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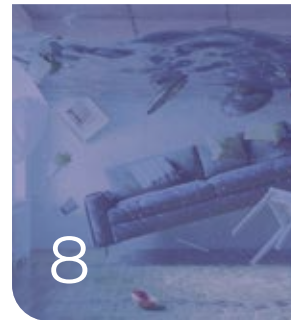
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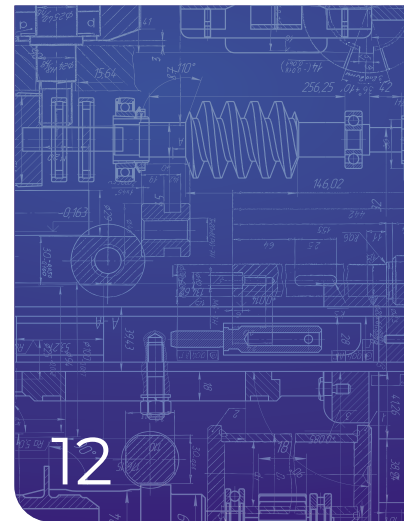
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**JEFF KUTZER,**  
**CMCA, PCAM**  
Chapter President  
CAI-RMC

## Happy Spring Rocky Mountain Chapter Members!

**A**s I am writing this, we have just completed our Spring Conference and Trade Show. I know I had a great time and learned quite a bit. The numbers were back to the levels of attendance we saw at the 2019 Spring Conference and Trade Show. I attended the afternoon Campfire put on by our Wellness Committee and

it was great to hear everyone sharing in their experiences. It was an incredible experience to see everyone there to support one another putting aside competitiveness and see that we all want what is best for our communities and our fellow team members.

This issue of our magazine will focus on maintenance, upgrades and preventative care for our community associations. In 2021 with the collapse at the Surfside/Champlain Towers South Condominiums, it brought to light an extreme of what can happen when deferred maintenance is permitted to be extended out too far as well as that not all deferred maintenance will visibly show to our eyes. Here in Colorado our environment is not filled with salt water and the potential for hurricanes, but we have our own share of environmental issues that can accelerate or exacerbate deterioration of the common areas in our communities. We have recently experienced the devastation that can be caused by wildfires in our front range communities where we once thought that would not happen in these areas. Those of us who have been working with community associations for many years have also seen what tornados, hail, ice and even simple hard freezes and thawing can do to cause maintenance emergencies or significant damages to our communities. Your Rocky Mountain Chapter (RMC) recognizes that Board members and managers

cannot always be the experts in all things to maintain, upgrade and provide preventative care for their communities. That is why it is so important for us to have issues of our Common Interest magazine bring the experts to you who are dedicated to helping Board Members and Managers the information you need to understand your roles and responsibilities in maintaining and running your communities. Please know the resources from our Business Partners are also there to assist your communities beyond these articles. The articles are just the start of a conversation that Boards and Managers should be having with our expert Business Partners as we help lead our communities. I know I keep my Membership Directory very close to my desk as that is a resource I use often. Access to the same information online is just a click away on the blue banner at the top of our RMC web page titled, "Find a Service Provider". Your membership in CAI brings these and many more resources to your fingertips so you don't have to reinvent the wheel. I encourage our Manager Members and Board Members to remember that your membership with Rocky Mountain Chapter as well as CAI National means a wealth of resources are here for you and the communities you serve.

I have been working in and around community associations for over 3 decades and what is clear to me is that CAI and our Rocky Mountain Chapter have always been the resource for me to learn and better myself for the betterment of the communities I serve. Our hope with this issue of your Common Interests Magazine is that Board Members, Managers and our expert Business Partners continue the process of improving your skillset and knowledge in evaluating and planning to keep our Colorado community associations viable and maintained with an eye for a great future for your communities. ⬆



### Editorial Calendar

Issue	Topic	Article Due Date	Ad Due Date
June	Insurance / Ethics	04/15/2022	05/01/2022
August	Finance	06/15/2022	07/01/2022
October	Tech / Modernization	07/15/2022	09/01/2022
December	Planning Ahead / Goals / Community Vision	10/15/2022	11/01/2022





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# The 5 Failure Modes



**BRYAN FARLEY**  
Association Reserves, CO LLC

When looking at the component list on the Reserve Study, the reader will need to understand that there are generally five ways a component can fail. Just because the Reserve Study indicates that a specific component needs to be replaced, does not mean that it *has to* be replaced. Rather, the Reserve Study is indicating that the component has reached the end of its useful life.

However, there are specific components that should never be deferred. This includes life safety equipment (elevators, fire control panels) as well as protection projects (painting, asphalt sealing).

When considering project timelines for your property, here is a guide that can help your board establish what projects should be prioritized.

## Inconsequential

An inconsequential failure is when a component like a garage opener/operator fails. This type of failure can be fixed when it is non-operational or can be replaced fairly quickly. Other examples include fan belts, tiled carpet replacement, pool heater exchangers.

## Re-Evaluate

A re-evaluation failure is when a component has reached the end of its life, but could probably be replaced in the next year or two. This could include the somewhat wobbly perimeter fence that surrounds the neighborhood. The board could fix the problem areas now, and re-evaluate the full replacement next year.

## Obsolescence

An obsolescence failure is when a component has subjectively reached the end of its useful life but still serves its purpose. Examples include outdated furniture in a lobby or exercise equipment that still 'works' but is past its prime. In other words, the component can still be utilized but is now outdated.



*Bryan Farley is the president of Association Reserves, CO LLC has since completed over 2000 Reserve Studies and earned the Community Associations Institute (CAI) designation of Reserve Specialist (RS #260). His experience includes all types of condominium and homeowners' associations throughout the United States, ranging from international high-rises to historical monuments.*



# Protection

A protection failure is when a maintenance project is deferred leading to larger problems. Examples include: failing to seal the asphalt, neglecting to paint the wood trim on the buildings, or not painting the metal fencing around the pool. If these components are deferred and not taken care of, the board will now need to prematurely replace these components or these components may not reach their expected lifespan. The cost difference between a replacement project can be as much as 10x-20x more than the protection project.



# Catastrophic

A catastrophic failure is when the replacement of a life safety system is not anticipated which could then lead to potentially life-threatening situations. Examples include failure to plan ahead for the eventual modernization of the elevators (which could cause month-long repair delays, which is unfortunate for a 30-story building), boiler systems (hot water going out on Christmas!), or water intrusion due to a leaky roof.



