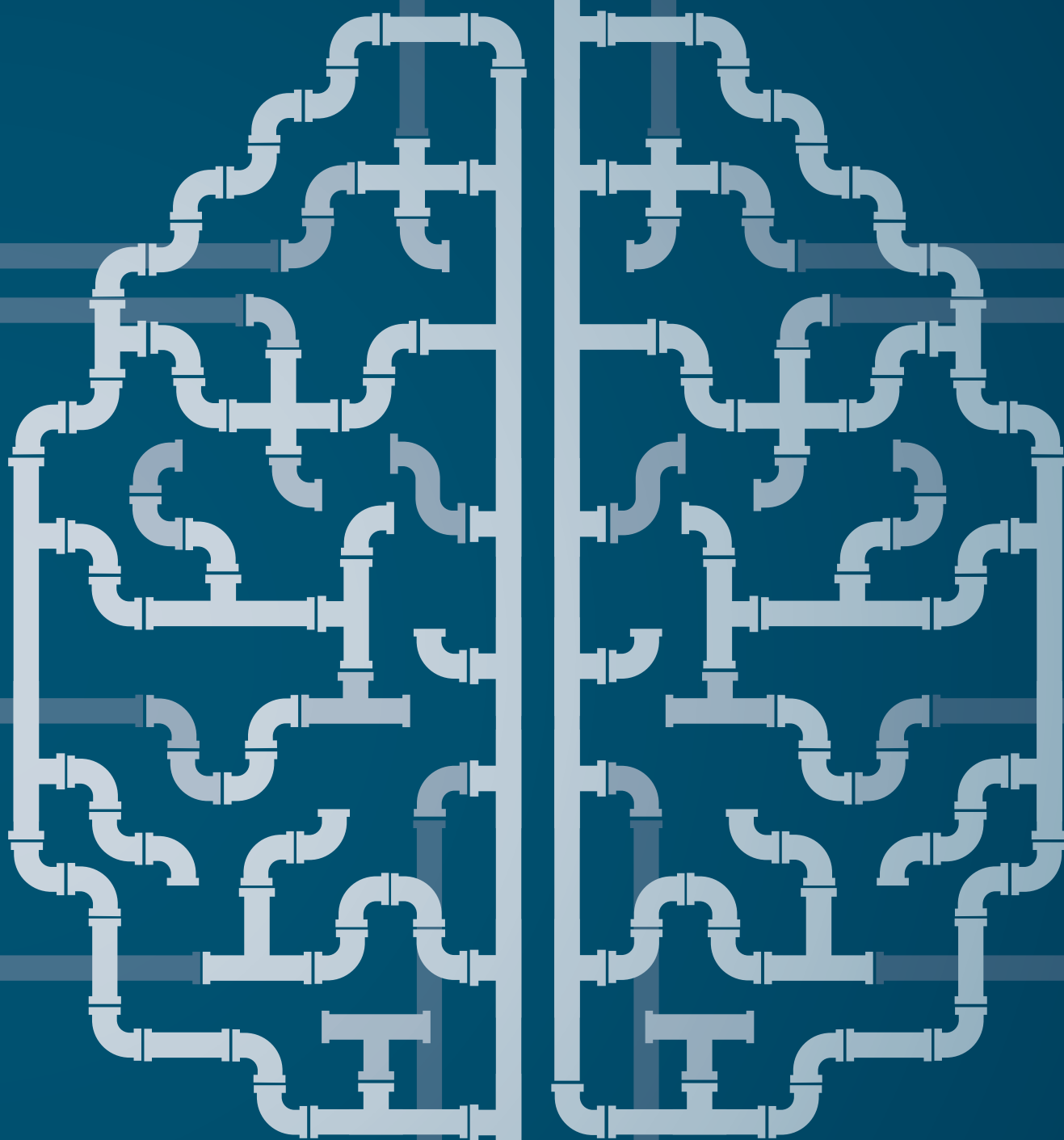
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When a Quick Fix is Required

Emergencies sometimes mean waiting for permanent repairs



Anthony Nelson

It's a far-too-common occurrence in our AOA customers' lives: There's a capital improvement project that needs to be completed, but there's no funding for it at the moment.

Sometimes it's a leaky cast iron pipe. Other times it's a roof. As the infrastructure of our buildings continues to age, several of these items often go neglected. There are several reasons why, including fiscal policy of the association, materials not reaching their desired service life, unforeseen events, etc. Unfortunately, I am not an expert in those areas and, frankly, if they were easy problems to fix, we wouldn't need the temporary repairs as a solution.

Bear in mind that the repairs described below are designed to be temporary and experimental. Success is on a case-by-case basis. These are some real-life examples of how you might utilize temporary repairs to roofing and other non-permanent, short-term solutions designed to buy time until reserves or insurance funding catch up to meet the capital improvement needs or until general conditions are suitable.

Roofing: Leaky roofs are a common occurrence—we receive numerous water and environmental service requests related to leaking roofs and compromised building envelope integrity. A final solution may be with a roofing or other contractor, but the problem must be managed actively to forgo further property damage or address indoor air-quality and building health concerns. Even if your association has funding, sometimes the lead time on materials and contractor availability can put you six months to even a year away from being able to effect permanent repairs.

Premier Restoration Hawaii has been opting for the use of peel-and-stick ice-and-water shield roof underlayment, cap nails and some Henry's blackjack roofing adhesive.



The combination of peel-and-stick ice-and-water shield roof underlayment, cap nails and some Henry's blackjack roofing adhesive may last 18-24 months



Pipe-lining technology may be a suitable alternative or adjunct to replacement of cast iron pipes

blackjack roofing adhesive. The combination of these materials applied properly has lasted from 18 to 24 months in some cases. A professional approach is typically more effective than the "blue tarp" approach. Many times, we see the results of inadequate stopgaps, often resulting in more costly outcomes.

In short, external water penetration should be addressed immediately and

professionally. Know your building's vulnerabilities and call a mitigation/restoration company ASAP.

Cast Iron Pipes: Know and trust your plumber and contractors. Don't short-cut your analysis as you consider your options. In today's market, there remain many questions regarding pipe-lining technology as a suitable

Please see page 33 ►



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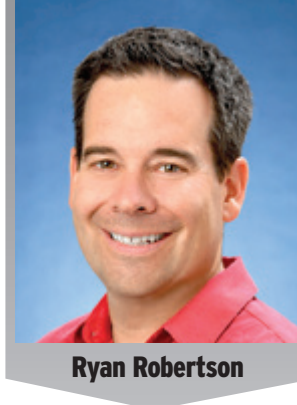
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Ways to Prevent Fire, Flood

Devastating damage can be avoided with a little attention, mitigated with fast action



Ryan Robertson

Fire and water damage are the two most common insurance claims that community associations face.

Both of these perils are brought on by normal wear-and-tear, storm forces and neglect of necessary maintenance, as well as the lack of a safety plan.

Here are some simple and proactive steps that can be taken to minimize the frequency and severity of fire and water damage insurance claims. Guidelines and protocols that can be followed in the event of fire or water damage emergencies also are included.

Fire Prevention and Safety

The overall best strategy to prevent a fire loss is to make sure one does not occur in the first place. Be aware of potential hazardous issues and areas such as:

■ **Power strips and accessory plugs:** With the multitude of gadgets now in our homes, it is commonplace to have power strips and accessory plugs to power all our devices. Make sure residents are not overloading circuits. Work with your residents and staff to look for frayed and loose wires at plugs and junctions. If it looks worn, replace it immediately. When in doubt, throw it out.

■ **Portable heaters:** Even in our warm tropical paradise, sometimes we still need a portable heater. Make sure it is communicated that these are placed in an area away from flammable objects such as draperies, magazines, newspapers and furniture.

■ **Kitchen and cooking surfaces:** According to the U.S. Fire Administration, 50.3 percent of all fires in 2018 were caused by incidents in the kitchen. Tips from The National Fire Protection Association include:

1. If you are sleepy or have consumed alcohol, don't use the stove or stovetop.



2. Stay in the kitchen while you are frying, grilling, boiling or broiling food.
3. If you are simmering, baking or roasting food, check it regularly and use a timer to remind yourself that you are cooking.
4. Keep anything that can catch fire—oven mitts, wooden utensils, food packaging, towels, curtains—away from the stovetop.

■ **Smoke alarms:** Ninety-four percent of all homes in the U.S. have at least one smoke alarm, but surveys show that up to half of these smoke alarms do not work because the battery is either dead or missing (National Fire Safety Council). A few tips:

1. Smoke alarms should be maintained according to the manufacturer's instructions.
2. Test smoke alarms at least once a month using the test button.
3. Make sure your residents understand the sound of the smoke alarm and know how to respond.

4. Follow the manufacturer's instructions for cleaning to keep smoke alarms working well. The instructions are included in the package or can be found on the Internet.
5. Smoke alarms with any type of battery need a new battery at least once a year. If the alarm chirps a warning that the battery is low, replace the battery right away.

Water Damage Prevention

Water is one of the most common causes of property damage. It can be extremely costly and can create some serious potential health issues for residents. Here are some tips to prevent indoor water leaks in units and common areas, according to the Insurance Information Institute:

■ **Inspect appliance hoses and faucets:** Make it a practice every year to check hoses leading to water heaters, dishwashers, washing machines, toilets and refrigerator icemakers.

Immediately replace any hoses that have cracks or leaks, and replace them all every five to seven years.

■ **Inspect showers and tubs:**

Check the seal and caulking around showers and tubs to make sure they are watertight and reseal if necessary.

■ **Instruct residents:** Tell them that when they are away on vacation to shut off the water supply to the washing machine (if located inside the unit) and never leave the house while the washer or dishwasher is running.

■ **Toilet leaks:** The four most common types of toilet leaks are in the flapper, water supply line, overflow tube and wax ring at the toilet flange. Educate residents and maintenance crews to regularly inspect the floor around the base of toilets as well as leaky supply lines.

When Damage Occurs

When your association or unit owner finds damage, it is time to take action. Here are some tips from John Mullen & Company and the DCCA Hawaii Insurance Division for steps to take when you believe you have an insurance claim:

■ Check for damages and, if possible, take photos of the damages.

■ Secure your property to prevent further damage, and keep receipts for any materials used.

■ Promptly report damage to your insurance company, broker/agent.

■ Set damaged items aside for later inspection by the appropriate insurance adjuster(s).

■ Mold can start growing within 24 to 48 hours from when the water intrusion occurred. Contact a remediation company right away to assess and dry out your damaged property.

■ For personal H06 condo unit policies, review for Loss of Use Provisions for Additional Living Expenses or Fair Rental Value coverages.

■ Don't begin permanent repairs until damage is inspected by an adjuster or told to do so by your insurer.

■ Work with your adjuster and contractor to estimate the cost of repairs.

■ Receive your claim check and begin repairs.

■ There may be supplemental

payments issued by the insurance company if additional damage is discovered in the course of repairs and as you replace your damaged items.

■ Be careful of scams. Do not sign your entire claims check over to a contractor.

When fires or water leaks happen, it is imperative to know the details of the covering insurance policy. It is highly recommended that the insurance agent or broker review coverage and go over any changes at

regular yearly intervals. Prevention is the best key and having a comprehensive insurance plan is always a great countermeasure.

Ryan Robertson serves on the Atlas AOA team as a business development manager. He has 19-plus years of experience in the insurance industry with a focus on commercial and habitation risks. Reach him at 533-8631 or rrobertson@atlasinsurance.com.

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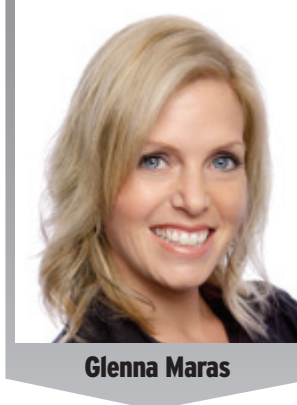
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How to Know When You Need Mold Remediation

Mold is silent, but leaves telltale signs that can require a professional



Glenna Maras

Mold is an ever-present issue in Hawaii. It naturally thrives in moisture-rich areas like bathrooms, crawl spaces and cool, dark closets.