**This guides your project timing decisions... do it now or delay. Bottom line: Don't delay Protection or Catastrophic projects! ⬆**

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# Preventative Maintenance for Water Management

**MATT BLACKMER, M.S., P.E.  
& RACHEL SCHMIDT, M.S., P.E., C.D.T.**  
Higgins & Associates, Inc.

Preventative maintenance for water management around commercial and residential buildings is commonly overlooked unless an active leak is occurring from a roof or from a lower level basement area. Active water intrusion issues are primarily due to the lack of preventative maintenance on the exterior of the building. These overlooked conditions typically exist at the roof level in the form of roof covering or flashing maintenance, at the wall claddings (siding, stucco, etc.) due to a lack of sealant maintenance, and at the ground level due to a lack of surface water control.

Another problem area is the grading adjacent to foundation walls when improperly sloped and thus, does not provide for quick drainage of water away from the backfill zone. In addition to these flat or low-sloped areas, downspouts from the roof gutters are not always extended well away from the building and this backfill zone. Relative to preventative maintenance, flat or low-sloped areas of grading should be addressed to provide slope away from the building as required by the site-specific geotechnical (soils) report or as required by the International Building Code (IBC) or the International Residential Code (IRC), whichever is more stringent. For older buildings, the requirements of the IBC and IRC typically apply for preventative maintenance slopes. The IBC and IRC require a minimum 5-percent slope and specifically require that "Lots shall be graded to drain surface water away from foundation walls. The grade shall fall a minimum of 6 inches (152 mm) within the first 10 feet (3048 mm)."



*Higgins & Associates, Inc. is a multi-disciplined forensic engineering firm providing the highest quality service to property owners, contractors, insurance companies, and attorneys. We offer comprehensive forensic engineering and expert testimony services specializing in the areas of structural, geotechnical, civil, mechanical and electrical engineering. Our firm also conducts cause-and-origin investigations of fire and explosion losses.*



In addition to addressing low or flat spots in the graded landscaped areas adjacent to buildings, the roof downspouts should be adjusted, and downspout extensions should be added to discharge roof water at least 5 feet away from the building. Roof downspouts should not direct water over sidewalks or walkways to prevent icing during the winter and other potential slip hazards. Downspouts should also be adjusted to discharge well away from window wells or other areas where water could infiltrate to lower levels of the building. As part of preventative maintenance, water management around the building should be observed and repaired regularly as required to prevent water infiltration and other damages to the building and site components such as concrete flatwork.

Wall claddings should be observed regularly to assess and repair any necessary sealants at control joints, at window and door perimeters, and any other locations where sealants may have aged, pulled out, or otherwise failed. Flashings at windows and doors should also be reviewed regularly and repaired as necessary if damaged during the winter season by wind, snow, or ice. Regular maintenance of sealants and flashings at the wall claddings can help prevent windblown water from entering the building interior during rain events.

Similar to wall claddings, roof coverings, flashings, and gutters should be reviewed regularly and repaired as required. Gutters should be cleaned-out at least twice a year so that roof water is adequately drained off the building. We have seen numerous roof damage claims, including roof collapses, where the gutters were plugged with debris from trees and water and/or ice was allowed to backup onto the roof. It is also common for metal flashings to be pulled apart or otherwise damaged from snow and ice over the winter. These damaged flashing areas then become areas for water intrusion during summer rain events. Roof coverings, flashings, and gutter systems should ideally be reviewed at least in the spring and fall to provide ongoing protection of the interior building components from water intrusion.

With a regular preventative maintenance plan, building owners and homeowners can protect their properties from water intrusion with some basic and cost effective repairs. These annual reviews and repairs can help prevent potential significant damage if left unchecked. In an ideal situation, preventative maintenance can occur so that repairs are not only performed in response to emergency water leakage events. ↑



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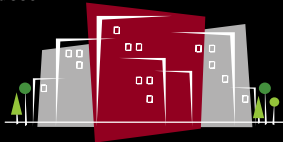


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# WHEN TO CONTACT

**JUSTIN BAYER**, Knott Laboratory, LLC.

When it comes to the reconstruction and restoration of HOA communities, the civil and structural engineers who make up a part of this niche market are accustomed to working behind the scenes. After all, there's nothing high-profile and flashy about designing repair plans, pulling permits, or writing up engineering reports about potential issues within a community. Some recent, tragic events have flipped that script around and shone the spotlight directly on the engineering side of this industry. The collapse of Champlain Towers South and the even more recent failure of the Forbes Avenue Bridge in Pittsburgh have created an awareness into a topic that engineers have long feared was falling on deaf ears; deferred maintenance in our communities can lead to catastrophic consequences.

Clearly, these are extreme circumstances, and not every situation is dire straits when it comes to deferring maintenance and its impact on structures. That being said, the awareness these current situations have created can go a long way toward preventing catastrophes due to deferred maintenance in the future.

There are many ways that a civil or structural engineer can assist a community, and this article will aim to point community managers, Board members, and contractors toward some situations in which you can or should contact an engineer. (It should be noted that most engineers within our CAI community

are more than happy to be a resource and answer questions for the communities we serve, so never hesitate to ask!)

The most common way to engage an engineer is when your community is in need of a repair/reconstruction project. This would be for things like deteriorating framing of stairs, decks, and patios, as well as foundation issues, severe cracking, negative drainage, moisture intrusion, and a myriad of other similar issues. It's always a great idea to start with engineering because this gives the community a chance to have their potential problems assessed by a third-party, independent expert. This allows for the community to get a report and/or design plans which can then be sent to general contractors to bid.

Another way to engage a civil or structural engineer would be for construction defect concerns. An engineer will often work with an attorney to diagnose issues with new build construction, which is then used in mediation or in court to fight for a settlement that the community will use for repairs. Once a construction defect case is settled, a community will bring on a civil/structural engineer to work with the Board to prioritize repairs (life safety, building safety, community concerns, and aesthetics). Once repairs have been prioritized, the engineering team will design the repair plans for general contractors to be able to provide pricing to conduct the repairs.