Individuals who live in humid environments—basically all of us here in the 50th State—are more likely to deal with mold's potential harm due to the greater amount of moisture in the air.

To prevent mold from becoming a serious issue, it's necessary to learn how to identify common "clean-it-yourself" mold or dangerous "call-the-professional" mold.

Diagnosing the problem and enlisting a mold remediation professional when needed can be the difference of thousands of dollars, health threats and even legal battles.

While indoor mold often emerges as splotches of black, green, gray or white, it can be virtually any color. The color typically depends on the mold's food source, so color can be deceiving. It can also sometimes look yeast-like or may appear as patches of discoloration.

Regardless of appearance, it typically includes a musty smell. Not all molds have the same kinds of health effects. Some are relatively harmless and some can be very toxic. In Hawaii, we find both indoors: the harmless and the toxic.

The only way to be certain what type of mold you have is to have it tested by a hygienist or indoor environmental professional.

As mentioned before, we are more likely to see common mold in bathrooms, crawl spaces and damp basements. These types of molds may have minimal-to-no harmful effects. However, some people can have sensitivity to these commonly-found molds.

Frequently used areas such as bath-



If you discover mold enlist a mold remediation professional to be sure

rooms can be cleaned regularly to keep pesky mold at bay. In contrast, dark and cool areas that seem to always have a musty smell may need more than just a good cleaning to get rid of the mold. Plumbing leaks, sewage backups or post-storm water damage can quickly lead to sizable mold outbreaks.

The best way to mitigate mold damage in these disaster situations is to start the drying process as quickly as possible. The longer water is present, the higher the odds are that you will have a mold problem. Mold can begin to grow in as little as 48 hours after water is introduced to cellulose materials such as sheetrock, wood, paint, carpet and other materials made from plants.

If you discover mold, or suspect there is mold in your home or business, or have suffered from water damage, enlist a mold remediation professional to be sure.

Many do-it-yourselfers may be tempted to treat the problem themselves. With smaller mold issues such as common mold found on your bathtub, this is a practical solution. A safe rule of thumb: If the mold is a normal occurrence, such as food molding

in a fridge or mold that re-occurs in your bathroom on the grout or caulk of the tub, it's not the time to call the professionals. But when you see mold or suspect mold in areas where it's not normally found, such as sheetrock, cabinetry, flooring, etc., that's a good sign it's time to call the pros.

Mold is a common element of our environment, but when growing indoors it can have harmful effects on your health, including throat irritation, skin irritation, lung infection and other respiratory issues. You should never take any chances. Mold easily becomes airborne and can spread to other areas if disturbed.

The professionals are equipped to contain the mold so it doesn't spread, remove the affected materials, clean the air, disinfect and then rebuild the damaged areas. Properties with clean healthy air are happy, healthy properties.

Glenna Maras, mold-certified through IICRC, is the owner of SERV-PRO of Kailua. Reach her at 235-5015 or Gmaras@servpro10376.com.

alternative or adjunct to replacement of cast iron pipes.

Many commercial and AOA buildings are in the planning stages, yet must manage leaking infrastructure. One possibility is to consider lining the suspect pipes, with technology being considered for a larger retrofit project. This can also serve as an opportunity to field-test the liner of your choice to see if it is a viable alternative for your building.

Temporary Sinks: Most of the areas in your property susceptible to water damage are in or around our sinks. Usually these cabinets are rendered unsalvageable during the mitigation process. Consider placing temporary base cabs and a sink until the insurance claim can be resolved and funded.

While this action may increase the total cost of the association insurance claim or cause out-of-pocket expense to the association, it will have an effect of the adjusted living expense of the HO6 claim and keep a unit owner happy.

Hang and Fire-Tape Drywall: If drywall has to be removed during the mitigation process, consider funding the replacement and fire-tape of the drywall only. This will help manage to fire code and manage expenses. Finishing labor is a significant cost of drywall installation, making this approach relatively fast and inexpensive.

Communication and Managing AOA Relationships: Recognize the power of subtle behavior and actions as part of maintaining positive unit-owner relationships. Effective communication provides shared awareness and alignment through the challenges of unexpected circumstances. Managing the politics of condominium living by nature presents challenges. Give yourself the best chance possible and get in front of the communication curve.

Final Thoughts

One of the challenges I see associations face is paying to make the same repairs twice. While this may not be the most cost-efficient way to address things, it will provide some relief from

the problem so you can plan for the project ahead.

Know your building, do your homework and get ahead of the communication curve. Some problems are best addressed twice—especially if the funding for a final repair is not available. Proper temporary repair and managing environmental issues may be the most responsible way forward. Mitigate property damage and maintain indoor air quality and building health.

Anthony Nelson is senior VP of operations and certifications at Premier Restoration Hawaii, as well as applied microbial remediation technician, applied structural drying technician, carpet cleaning technician, carpet repair and reinstallation technician, color repair technician, commercial drying specialist, fire and smoke restoration technician, health and safety technician, odor control technician, resilient flooring inspector and water damage restoration technician. Reach him at anthony@premhi.com.



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2019 Color Trends in Multi-family Design

Millennials, boomers are driving the creation of new colors



Dee Schlotter

With an increase in multi-family housing developments in the United States, we're seeing urbanization, immigration and technology playing major roles in the direction of the color, design, development and maintenance of these spaces. Densification and co-living are driving forces in the multi-family market, as millennials are looking to recreate the comfort and community-centric experiences of their college days, while many empty-nest boomers are looking to downsize into "executive" housing.

Convenience and proximity to experience-based retail is an attractive amenity, as we're currently seeing in urban Honolulu. Convenient dining, entertainment, fitness and other non-traditional storefronts available to multi-family building residents and the broader community are becoming a priority as people choose to depend less on cars and more on alternative types of transportation such as shared bicycles and Uber. The luxury of being able to live where you work and play is just one of the driving forces behind the uptick in multi-family housing developments.

We know the bulk of the people moving into multi-family housing spaces are millennials and boomers. Each group values different amenities, color schemes and design styles, but both agree that an experience similar to a hotel is what they want. A beautiful lobby, a concierge, high-end finishes and appliances, and a plethora of amenities are key.

They are also committed to sustainability and expect it as part of their residential choices. Whether it be community gardens, recycling programs, Energy Star appliances, programmable thermostats or sustainably-sourced building materials, both



Color and distinctive architecture add personality and life to a community

groups are cognizant of their impact on the environment and it influences their spending choices.

Collectively, millennials are life-style-savvy and seek to find not only a home, but also an experience that will reflect their personality. Color and distinctive architecture add personality and life to a community and can be attractive to those looking to live in multi-family developments. In short, who wants to live in a building just like all the rest?

Another reason that people move into multi-family housing is the longing for a sense of community. Living with like-minded individuals, finding support or participating in group activities is a draw for moving into a multi-family development.

To understand how to make conducive design decisions and color choices in multi-family spaces relevant for both millennials and boomers, PPG developed a special color trends report for designers and architects to reference for their upcoming projects. PPG's 2019 multi-family color trends forecast brings this housing shift to the surface and explores how it influences consumers' attitudes toward their present and future living accommodations.

Ultimately, multi-family design can further engage different types of consumers through PPG's four "We Are" color trends stories:

With Class: For architecture in this theme, multi-family urban residences blend upscale elegance with the latest in urban modern condominium designs. These multi-family residences use gold- and pewter-like metal finishes against neutral brick, stucco or slate-work to define a new modern-inspired style.

The "With Class" color family is a modernized interpretation of an Ivy League library, where marble, oak woodwork, velvet and leather are the focal materials that pair with balusters, moldings, tufting, blackout curtains and nail studs. Creamy whites, such as PPG paint brand's Magnolia Blossom, rich granite-like tones and coppery-cognac browns, such as PPG paint brand's Dark Granite and Muted Copper, are the backdrop for gem-tones in varying degrees of saturation.

The PPG 2019 Color of the Year, Night Watch, acts as a contemporary twist on the classic mallard green often found in libraries and lounges. Boomers tend to favor the With Class color palette, as they will want to mimic

affluent styling and rich, familiar tones.

With It: As we are seeing in exterior residential architecture, including multi-family, neutrals within the “With It” palette are the most dominant, such as PPG’s Pacific Pearl and Synchronicity. This leaves bold color to be expressed through interior paint and furnishings or outdoor accent items. The “With It” theme reflects the optimistic drive, collective nature and diversity of today’s young adults. However, it is important to note that this theme is not defined by a certain age, but rather a collective youthful spirit. Playful, happy colors, such as PPG’s Mystic Blue and Burnt Red, are used to energize smaller spaces or to update an older building with bold designs.

With Out: This theme focuses on the rise of simplistic, modern design throughout existing older structures within a neighborhood. Inhabitants of these spaces prefer the “less is more” approach in architecture and color choices, while bringing a healthy amount of foliage, trees and native landscaping to the environment. Frank Lloyd Wright’s legendary project, Falling Water, provides the ideal inspiration.

This theme encourages a “design reduction” approach of less ornamentation, less drama, fewer materials, often putting only a single color in focus. The “With Out” color collection boasts an abundance of nature-inspired greens, such as PPG’s Pine Forest and Antique Slate, as well as organic colors like Cocoa Delight and Cool Concrete.

With Spirit: Residential multi-family architecture in the “With Spirit” theme focuses on the home that emphasizes a strong connection to nature and the surrounding atmosphere. Homes in this space are built in styles that will complement the region, and merge or entangle with the immediate natural landscape. Consumers drawn to the “With Spirit” palette prefer spaces that allow for pure escapism. Multi-family housing that offers working spaces and yoga classes, as well as plenty of quiet and cozy gathering areas are on the rise.

Earthen clay and wood tones, such as PPG’s Fire Weed and Nutmeg, provide a grounded feeling that helps tenants connect to their environment. Tinted blacks such as PPG’s Black-hearth help create a sense of quiet,

introspective reflection. This color collection appeals to spiritual consumers who seek to infuse their interest in meditation, Zen living, mindfulness and interest in the cosmos into their environment. Intense hues like PPG’s Imperial Purple, a bluish purple, evoke spiritual overtones, and pair well with colors like Wild Lilac that serve as softer, romantic accents.

Dee Schlotter is senior color marketing manager with PPG. She has

worked for PPG for more than 25 years and manages the development of color platforms, systems and tools for brands such as PPG Paints and Glidden. She conducts national presentations to architects, designers and consumers in the hotel, retail, new home construction and residential markets. She is a member of the PPG Global Color Styling Team that researches and forecasts colors for the architectural, automotive, aerospace, industrial and consumer products markets. She is a member of ASID, IIDA and NKBA. Reach her at schlotter@ppg.com.



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A Little Paint Maintenance Goes a Long Way

Why it pays to work with painting experts



Lon Yamaguchi

How long has it been since your condominium or facility has been repainted? Did you know that a building's exterior paint should be refreshed every eight to 10 years? Exterior paint is important not only to keep up aesthetic curb appeal and property values, but also to help maintain the condition of the building.

Schedule Regular Assessments

Sticking to a regular paint maintenance schedule can save you time, money and hassle. Keep good records every time you paint so that you can keep track of when it is time to paint again. An annual overall inspection of the building will help you stay on top of maintenance, and identify issues so they can be addressed early on.

Consider having your exterior paint job assessed thoroughly by a paint manufacturer representative or consultant seven years after you have painted. This assessment will reveal how soon you might need to repaint and any potential areas that may need more attention. Paint manufacturer representatives will often assess your building at no charge, making them a cost-effective option.

Build a Team of Experts You Can Trust

To control costs and get things done in a timely manner, it is important to establish positive relationships with go-to contractors, painters, manufacturers and handymen. In Hawaii, word-of-mouth referrals and recommendations are an especially good way to find trained, certified and reliable experts who can service your building.



Minimize Disruption to Residents

When it is time to repaint, make sure that the assessment is specific about the areas that need attention and the coating system to be applied. Scope of work should be detailed, calling out all surfaces that need to be coated and prep work that needs to be done before painting.