*Knott Laboratory has been in operation for over 40 years and is the premier resource for forensic engineering in the HOA, Apartment, and Commercial industries in Colorado, Arizona, and Texas. **Justin Bayer**, Director of Business Development, currently serves on the Board of Directors for the CAI-Rocky Mountain Chapter.*



# AN Engineer

There has been an influx of requests over the last 7 months (and rightfully so) for facility condition assessments. This is essentially having an engineer provide a report about the current state of the building(s). The eye-opening tragedy in Surfside, Florida has led many communities to gain a new-found concern for the level of deferred maintenance that their aging infrastructure may have. An engineer will be able to provide a report that details the visible building systems and informs the community on when those systems should be investigated further. For example, let's say the engineer noted in the report that the stairs are in a deteriorated state, and that this should be addressed as soon as possible. Now the community can work with the engineer and a contractor of their choice to further investigate the root-cause of the stair issue. Keep in mind, destructive testing is often the only way that engineers can truly see what is happening inside of something like a ceiling, foundation, staircase, or balcony. A facility condition assessment can give a community a reason to investigate further, which can assist with knowing which items suffering from deferred maintenance should be addressed, and in what order.

So, now you know a bit more about when to call an engineer, why it is a great resource for the community to have an engineering firm representing their best interests, and where the engineering role falls into place as it concerns reconstruction projects.

## LET'S WRAP UP WITH SOME TERMS WHICH YOU MAY SEE WHEN DEALING WITH ENGINEERS ON YOUR PROJECTS:

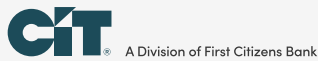
- **Civil Engineering** - Civil engineers design, build, and supervise infrastructure projects and systems. In this instance, civil engineering often refers to engineering involving the land surrounding a building, which includes drainage, grading, pipe networks, etc.

- **Structural Engineering** - Structural Engineering is a specialty within Civil Engineering. Structural Engineers create drawings and specifications, perform calculations, review the work of other engineers, write reports and evaluations, and observe construction sites. A Professional Engineer's license is required in order to practice both Civil and Structural Engineering. A license can be obtained only after completing a prescribed amount of education and work experience and taking a 2-day exam.
- **Building Envelope** - This term refers to the "shell" of the building, which aims to provide climate control, water and water vapor resistance, and protection from the elements. This term encapsulates the roof, foundation, exterior walls (including windows and doors), and insulation.
- **Value Engineering** - Value engineering is the consideration of wide-scale, holistic, project-wide conditions to achieve the most cost-effective and functional design. Essentially, this term refers to ways in which creative solutions between the engineer, owner, and the contractor can save the community money and stretch those resources to be able to accomplish more.
- **Destructive Testing** - Destructive testing is utilized to understand the cause of the failure of a building's systems and components. This process involves taking apart a portion of a building to gain an understanding for how/why the material or system is failing, or to understand how it was constructed. ⬆

<sup>1</sup> Definition provided by the United States Bureau of Labor Statistics. [www.bls.gov](http://www.bls.gov)

<sup>2</sup> Definition provided by the Structural Engineers Association of California





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# FUNDING MAINTENANCE Proactively

**CHRIS MARION**  
3.0 Management



It is common knowledge that community associations often struggle to adequately fund property maintenance and upkeep. The unfortunate outcome is something that no manager, board member, or HOA resident wants, yet it continues to happen year over year. At best, the property appears unkept and unsightly. At worst, the property may experience serious hazards or safety concerns due to deferred maintenance.

Board members and community managers alike always speak to the importance of being proactive, rather than reactive when it comes to property maintenance. Being a responsive manager is undoubtedly important in this proactive endeavor. Work orders need to be received and issued in a timely manner. Vendors need to be scheduled and given the right amount of information to complete the work successfully. However, the deferred maintenance scenario is not always a result of poor management. Rather, many times, an association's lack of financial planning is the true cause.

In this article, let's look at five ways to adequately plan for property maintenance from a financial standpoint.



***Chris Marion** is the Chief Strategy Officer and founder of 3.0 Management. Chris is continually motivated to help HOAs develop comprehensive plans that enable communities to thrive both today and for many years into the future.*



## Understand the difference between maintenance and capital expenses.

Capital expenses are larger construction projects that require major renovation, repair, or complete replacement of a common element. Maintenance on the other hand, refers to scheduled and unscheduled activities to maintain the common elements, but does not require a comprehensive repair. Maintenance expenses are typically funded by an association's annual operating budget, whereas capital expenses are almost always funded through association reserves, or a custom financing scheme.

It is important to acknowledge the difference between these two categories and to understand when good money is being thrown at bad. A quick sealcoat might enhance the appearance of a parking lot for example, but if the asphalt needs a more comprehensive repair like a mill and overlay, the maintenance money would be better appropriated towards the larger capital improvement project.

---

## Analyze previous year's financials.

Board members and managers should aim to utilize all available information when it comes to budgeting. Studying previous years' financial statements are a great place to start. Try to get a feel for noteworthy maintenance expenses on the property. Is the association historically overbudget in one category of expenses or another? Are there any obvious explanations? Don't forget to look for extraordinary events that caused overspending like a large supply-line leak that damaged several units, for example.

---

## Evaluate frequency of work orders.

Evaluating work order reports should increase the understanding of maintenance expenses on the property. Let's say a multi-building townhome complex is overbudget on plumbing expenses every year. By scanning the work order history, we find that a particular building on the south side of the property is the main offender, with an average of two sewer backups every month. A sewer scope finds the drainpipe to be fractured in a few places, allowing debris and tree roots to constrict the pipe diameter. The full repair is expensive, but it also greatly reduces the frequency of sewer backup events, which keeps the association back within budget on an annual basis.

---

## Identify opportunities for contracted work.

Evaluating work orders can also highlight other maintenance trends that could be addressed more efficiently. Instead of paying for a trip charge, time, and materials for a lightbulb change for example, an association may choose to utilize an onsite or day-porter service a few times a week to complete the same task at a better cost. Maintenance issues that need to be completed on a recurring or seasonal basis, are always great candidates for planned, contracted work.

---

## Develop a preventative maintenance program.

The goal of a preventative maintenance program is to organize each of these moving parts into a unified effort. By doing so, a level of predictability can be achieved where maintenance costs are anticipated and planned for ahead of time. A good program is typically built around skilled onsite staff, partnerships with construction firms, tasks that are actionable, and outcomes that can be measured and evaluated on a monthly or annual basis.

---

Maintenance issues are not going anywhere in the community association industry. It is an issue that we will continually learn to solve in creative ways. Many communities are realizing the benefits of diligent analysis and the ability to look at community comprehensively. By investing time and effort into these types of planning activities, we're seeing greater levels of predictability and confidence in HOA maintenance spending. ⬆



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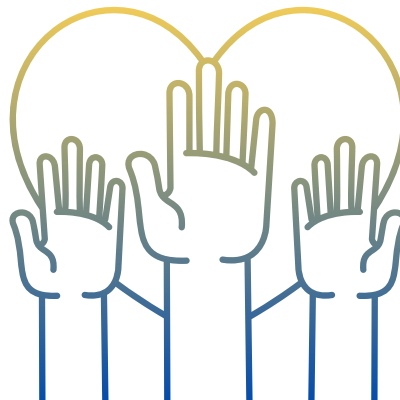
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*"You make a living by what you get. You make a life by what you give."*

*~Winston Churchill*

# MAINTENANCE NOW OR *Disaster Later*

**ARTHUR BEISNER**  
RowCal

Many homeowners association boards shy away from addressing day-to-day maintenance needs and may be unwilling to spend assessment funds for preventative maintenance. That apprehension is often motivated by a genuine desire to keep HOA dues low or simply due to indecision from a good faith desire to make only the right decisions. Whatever the motivation, failure to address a community's maintenance needs has long term consequences for the community, consequences which inevitably are more costly.

In an effort to keep HOA dues low and to save a nominal monthly sum, a community will experience first devolving aesthetics, leading to heightened frustration lessening the sense of community, and ultimately decreased property values—and, if left unchecked, more severe structural or infrastructural problems will not be uncovered until an emergency repair costs more in a day than years' worth of preventative maintenance would have cost. A few dollars saved today may be a few thousand dollars spent tomorrow.



*RowCal is an HOA Management Company that delivers full-service management and maintenance solutions, through empowering Community Managers who are supported by a team of subject matter experts. At RowCal, we assist boards in preparing and following preventative maintenance plans and our efficient monthly maintenance programs keep communities ahead of maintenance issues. **Arthur Beisner** began his career in the HOA industry managing a high-rise condominium building in Miami Beach, Florida, and has been with RowCal in Colorado since December, 2020.*



A lack of carefully planned preventative maintenance increases the need for regular, day-to-day maintenance, and failure to address regular maintenance needs results in deferred maintenance, which becomes increasingly more costly the longer it is left unaddressed. To make matters worse, as maintenance gets consistently deferred, the community's needs snowball until identifying clear priorities and funding becomes a challenge.

The challenging decisions boards face is understandable: **how do you keep HOA assessments cost-effective in the present for your neighbors when both the cost of maintenance and age of the community are increasing every year?**

Ultimately, boards as volunteers will often rely on professionals to guide them through these challenges. Just as board members have a fiduciary responsibility to their communities, professionals in management have a duty to offer responsible and thoughtful guidance. While the easy road is to nod in agreement when the consensus is to keep assessments low, professionalism requires arguing for unpopular opinions, and painting a clear picture of what years of deferred maintenance becomes.

Fortunately, there are a few strategies up front that HOA boards can use to lessen the impact of paying for and taking care of proper maintenance, however they all require consistency:

- Yearly **budget increases** that mirror (at a minimum) the inflation rate will lessen the likelihood of large increases every several years to play catch up.
- Obtaining a **reserve study** (and funding reserves accordingly) every few years will lessen the likelihood of large special assessments when entropy has run its course on a given capital component.

- Preparing, budgeting for, and following a **preventative maintenance plan** will put the community in a cash-positive position to ensure upkeep is done from touching up paint to maintaining an old boiler system. Proper preventative maintenance extends the life of a property and stretches reserves dollars.

Of course, these tools are only as good as the consistency with which they're used—a reserve study, for example, is just another expense as long as the association refuses to fund reserves. As professionals in management, recommending and following through with the use of these strategies can make all the difference.

But what should a manager do if a board pushes back against funding and performing necessary maintenance for the community?

At the risk of sounding too reductive, the answer is simple: be honest.

The popular answer might keep the smiles and good vibes going in the board meeting. Agreeing that the siding that's starting to fade or even rot can wait till next year so the budget won't go up may make board members feel good. Convenience may call for just painting over some of those old ugly water stains that won't go away. But applying band aids where surgery is required is disastrous in the long run. As professionals, we know this to be true and taking the neutral position of order-takers for the board does a disservice to the communities we serve.

So, be honest. Be honest and share anecdotes gained by everyday experience. Share the real-life stories of astronomical special assessments, 2 A.M. emergency mitigation calls, denied insurance claims due to preexisting damage, and even receiverships. We see the consequences every day of bad decisions made a decade ago, and we have a responsibility to guide the communities we serve to make decisions that will bring success over the next decades.

It doesn't feel good to raise assessments 5, 10, or 20%. But it's worse to keep dues artificially low. As professionals, we should be offering strong guidance to our communities. And when board members push back, whether from cost-concerns or otherwise, argue with conviction and don't be shy to remind them that they're paying a professional with experience for a reason. It's not always easy, but it's always right. It's either pay a little now or pay a lot later. ⬆️

As the old saying goes, an ounce of *prevention* is worth a pound of *cure*.

# PCAM



Karla Strader, CMCA®,  
AMS®, PCAM®  
Community Director

## **Q What was the driving factor for obtaining your PCAM?**

**A** It seemed like the natural “next step” in my career growth. I have been in the industry for 16 years and gaining the PCAM credential helps me gain respect from my peers and clients. It puts me in the elite group of Professional Community Association Managers.

## **Q What keeps you devoted to this industry?**

**A** What keeps me devoted to this industry is my desire to help people and build long-lasting relationships along with continuing education. I am constantly learning, growing, and adding skills.

## **Q Do you have any advice for people who are just starting in the industry?**

**A** My advice for anyone starting in this industry is to ensure that you have a good work/life balance. For example, don't answer emails when sitting on the couch with a friend. Be present in the moment and let go of the day-to-day responsibilities when you leave the office. When you leave the office, you must let things go and not let things get to you. Also, finding the right company for you is essential. I have worked at Associa for 12 years because they emphasize education which is important to me, and our values align. Find a company you enjoy working for.