A large high-rise condominium is

likely to take months to repaint in its entirety. For a high-rise, painters will need to set up a rig and coordinate their schedule closely with the resident manager to ensure that windows are closed and cars are moved or covered as they paint different sections of the building.

Painting a doorway or entrance to a building may mean leaving a door open for several hours in order to properly apply paint and allow the



paint to dry. Be sure to communicate painting schedules ahead of time to residents so that they can plan ahead and be aware of the schedule. Delays on a job can be costly for both the contractor and the owner.

Choose Appropriate and Appealing Colors

The architecture of the building, the surrounding neighborhood, and the preferences of your residents can all impact the color choice for exterior paint. Light, earthy or neutral tones are classic options and have remained popular for decades. Often, it is best to choose a light body color since darker colors will fade faster and more noticeably. Consider painting a building's trim or interesting architectural features in a complementary color to add visual interest and accents.

Repainting does not have to result in changing the exterior paint color of your building. A fresh paint job in the same color will still visibly update your building's appearance.

Use the Right Paint to Prevent Issues and Be Eco-Friendly

Chalking is when a white, chalk-like powder forms on a painted surface as



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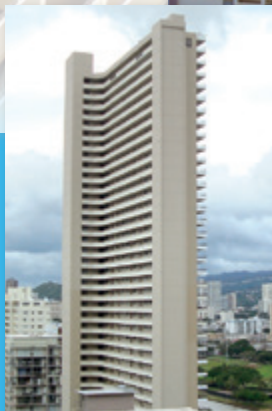
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the paint weathers. This chalk makes a condo's exterior paint look faded and dull, and it will come off on your finger when you touch the surface. Using a primer and a good-quality waterborne or latex paint will minimize chalking in the long run.

Today, sustainability is also a top interest for many building managers. Paint manufacturers like Pratt & Lambert, Benjamin Moore and PPG make paint according to the Green Guard Standard, and their paints are low-VOC, meaning that they have little to no volatile organic compounds, so they are better for the environment and are lower in fumes.

Painting the exterior of your building doesn't have to be a daunting project. By staying on top of maintenance, planning ahead and working with experts in the field, a fresh coat of paint can be hassle-free.

Lon Yamaguchi is the paint sales manager at HPM Building Supply's Oahu warehouse, located at Campbell Industrial Park. He has more than 15 years of experience in the paint industry on Oahu and Maui. Currently, he oversees HPM's Oahu paint department, including paint, painting supplies, and customer special orders and deliveries island-wide. HPM carries exterior paint by long-time manufacturers such as Pratt & Lambert, Benjamin Moore and PPG. All three lines of paint are moisture-resistant and come in a variety of finishes with high durability, which suits Hawaii's tropical weather, and are easy to apply on any building surface. Reach him at 682-8560 or lon.yamaguchi@hpmhawaii.com. Visit hpmhawaii.com for more information.



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The Importance of Primers

Skimping on this important step can cost you



Sheldon Ibara

In our busy lives, we tend to look for the quickest route possible to accomplish a task that is set before us, whether at work, taking care of personal errands or preparing for that next painting project.

“Paint and Primer in One” products have become popular with many homeowners looking to skip that extra step of priming. While these are typically good quality acrylic paints with good adhesion characteristics when applied on a clean, dry and properly prepared surface, most paint professionals would agree that there is no substitute for a dedicated primer coat when painting over a bare substrate. Depending upon the type of substrate—whether concrete, wood or metal—an appropriate primer coat should always be applied to ensure that the performance objective is achieved.

Most manufacturers would recommend that new concrete be allowed to cure for at least 30 days before priming and painting over it. Curing is needed so that when concrete is exposed to the natural elements, such as rain, the alkali in the concrete is drawn to the surface by moisture, which in turn gets washed away. As this process is repeated, the alkali level in the concrete gradually dissipates, eventually falling to controllable levels. Acrylic masonry primers today can withstand pH levels up to 13. Using these primers will prevent subsequent finish coats from experiencing alkalinity burning, which results in paint discoloration and/or damage to the paint film itself.

Living in Hawaii, moisture affects just about every paintable surface that is exposed to nature. Moisture tends to extract the tannins in wood, thereby causing it to migrate to the surface. Tannins are usually reddish-brownish in color and may telegraph through a



Moisture can accelerate the corrosion process unless inhibited with a primer coat

painting wood surface if primed with a water-based primer.

When painting over new wood, an oil-based primer is typically recommended as this provides a stain-blocker for tannin bleeding. There are water-based stain-blocking primers that are marketed for new wood, but the one thing to consider is that the level of tannin bleeding is dependent upon the species of wood being painted. Redwood and cedar are more prone to bleeding compared to other wood species.

Most product data sheets base their technical information at 50 percent rel-

ative humidity, which is below our average humidity percentage. This is the primary reason using a water-based stain-blocking primer in drier climates such as Arizona or Nevada may have favorable results, whereas using the same primer in Hawaii may not.

As we have seen, moisture can be beneficial by helping in the curing process of concrete, and detrimental by causing tannin staining in wood. When contacting metal surfaces, moisture can accelerate the corrosion process unless inhibited with a primer coat. Metal primers are available in both oil-based and water-based formulations.

An appropriate primer coat should always be applied to ensure that the performance objective is achieved



At first, it might sound like an oxymoron to think of a primer that is “water-based” and applied to “metal.” But with improvements in the paint manufacturing industry today, using DTM (direct-to-metal) primers that have flash rusting inhibitors and low odor are a more user-friendly means to address light industrial applications. They can also be used as a “barrier coat” or “sandwich coat” if the existing coating and new coating are incompatible with each other, as there are no solvents in a water-based product to cause an adverse reaction. DTM primers can be top-coated with any water-based or oil-based industrial paints formulated for the specified project.

For industrial applications or hard-to-reach areas, a two-component epoxy clear penetrating sealer can be applied over the rusted surfaces to temporarily inhibit corrosion. A two-component, high-solids epoxy can also be applied as a primer coat on metal substrates to encapsulate the rust on surfaces that are prone to being damp, or on surfaces that are less than marginally clean. For

exterior applications, epoxies should be top-coated to avoid chalking.