## **Q How did you balance the workload of classes and preparing for the PCAM?**

**A** For the pre-requisites required to apply for the PCAM, I attended classes events and volunteered on a CAI Committee, all while doing my full-time job. My company encourages participation in CAI and allows me the time to do that. When taking my PCAM, I found the balance by taking two weeks off to write my paper, and my employer supported that.

## **Q What is something you'd like people working on their PCAM to know?**

**A** Have your paper proofread by someone else (not a PCAM). Blocking out the necessary time to complete the questions from the PCAM Case Study is important. If you can't take 2 weeks off as I did, then time block your calendar to focus on your PCAM Case Study for a few hours every day. It's important to start right away as you will need the full 30-days they allot for the case study, do not push it off to the last minute. This is where far too many people make a mistake.

## **Q What was your biggest take away from the program?**

**A** I enjoyed connecting with other professionals and re-engaging in those relationships. I completed my PCAM Case Study during COVID and was unable to travel. The virtual PCAM Case Study allowed me to focus on the Case Study and not on travel.



# 2022 Lunch Forums

Our membership forums are the perfect event for you to engage with fellow members, of your membership category. We know how important it is for you to be able to collaborate and learn from your peers. These forums offer you the opportunity to do just that. Please join us at a forum of your membership type for informal, yet informational, conversation. We look forward to seeing you.

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# MAKING THE GRADE: Ensuring Your Property is an

# A+

**JESUS BURCIAGA**  
CP&M (Community Preservation &  
Management, Inc.)

Grading and drainage are critical aspects of both multifamily and single-family residential development that are often overlooked despite the importance of proper grading and drainage. Parking areas or common areas of multifamily developments sometimes are not adequately graded, resulting in damages ranging from shortened parking lot life to catastrophic building damage, even liability hazards such as:

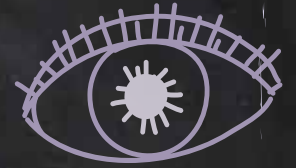
- Heaving concrete
- Poor common area drainage
- Foundation damage
- Abnormal sloping toward a building
- Rear and side swales of building holding water
- Unsuitable high grading around the building



*Jesus Burciaga has been with CP&M (Community Preservation & Management, Inc.) and its many entities for over three years. Being part of the growth of CP&M, a full-service General Contractor along with its in-house roofing division, R3NG, has been a fantastic journey. CP&M specializes in providing solutions for Commercial Property Managers, HOA-managed multi-family & single-family communities, REO rehabilitation, apartment industries, and government housing entities.*

**Poor grading/drainage is not always evident. When walking the property, the following can be a red flag that there are underlying issues:**

- Unstable soil is caused by water absorption into the ground. The more water the ground takes on, the less stable the ground will be. The ground surface may look as it should but walking through the landscape may bring the waiting water to the surface.
- Landscape Drainage Issues - water will run towards the parts of the lowest and least protected landscape areas.
- Puddles/ponds indicate where your landscape fails to drain.
- Dying grass or landscape can rot plant roots due to excessive water.
- Mosquitoes - standing water is a breeding zone for mosquitoes.



**A moderate amount of time is needed to address poor/negative grades to avoid significant property damage. Drainage corrections can consist of numerous solutions defined by specific grading and drainage issues.**

- Xeriscape concepts help solve drainage problems, save water, and improve aesthetics.
- Laser leveling technique to grade
- Grass/Cobble/Surface drainage swales
- French Drain/underground pipes and area drain.
- Custom built chase or grate system protect drainage systems and drive water away from buildings and down into a rock-filled area. These rock areas blend in with landscaping and protect the buildings compromising landscape design.
- Concrete pans
- Infrared patching, crack sealing and seal coat to fix less damaged areas.
- Gutters and downspouts should be free of obstructions to stop pooling around the perimeter of the building.
- Waterproofing your foundation can keep water away from goods.



While doing annual walks to inspect exterior aspects of a community are an industry standard, grading and drainage are often overlooked during these inspections. Grading and drainage issues are not evident to the naked eye. Ensuring that someone is looking out for the above issues can help extend the life of your community and buildings and avoid costly damages created by negative grading and drainage. ⬆



# ENERGIZE

## DENVER PERFORMANCE REQUIREMENTS

### WHAT ARE THE ENERGIZE DENVER PERFORMANCE REQUIREMENTS?

Energize Denver requires covered buildings 25,000 square feet and larger to meet energy performance targets in calendar years 2024, 2027 and 2030. The performance targets are set using Weather Normalized Site Energy Use Intensity (EUI) by building type (e.g., multi-family housing, office, hotel, etc.). Targets are set for every covered building type in Denver such that a 30% total energy savings across all covered buildings is achieved.

### WHY HAS THE CITY ADOPTED THE ENERGIZE DENVER PERFORMANCE REQUIREMENTS, AND HOW DOES IT HELP BOTH BUILDING OWNERS AND RESIDENTS OF THE CITY?

The transition to efficient, electrified, renewable energy-powered buildings will provide numerous benefits to the City and residents, such as financial benefits due to avoided costs of carbon, improved safety, greater equity for low-income and under-resourced communities, lower energy bills, improved indoor and outdoor air quality, new clean energy jobs, increased grid utilization, and climate benefits due to an 80% reduction in building emissions by 2040.

### HOW WILL BUILDING OWNERS COMPLY WITH THE ENERGIZE DENVER PERFORMANCE REQUIREMENTS?

To meet target EUIs, building owners must improve the building's energy performance through energy efficiency improvements and retrofits, installing solar, and/or upgrading to renewable heating and cooling systems (electrification). Buildings will demonstrate compliance through the building's annual Energize Denver Benchmarking submission.

### WHEN DO THE ENERGIZE DENVER PERFORMANCE REQUIREMENTS GO INTO EFFECT?

The first interim target building owners must comply with is in 2024. To meet target EUIs, owners of covered buildings will need to make improvements to their building prior to the performance period. For example, to meet 2024 interim targets, covered buildings need to make improvements and upgrades by 2023 to be performing at the target EUI in the 12-month period of 2024 (see the example timeline below).





## HOW CAN BUILDING OWNERS GET STARTED?

- Understand your building’s current and historic energy usage in ENERGY STAR® Portfolio Manager®
- Go to the Energize Denver Hub
- Check available rebates from Xcel Energy
- Get an on-site energy audit to understand possible areas for improvement

## WHAT ASSISTANCE WILL BE AVAILABLE TO BUILDING OWNERS?

The Energize Denver Hub staff are available to serve as a one-stop shop to help you understand the Energize

Denver requirements and provide extensive compliance support for building owners and managers. The Hub will also provide advanced technical support for under-resourced buildings mid-2022 and will begin providing incentives for electrification later in 2022.

## CONTACT US AT:

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- Phone: (844)-536-4528
- Email: [energizedenver@denvergov.org](mailto:energizedenver@denvergov.org)
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**Feb. 2, 2022**

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**Celeste Smith, 970.402.7409, [Celeste.Smith@mcwhinney.com](mailto:Celeste.Smith@mcwhinney.com)**

Climate Change highlights the need to conserve water in Colorado. Centerra becomes first community in state to receive Sustainable Landscape Community designation.

LOVELAND – The Associated Landscape Contractors of Colorado (ALCC) has awarded Centerra, a 3,000-acre master-planned community in Loveland, the state’s first ALCC Sustainable Landscape Community (SLC) designation recognizing the community’s commitment to water conservation and sustainability.

To increase water conservation in managed landscapes, ALCC, Colorado’s largest green trade group, created the Sustainable Landscape Management (SLM) program to educate public and private landscape professionals on sustainable, water-conserving landscape management principles. Based on best management practices (BMPs), SLM guidelines systematically reduce water consumption and plant loss in landscapes. SLC is an extension of SLM and recognizes large water users, including master-planned and HOA communities, commercial properties/sites and retail properties for using SLM guidelines.

Hotter drier weather, declining snowpack and lower river flows has brought water conservation to the forefront. Cities and water utility providers are looking to reduce water use and landscape water waste. Through its sustainability programs, ALCC is ensuring the landscape industry is part of the solution by reducing outdoor irrigation while keeping landscapes healthy and providing environmental benefit. Landscape irrigation uses about 3% of the total water used in Colorado.

According to ALCC Chief Executive Officer John McMahon, sustainable landscapes are responsive to the

environment, re-generative and can actively contribute to healthy communities. Sustainable landscapes sequester carbon, clean the air and water; increase energy efficiency; reduce the heat island effect; and provide wildlife habitat.

“We need to use the least amount of water needed to keep landscapes healthy by using proven and vetted best management practices,” said McMahon. “Centerra’s SLC designation and sustainable landscape practices will serve as a model for other Colorado communities wanting to use less water.”



Centerra is honored to become the first community in Colorado to receive ALCC’s SLC designation and demonstrates our commitment to sustainable landscape practices and ongoing water conservation,” said Kim Perry, vice president of community design and neighborhood development at McWhinney. “We are not only cutting water use significantly, we are seeing major cost savings as well.”

Centerra has continued to reduce water consumption over the years and in 2020, compared the costs of installing, maintaining, and watering a native landscape area versus a manicured turf area. The native landscape was three times less than installing and maintaining a manicured landscape. Utility (primarily water) costs for a native landscaped area were an incredible twenty times less expensive than watering manicured turf.

“Creating and managing landscapes for aesthetic purposes alone is no longer an option if we are to conserve our native pollinators and the birds that are directly dependent on them,” said Jim Tolstrup, Executive Director of High Plains Environmental Center. “We must create and manage landscapes for their habitat potential, as well as for

**Native Landscape Area:**

**Installation costs of native area**

Installation Cost	Square Feet	Cost per Square Foot
\$372,760.15	300,000	\$1.24

**Annual maintenance costs for native area**

Annual maintenance cost	Square Feet	Cost per Square Foot
\$19,800.00	300,000	\$0.06

**Annual utility costs for native area**

Annual water/electric cost	Square Feet	Cost per Square Foot
\$7,493.63	300,000	\$0.02

**Manicured Turf Area:**

**Installation costs of manicured area**

Installation Cost	Square Feet	Cost per Square Foot
\$334,005.82	83,691	\$3.99

**Annual maintenance costs for manicured area**

Annual maintenance cost	Square Feet	Cost per Square Foot
\$12,553.65	83,691	\$0.15

**Annual utility costs for manicured area**

Annual water/electric cost	Square Feet	Cost per Square Foot
\$33,258.64	83,691	\$0.39



their aesthetic value. Indiscriminately destroying insects, or interrupting their life cycles, is counter to the goals of habitat friendly landscaping maintenance practices. The distinction of Centerra being acknowledged as the first 'sustainable landscape community' in Colorado is a reflection of practices that have been implemented within this community for well over a decade."

In 2021, Centerra approached ALCC through the relationship they have with various ALCC member companies. Several ALCC member companies that support Centerra, including Brightview and Environmental Designs, have supported SLM since its inception. Because of Centerra's ongoing commitment to sustainability, ALCC decided to pilot the Sustainable Landscape Community designation with the master-planned community.

Centerra applied for the designation, detailing how the landscape is maintained sustainably (based on practices dictated in the SLM training manual and photos of the site, which are also required). ALCC also requires that the landscape company doing the work on the property have at least one SLM designee on staff.

"Both the landscape industry and master-planned communities like Centerra are proactively seeking ways to reduce water use through sustainable landscape management practices," said McMahon. "We want every landscape professional in the state who maintains landscapes to increase water conservation and reduce plant loss by following the same standards for landscape maintenance, using the same blueprint."

That blueprint is a 125-page manual entitled ***Sustainable Landscape Management: A Guide to More Sustainable Landscapes in Colorado***. It defines the proper maintenance practices to conserve resources and maximize the natural beauty of Colorado landscapes. The manual was drafted from input by landscape companies, municipalities, water providers and property managers from across the state, including the City of Centennial, the City of Greenwood Village, Northern Water, Denver Water, the Denver Metro Building Office Managers Association (BOMA), Colorado Parks and Recreation and the Colorado Water Conservation Board.