For many, the natural tendency is to look at a completed painting project and judge the finished work based upon how the paint is perceived aesthetically. We tend to forget about the “behind the scenes” aspects as to why the paint is adhering to the substrate or what is inhibiting corrosion from forming.

While we live in an age where time is a commodity, we should try to keep in mind to never compromise overall performance for convenience. Next to surface preparation, the primer coat is a key component when addressing new substrates. Primers play a contributing factor in the success of all new painting projects, oftentimes performing their jobs without the recognition that they undoubtedly deserve.

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

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Why predictive maintenance and remote monitoring systems are poised to transform the elevator service industry



Leif Kjongegaard

In the not-so-distant past, elevator service and maintenance could be broken down into two basic categories. There was a reactive approach that, put simply, would involve fixing something when it broke or failed. And there was a planned approach where routine or scheduled maintenance would be performed. Eventually, a third approach—proactive maintenance—was implemented, in which an intervention would occur prior to expected life-cycle expiration of a component or system.

But three letters—IoT—have added a fourth elevator service layer, and have changed the elevator maintenance and service industry forever.

Connecting physical to digital, IoT, or the “Internet of Things,” dates back to the early 1980s when a Coke vending machine at Carnegie Mellon University became the first internet-connected appliance with the ability to report on inventory and individual beverage temperature. The term “Internet of Things” was then coined during the Y2K frenzy of 1999.

Since then, there has been an explosion of internet-connected devices with wireless sensors that capture massive amounts of data. That growth isn’t slowing down anytime soon. It is estimated that there will be 30 billion IoT devices connected by 2020, up from 8 billion in 2017.

Smart technologies have spawned smart buildings, with impacts being felt in a building’s energy efficiency, indoor air quality and lighting systems, to name a few. And now, finally, that impact includes a building’s elevator system.

Approximately five years ago, the “reactive-planned-proactive” maintenance puzzle gained a fourth elevator service layer: predictive. With the introduction of real-time, cloud-based



Elevators are integrating rich data insight to drive predictive monitoring

predictive maintenance platforms, technicians can now accurately predict when a failure or error is going to occur, thanks to IoT devices that connect to the cloud, where a device accumulates data and information, and transforms it into actionable intelligence.

Predictive maintenance systems have the ability to identify a failure before it happens, but what is really behind the technology that makes it so important to the future of elevator service and maintenance starts with the technology’s ability to learn and adapt. Once enough data is collected, predictive analytics models are put in place to recognize site- or unit-specific operational patterns that will be used in alert generation and filtering. This is especially beneficial in locations such as hospitals and hotels where it is com-

mon to have a higher volume of door reversals and nudging.

There is also predictive maintenance technology available that features data visualization capabilities that help technicians analyze the data the system generates. One of the most valuable ways data-visualization capabilities can be utilized is to track a project over an extended period of time while proactively identifying problems sooner. Technicians can review an elevator’s history and perform an analysis or diagnosis remotely before they arrive on-site.

This new technology’s value extends beyond preventive maintenance. If a shutdown were to occur overnight when no one is in the building, the system automatically generates a ticket so the technician has the necessary



information as soon as they arrive the following morning, and can quickly respond and remedy the situation.

Urbanization demands are inspiring an increase in the vertical city, with buildings reaching previously unimaginable heights. Since 2000, the number of high-rise buildings has tripled, with hundreds of structures currently under construction that are at least 250 meters tall. These buildings will be a necessity as it is estimated that 70 percent of the population will be living in cities by 2050.

Building owners and managers recognize that improved elevator availability with maximum uptime and minimum downtime is more important than ever, as a building's efficiency starts and stops with its elevator system. Incorporating a predictive maintenance system that enhances elevator safety and reliability, that ensures faster service, and that allows for better planning and prolongs the life of an elevator system—that's a smart decision all building owners should be making.

For more information on predictive maintenance and remote monitoring systems for elevators, go to thyssenkrupp-elevator.com.

***Leif Kjonggaard** is branch manager for thyssenkrupp Elevator Americas in Honolulu. He has been in the elevator industry for eight years. He previously worked in account management and business development positions for companies specializing in manufacture, import and distribution of building materials as well as capital equipment. Reach him at 839-8122 or leif.kjonggaard@thyssenkrupp.com.*



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Keep Your Elevator Running Reliably, Efficiently

Maintenance is the key to avoiding expensive callbacks



Chris Webster

Unless, like me, they are third-generation elevator professionals who have worked with vertical transport since they were teenagers, most condominium residents and office tower workers don't want to talk or think about elevators. They want seamless transportation between levels as they go about their lives. They expect elevators to work, and it is an unwelcome interruption when they don't.

Reliable elevators are particularly important in Hawaii, where such a high percentage of people live in condos, and the high cost of square footage has left many buildings with fewer elevators than would be recommended for a similar facility in other markets. In Hawaii, a 40-story building that should have eight elevators might only have six.

As important as elevators are, the true cost of owning and operating these machines is often unclear. This tends to happen when property owners and managers consider upfront installation costs and budgeted monthly maintenance fees, but are unaware of how expensive "callbacks" can be.

Callbacks are incidents when equipment has failed to operate as designed and maintenance workers must perform diagnosis and repair. Accidents, user error and/or vandalism may precipitate a callback, but in any case residents aren't really interested in why an elevator isn't working. That's the property's problem.

Here are six tips to help facility managers reduce the likelihood of elevator callbacks and more tightly control their monthly costs:

1 Recognize the cost of downtime in terms of maintenance, man-hours and reputation

Recognize where to find the hidden costs. If elevator doors are knocked off the track, keys are dropped down a shaft



or user error results in an entrapment, the building will typically pay a billable callback fee over and above what is included in the maintenance contract. In addition to these unexpected increases in monthly maintenance fees, property owners and managers also incur man-hour costs in addressing elevator malfunctions. This may include building engineers as well as staff who respond to complaints.

Those complaints can be direct, but also nowadays include social media posts. Even if online complaints do not result in a catastrophic public relations disaster, there still may be hidden damage to the building's reputation and value.