"Sustainable landscape practices require year-round maintenance, which some master-planned communities see as cost-prohibitive. But in the long run, they will save money by using less water, reducing utility bills and ensuring they don't have to replace trees - one of the largest landscape expenses - because they were poorly planted and not properly maintained," said McMahon. 🏡



### **About Centerra**

Centerra, an award-winning 3,000-acre master-planned community located in Loveland at the heart of Northern Colorado, is a McWhinney development that was built on the belief that nature provides the perfect balance to urban planning. As a community designed to enhance all aspects of life, Centerra integrates neighborhoods with recreation, art, shopping and dining, business opportunities and medical services. Centerra and its businesses offer more than 8,000 part-time and full-time jobs. This unique community is home to Northern Colorado's first lifestyle center, The Promenade Shops at Centerra; UCHealth-Medical Center of The Rockies, a state-of-the-art 187 bed LEED gold-certified regional hospital; and The Marketplace at Centerra, one of Northern Colorado's largest contiguous shopping centers. Centerra is also home to High Plains Environmental Center, which manages 483 acres of wetlands, open space and reservoirs within Centerra and Chapungu Sculpture Park, a 26-acre park with more than 80 stone sculptures throughout. In 2018, Centerra became the first certified National Wildlife Federation (NWF) Community Wildlife Habitat in Colorado. Named Development of the Year by the National Association of Industrial & Office Properties' (NAIOP) Colorado Chapter, Centerra embodies McWhinney's purpose of creating great places and fabled experiences for people. For additional information, visit [www.centerra.com](http://www.centerra.com).

### **About ALCC**

Associated Landscape Contractors of Colorado (ALCC) is the premier professional organization for Colorado's landscape companies. ALCC promotes the responsible use of water and other natural resources and provides educational and industry certification opportunities to Colorado's landscape professionals. To join the Sustainable Landscape Management or Community initiative, including employee designation, visit [www.alcc.com/slm](http://www.alcc.com/slm) or call us at 303-757-5611





# FCC Clarifies Revenue Sharing Rules on Broadband Internet in Condominiums, Housing Coops, and other Multi-Unit Buildings

C. SCOTT CANADY

The Federal Communications Commission (FCC) concluded that revenue sharing agreements and exclusive use sale-and-lease back wiring arrangements between internet service providers and community associations are anti-competitive and violate the commission's rules. The FCC found that exclusive marketing arrangements between community associations and internet service providers may continue but require arrangements be disclosed to residents.

**Competition for Communication Services** The FCC has a long history of prohibiting practices that limit consumer choice of communications services in multiple tenant environments (MTEs), a term that includes community associations. The FCC acted in 2000, 2007, and 2008 to restrict enforcement of exclusive service contracts between telecommunications and video service providers and MTEs. The recent FCC action is a continuation of this policy.

**FCC Review of Competition for Broadband Internet Service in MTEs** In 2019, the FCC released a report evaluating competition for internet services in MTEs and issued a notice requesting public comments on internet service competition in MTEs. The FCC requested comments on (1) exclusive marketing arrangements; (2) de facto exclusive wiring arrangements; (3) bulk billing arrangements; (4) revenue sharing agreements; and (5) exclusive rooftop access contracts.

CAI's response to the FCC request for public comments (1) urged the Commission to reaffirm its long-standing position that exclusive marketing arrangements are permissible and noted disclosure of exclusive marketing arrangements may benefit consumers; (2) expressed concern over wiring contracts with exclusive use clauses; (3) supported continued use of bulk billing arrangements; and (4) noted that revenue sharing agreements and exclusive rooftop contracts identified by the Commission were uncommon among community associations.

There are three types of arrangements included in the FCC's report and order; including:

**Revenue Sharing Agreements**

Revenue sharing agreements provide for payments between an internet service provider and an MTE as tenant or resident service subscriptions increase. According to the FCC's analysis, these agreements are an incentive for MTEs to take actions that functionally prohibit other service providers from offering services to tenants and residents. All revenue sharing agreements, including agreements where payment increases as subscriptions increase, are rendered unenforceable by the 2022 Report and Order.

**Sale-and-Lease Back Agreements**

The 2022 FCC Report and Order prohibits wiring sale-and-lease

back arrangements between internet service providers and MTEs. These arrangements involve an internet service provider installing new broadband internet wiring in the MTE, selling the wiring system to the MTE, and then leasing the wiring from the MTE on an exclusive basis. The commission held that such arrangements are structured to evade existing prohibitions on exclusive access arrangements and are unenforceable. All existing wiring sale-and-lease back arrangements are unenforceable under the new FCC ruling.

**Exclusive Marketing Arrangements**

The FCC affirmed that exclusive marketing arrangements between internet service providers and MTEs are permissible, but determined that such arrangements were confusing for consumers. The FCC will continue to monitor exclusive marketing arrangements and how these influence consumer behavior, particularly if the arrangements lead consumers to believe they may only receive internet services from one provider.

To reduce consumer confusion, the FCC requires any internet service provider with exclusive marketing arrangements in MTEs to disclose the marketing arrangement and inform tenants or residents that internet services may be available from other service providers. The disclosure requirements apply exclusively to internet service providers. Community associations have no disclosure requirement under the new FCC ruling.

**FCC Remains Concerned about Competition for Communications Services in MTEs** The FCC continuously reviews the competitive environment for communications services in community associations and other MTEs. The FCC will continue to monitor market conditions, particularly the impact of exclusive marketing arrangements.

Community associations may find it useful to review existing agreements with internet service providers, as well as video and telecommunications service providers, to determine if the agreements remain enforceable. Ensuring that internet service providers comply with new disclosure rules will protect the availability of such agreements in the future.

*Scott Canady's 13-year record of public service includes experience gained in the U.S. House of Representatives and in the U.S. Department of Housing and Urban Development. In 2009, Scott began his partnership with Community Associations Institute by launching Tambala Strategy. Through this partnership, Scott has worked with CAI's members and leadership team to advance the views of common interest communities on a variety of issues including federal condominium standards, federal disaster assistance for community associations, and community association lien priority. ⬆*



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Recognition is given to a manager who displays integrity; reliability; commitment to the industry; loyalty to consumer clients and the ability to interact well with board members, managers, service providers and other industry professionals. Promotion of ethical conduct and competence are included as part of the qualifications for this award.



## Winner:

**Suzy Barr, CMCA, AMS, PCAM**  
Genesee Foundation

Why does this individual deserve recognition?

*Throughout a rather tumultuous year in our community, Suzy's consistency, poise, integrity, patience, compassion and consideration were exemplary. She has spent the past 4+ years getting all our documents online (starting from 35+ years of paper trail history), creating a system that allows any and all requests from our accountants or members to be fulfilled with remarkable expedience. All meeting notices are posted per CCIOA requirements, often with greater timing than required. She consistently attends professional educational events and invites others to join her, making training opportunities available for her staff as well. I admire integrity as a rule, and she is a prime example of how to carry oneself both professionally and personally.*

To the best of your knowledge, does the nominee follow the Code of Ethics as described in the award description? Is there anything that the manager does exceptionally well regarding such ethics?

*I have had the honor to work with Suzy over the past four years as both Vice-President and President of our HOA Foundation Board. Suzy not only follows the CAI Code of Ethics, she serves as a model and mentor for her staff as well as our volunteer board and committee members. Her diligence and integrity are a constant. Suzy is patient, compassionate, knowledgeable, and considerate in both her verbal and written communications. I could not think of anyone else we would want tending our community.*

Submitted by Kenneth Farber

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CAI-RMC is proud of the following individuals who have demonstrated a personal commitment to self-improvement and have elevated their practical knowledge and expertise:

NAME	ORGANIZATION	DESIGNATION	AWARD DATE
Mrs. Amy J Axe, CMCA	Westwind Management Group, LLC	CMCA	03/07/2022
Ms. Julieta Berry, CMCA, AMS	Hammersmith Management, Inc.	AMS	02/08/2022
Ms. Katina Croghan, CMCA, AMS	Hammersmith Management, Inc.	AMS	02/22/2022
Ms. Cynthia Dugan, CMCA	Hammersmith Management, Inc.	CMCA	01/14/2022
Ms. Erica Golditch, CMCA, AMS	Hammersmith Management, Inc.	AMS	02/03/2022
Mrs. Kari McDowell, CMCA, AMS	One Steamboat Place	AMS	01/13/2022
Mrs. Gloria Nunez Pizarro, CMCA		CMCA	03/10/2022
Mr. Charles A. Parsons, II, CMCA, AMS		AMS	01/27/2022
Ms. Julie Ann Pierce, CMCA	The Alderwood Group	CMCA	12/28/2021
Ms. Lorraine Rodriguez, CIRMS	Kevin Davis Insurance Services	CIRMS	01/20/2022
Mr. Ben Smith, CMCA, AMS	CCMC - CO	AMS	02/03/2022

If you are a manager, insurance and risk management consultant, reserve provider, or business partner wishing to enhance your career, the information at [www.caionline.org](http://www.caionline.org) can help you. CAI awards qualified professionals and companies with credentials to improve the quality and effectiveness of community management.



## CAI-RMC MISSION STATEMENT

*To provide a membership organization that offers learning and networking opportunities and advocates on behalf of its members.*



# Welcome New Members

**Justin Desola**  
**Tania Difeo**  
**Darby Fontaine**  
**Erica Ann Fransen, CMCA, AMS**  
**Elizabeth Frith**  
**Richard Hamp, CMCA**  
**Veronica Moretti**  
**Ignacio Pellican**  
**Britta Schurle**  
**Odel Smith**  
**Laura Reese**-4 Seasons Management Group, LLC  
**Yvonne Garcia**-A.C.C.U, Inc.  
**Michael D Gima**-A.C.C.U, Inc.  
**Alan S Marquis**-American Roofing Supply  
**Robin Mansfield-Smith, CMCA**-  
 Association Management Agency  
**Jess Judd**-Bone Dry Roofing  
**Elizabeth Hubbard**-CCMC  
**Josh McReynolds**-Colorado Association Services-Ft. Collins  
**Maya Crow-Willard**-Colorado Association Services-Lakewood  
**Whitney Patterson**-Colorado Association Services-Lakewood  
**Jake Surface**-Colorado Association Services-Lakewood  
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**Michael Roldan**-DISH Fiber  
**Joy Nyenhuis**-DMB Community Life, Inc.  
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**Luke Konyn**-Keystone Pacific Property Management-Denver  
**Lisa Cruikshank**-Larimer Place Condominium Association  
**David Oberhoffer**-LiftMaster-Chamberlain Group  
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**BE SURE TO UPDATE**

your board's member names, titles (President, Vice President, Treasurer, Secretary, and Board Member), and contact information to ensure your board members receive all the latest CAI member benefits!

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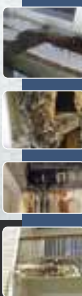
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"The **first thing** I do in the morning is read my overnight emails. The second thing is **read this forum**. I frequently print whole discussions and then give them to my board members to read. This forum is a way for me to learn and hopefully share what I have learned with others in our community. Thank you to all that take the time to pose the the questions and to those that share their knowledge for solutions."

ELIZABETH PITINO



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We often get calls from communities with leaking pipes. One of our first questions is always, “How often are you having leaks?” The answers range from “frequently” to “a lot” to “all the time,” but rarely do we get anything specific or detailed. In response, SageWater has created a Leak Log to assist building management professionals with tracking pipe failures, managing their maintenance budgets and ascertaining which pipes are causing issues and why. It’s a free tool to help you better manage your building.

At SageWater, we are here to help! We’re the nation’s leading pipe replacement specialists and our streamlined processes, detailed coordination and flawless workmanship make for a thoroughly satisfying experience during a repipe. But our legendary customer service begins long before a pipe replacement begins.

For a free print or digital leak log, please visit [sagewater.com/leaklog](http://sagewater.com/leaklog) or email [info@sagewater.com](mailto:info@sagewater.com).



888-584-9990

[sagewater.com](http://sagewater.com)

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# CAI-RMC EVENT CALENDAR

## May

<b>20</b> Fri	Annual Education Summit
<b>26</b> Thu	Mountain Education Session (Steamboat Springs)

## June

<b>2</b> Thu	Support Staff Session
<b>17</b> Fri	Annual Golf Tournament
<b>28</b> Tue	Community Association Virtual Workshop
<b>30</b> Thu	Manager Lunch Forum

## July

<b>28</b> Thu	Summer Social
<b>29</b> Fri	Management Company Lunch Forum

## August

<b>2</b> Tue	Peak 2 - Financials
<b>4</b> Thu	Northern Colorado Reverse Trade Show
<b>26</b> Fri	PCAM Lunch Forum
<b>30</b> Tue	Community Association Virtual Workshop

To register for CAI LIVE Webinars go to [www.caionline.org/learningcenter/webinars](http://www.caionline.org/learningcenter/webinars)