2 Know the difference between industry standards and superior performance

Modern elevators are safe, but some elevators exceed industry standards in terms of the number of callbacks. The current industry average is four callbacks per elevator per year. Given the aforementioned cost of callbacks, think about how much you can save by choosing elevator manufacturers and service

providers that are able to keep callbacks down to one call per unit per year.

3 Understand the value of preventative maintenance

There is a tight connection between maintenance and callbacks. Yes, part of delivering superior results like one or fewer callbacks per year is well-engineered equipment, but regular and thorough maintenance can catch potential issues early or stop them from emerging. And the connection goes two ways. Providers with superior callback records perform detailed preventative maintenance, but also spend less time responding to unscheduled callbacks. Less successful maintenance providers aren't able to give individual properties the same level of attention because they spend more hours moving from trouble call to trouble call.

Some leading elevator manufacturers offer robust preventative maintenance programs that can deliver superior reliability for third-party elevators in addition to their own. Recently, one leading manufacturer took over maintenance of a competitor's elevators at a local hotel

and was able to reduce callbacks by 60 percent.

4 Look for customizable contracts and maintenance programs

Property owners and managers should investigate which elevator service providers have the experience and flexibility to offer customized maintenance contracts. The contract should make clear what number and types of callbacks are billable. Some providers may offer the option to keep spare elevator parts onsite to expedite repairs.

5 Understand the value of modernization programs

Modernization programs keep a building's elevators updated with the latest world-class technologies for moving traffic while improving safety and comfort. Leading companies (those that offer elevator lifecycles of 30 to 40 years) will continue manufacturing parts for the life of a machine, and will offer options to help residents enjoy smooth and seamless transportation for decades.



6 Get familiar with current technologies for quicker, safer and smoother rides

Talk to elevator consultants and service providers about how the rider experience might be improved by elevators equipped with variable-voltage, variable-frequency (VVVF) inverters, intelligent-door systems, active roller guides, artificial intelligence and other modern technologies.

Choosing an elevator servicing company and manufacturer with a superior callback rate is the most significant vertical transportation choice that building owners and facility managers can make

to control their costs and maintain their business and reputation. Reliable and efficient elevator operation is simply non-negotiable in our market, so consider using the above tips to help identify the best servicing partner for your property.

Chris Webster is a third-generation elevator professional with 30 years in the vertical-transport industry. His certifications include UEC elevator mechanic (NEIEP), OSHA 30, certified welder and qualified elevator inspector (QEI). Chris is the operations and branch manager in Hawaii for Mitsubishi Electric Elevator & Escalator Division. Reach him at Chris.Webster@meus.mea.com.



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BOMA Golf

PHOTOS BY NATHALIE WALKER

BOMA members got a rare day away from an office when they gathered at Hawaii Prince Golf Club for the annual BOMA golf tournament. It was a beautiful day, even if the golf always wasn't, and there were plenty of smiles to go around, and good food, too.



Lambert Kia and Shirley Kawamoto



Luke Hamada, Steven Choo, Puna Choo and Kevin Inafuku



Kaui Cabanban, Steven Nakagawa, Thomas Santos, Lisa Oka and Rex Travelstead



Bryan McMinn, Julie Miyashiro, Eric Friz and Denise Sullivan



Blanche King, Barry Redmayne, Phyllis Okada Kacher



Tom Lonigro, Shawna Lewis, Ben Young

MRMA Luncheon

PHOTOS BY NATHALIE WALKER

Mo'ili'ili Resident Managers' Association members gathered for a luncheon at the Waikiki Yacht Club to hear from two leaders in the condominium community, Joe Brawley of Sagewater Hawaii ("When Is It Time to Repipe?") and Phyllis Kacher, chief business development officer of Associa Hawaii ("Getting Hired!: Secrets from Executive Session and Top GMs"). For more on Kacher's presentation, see Community Corner on page 50.



Sarah Nordwall, Brian Busboso, Yvonne Miller



Anthony Debold, Sharon Shigemoto, Alan Neyland and Stuart Soosman



Eric Lecky, Jennifer Gaura, Joe Brawley

Hawaiiana Hosts Seminar for Association Board Members

Hawaiiana Management Co. hosted nearly 400 association board members at Waikiki's Hale Koa Hotel during its "Preside with Confidence" seminar. It was Hawaiiana's most-attended seminar to date.

The seminar covered a number of topics pertinent to condos and community associations, including fiduciary duties for board members, project management, collections and reserve studies and communication tips for board meetings.

Presenters included experts in each respective field, including condo attorneys John Morris and Christopher Shea Goodwin, Dana Bergeman of project management firm Bergeman Group, and communications expert Pam Chambers.

In-depth notes on the "Preside with Confidence" seminar are available at the Hawaiiana Management Co. website. Visit hmcmtg.com, and drop down to "Board Member Seminar 2019" under the "Links" tab.

Hawaiiana also has a number of videos for board members. They include "How to Read Your Association's Financial Statement," "Welcome to the Board—Now What?" and "Where Do My Maintenance Fees Go?" These



Roshawn Broussard (left), Noelani Lacanilao and Shirley De Silva, management executives with Hawaiiana Management Co., helped host the recent "Preside with Confidence" seminar attended by nearly 400 board members

videos and more are on Hawaiiana's website under the "News & Info" section. Drop down to "Training Videos" to see a variety of options.

Hawaiiana received numerous notes of thanks for the event, which included a continental breakfast and lunch buffet. Seminar attendee comments included:

- "Thank you for the informative day!"

- "The entire program was exceptionally well put together."
- "Very educational and enjoyable seminar—engaging speakers, pertinent topics!"
- "Guest speakers were terrific. Food was great! Reaffirms that our HOA Board is doing business the right way by using Hawaiiana as our property management company!"



Associa Expands Accounting Staff

In response to new business opportunities and growing numbers of clients, Associa Hawaii announced expansion of its Hawaii-based accounting team. From left: James Giangarra, director of accounting; Ellen Carlos; Beata Patricio, accounting supervisor (specializing in handling the needs of new associations under development); Ping Gong, accounting supervisor; and Thuy Phan, accounts payable supervisor (rentals).



CRW Earns Elite Roofing Contractor Status

Sika Sarnafil, which manufactures thermoplastic (PVC), single-ply, commercial roofing and waterproofing membranes, has approved Commercial Roofing & Waterproofing Hawaii Inc. as an Elite-level roofing contractor for installation of its roofing systems.



Brian Whelan

“We are pleased to recognize Commercial Roofing & Waterproofing Hawaii Inc. as a Sika Sarnafil Elite roofing contractor,” said Brian Whelan, executive vice president of Sika Sarnafil. “Elite-level roofing contractors are the best in the business, having demonstrated an unparalleled commitment to quality and the roofing industry.”

Every Sika Sarnafil-approved contractor goes through a training and evaluation program. In addition, each contractor is evaluated and rated annually on a variety of technical

and business criteria and classified into one of three categories: Elite, Alliance and General.

Commercial Roofing & Waterproofing, established in 1993, is a full-service roofing and waterproofing contractor. CRW is highly involved with sustainability initiatives, and through its partnerships with a strategic alliance of a family of companies, provides a multitude of technologically advanced clean-energy systems and efficient products to reduce carbon footprints, including solar reflective specialty coatings and a new generation of PV energy systems.

For information on CRW’s roofing services, call 841-7246.

Sika Sarnafil has more than 55 years of experience in providing thermoplastic, single-ply membranes for a wide range of roofing and plaza deck waterproofing applications. The company is known for its long-lasting membranes and systems. Go to usa.sarnafil.sika.com for more information.



Condo Sales a Mixed Bag Statewide in May

Each of the Hawaiian Islands is a unique entity unto itself, and that’s as true for real estate trends as it is for sunset vistas. Statistics for May condo sales based on figures from the Kauai Board of Realtors, two Hawaii Island real estate boards the Maui Realtors Association and the Honolulu and the Honolulu Board of Realtors tell very different tales.

On Kauai, the median price for a condo more than doubled, from \$284,000 in 2018 to \$580,000 this year. (The median is the point at which half the condos sold cost more and half less.) As it happens, 47 condo sales were recorded in May this year and last year, indicating that much of the increase is based on more sales of higher-end properties.

On the Big Island, the median condo cost at sale dropped 2 percent, from \$419,000 to \$400,000. Total sales dropped from 80 to 78.

On Oahu, the median condo sales price dropped nearly 3 percent, from \$430,000 to \$417,000. That despite total sales rising to 520 in May, up from 495 in the same month last year—a 5 percent increase.

On Maui, condo sales dropped 17 percent from last May, falling from 172 to 142. But the median cost rose almost 10 percent, from \$472,500 to \$518,500.

Tips From the Top

Phyllis Kacher of Associa shares what building management execs are looking for in their next hire

***Editor's note:** Phyllis Kacher, Associa Hawaii chief business development officer, recently spoke to Moili'ili Resident Managers' Association members, sharing insights on how to get hired in building management and how to move up: "Getting Hired!—The Most Valuable Secrets from Executive Sessions and Hawaii's Top GMs." Kacher, former senior executive VP for Hawaiiana Management and developer VP and president of the Waialeale Community Association, also generously offered this distilled version for BMH readers. For photos of the event, see page 47.*

Residential site manager and general manager jobs have been transformed during the past 15 years.

In the early days, the position was called a "resident manager," and duties usually consisted of cleaning, changing lightbulbs, watering and cutting the grass, pulling weeds and being on call 24/7 in case of an emergency.

Today, thanks to the hard work and dedication of industry trailblazers such as Hokua GM Duane Komine, the resident manager position has been elevated to residential manager or general manager, and in some cases is considered to be on par with the position of a hotel general manager. Top GMs and residential managers are highly respected and in high demand.

Here are the most valuable secrets I have learned from attending meetings with boards of directors and developers, and some tips from Hawaii's top GMs:

RESUME AND COVER LETTER

- Customize for the job
- List your accomplishments
- Keep to 1-2 pages max for each
- Proofread and get a second or even a third person to also proofread
- Use your own email address
- Establish a LinkedIn profile
- Prepare for the interview
- Research facts, sales history and news on-line
- View the DCCA website for the condo registration and public report
- Visit the property/building

TOP 7 THINGS JOB INTERVIEWERS NOTICE FIRST

1. Arrival time
2. Clothing/general appearance
3. Body language
4. Communication style
5. Preparedness
6. Enthusiasm
7. Qualifications

HAWAII'S TOP GMs PROVIDE THEIR TOP TIPS

Duane Komine, ARM, GM Hokua

- Integrity matters
- Give back

Davie Felipe, ARM, GM Anaha

- Listen, learn, lead
- Hire the smile, train the rest
- Love them anyway
- Bloom where you're planted

Malcolm Ching, PCAM, GM Waialeale

- Be a problem-solver
- Work with the board even when there are differences
- Be a motivator = positive results

Fernando Bastos, ARM, GM Keola La'i

- Network
- Deliver outcomes
- Do your homework
- Thank-you notes matter



Phyllis Kacher shares her favorite magazine with MRMA members

Marni Ramirez, ARM, GM Capitol Place

- Leadership
- Self-confidence
- Financial understanding
- Balanced time
- Kind attitude
- Experience
- Self-confidence
- Continuing education
- Communication
- Branding awareness

Leland Nye, GM, Allure Waikiki

- Well-rounded experience
- Good reputation with board members and residents
- Team player
- Great listener
- Empathetic
- Industry involvement

Best wishes to all residential managers and GMs for success and happiness!

From page 12

■ **Non-judicial foreclosures against active military owners is unfair.** SB551 prohibits the use of non-judicial foreclosures against active military. Those delinquencies have to be enforced through judicial foreclosures.

■ **SB551 is unconstitutional because it applies retroactively.** That is inconsistent with the express language of SB551, which provides that it confirms the legislative intent expressed in Act 236, passed in 1999, that condominium associations can use non-judicial foreclosure to enforce non-payment of maintenance fees.

SB551 is with the governor for approval and he has until July 7 to determine whether or not the bill should become law.

Jane Sugimura is a Honolulu attorney specializing in condo law. Reach her at jsugimura@paclawteam.com.



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