

Vol. 40 • No. 6 • 2022

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COMMON INTERESTS

THE 2022

Planning Ahead / Goals / Community Vision

ISSUE

**Active Shooter – Are We Prepared?
Should We Be Doing More
As An Industry?**

**Creating Sustainable
Homeowner's Associations**

**Planning Ahead – What Do You
Need to Know When Updating
Governing Documents**

**Build the Community That the
Community Deserves**

ROCKY MOUNTAIN CHAPTER

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2022 HOA
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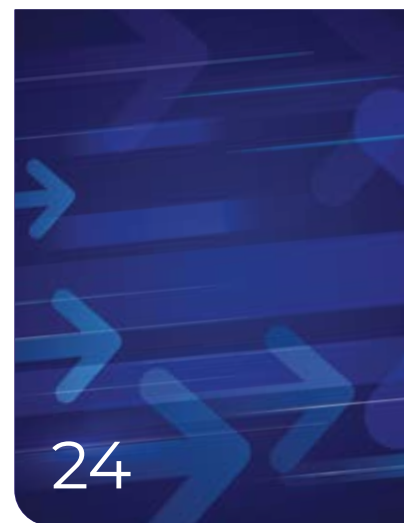
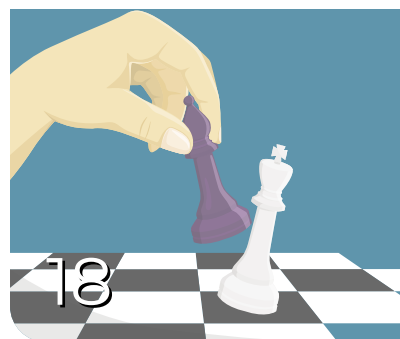
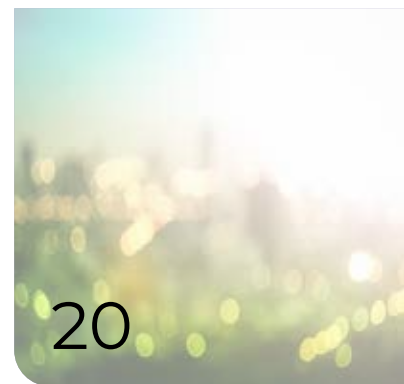
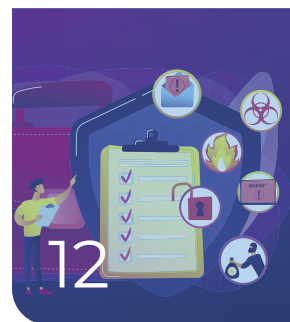


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JEFF KUTZER,
CMCA, PCAM
Chapter President
CAI-RMC

As I'm sitting down to draft this article, I realize it is my last President's Update in my term as your President of this great Chapter. From my perspective, it is amazing how fast this past year has gone. I think of the great memories I'll treasure in being able to be a part of moving this Chapter forward. This

Chapter is a success because of the volunteer efforts of all our Board and Committee Members as well as our Executive Director, Bridget Sebern who helps us all stay organized.

When I was elected as President for 2022, the goal I had set for everything I wanted to do was to ensure I was doing my part to enhance the value of your membership with CAI and our Rocky Mountain Chapter. In my 35 years around this community association world, it was my membership and active participation in CAI that helped me advance myself and enhance my value to those I work with as well as the value of my career to myself and my family. While 35 years is a very long time in one field, it was only possible by my planning ahead, setting goals and a vision for where I want to be on a continuous basis as well as embracing change. In our community association world, we all must constantly review where we are, how the world is changing and evaluate if we need to reset our goals and vision. For me, to fail in being open to change and adjusting for the environment would have been an impediment to my long term goals. That same vigor for looking ahead is what I see our members embracing.

This issue of Common Interests will contain lots of great information with a focus on planning ahead, setting goals as well as a vision. While no one could have predicted what we all have gone through these past 3 years, our Homeowner Leaders, Managers and Business Partners have all worked together to adapt to the changes thrust upon us and persevere through some tough times. It is only because of forward thinking and setting goals that we have all adjusted to this new environment in our community association world. Since the world will inevitably throw us more curve balls, let's embrace that change and use our collective knowledge and experience to help continue to move our community association world forward in a positive manner that helps create that value and sense of camaraderie for all our members.

As 2022 comes to an end, we hopefully all get the opportunity to spend some more time with family and friends to reflect on our past year and look forward to what hopefully will be an even better year in 2023. I thank you all for the privilege and opportunity to serve as your President for 2022. I'll continue to volunteer my time in the Chapter as I see the value the Chapter provides to our community association world as well as myself personally. I encourage all our members to consider volunteering and participating in your Chapter as much as you are able, as I can assure you that what you put in to this Chapter you will receive back even more.

I wish everyone a happy and safe holiday season and New Year. 📌

Cheers!

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New Year!



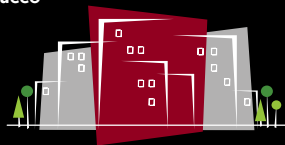
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COMMON INTERESTS

is a publication of the Community Associations Institute,
Rocky Mountain Chapter.

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SPECIAL ASSESSMENT

VS

ASSOCIATION LOAN



APRIL AHRENSEN
CIT Bank
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Community associations, particularly condominium associations, have a responsibility for many types of capital projects, some of which may fall beyond the resources the association has to pay for them. Aside from the association “kicking the can down the road” and avoiding what could become a growing life/health/safety issue, there are usually a couple of viable options to address the costs. First there is an immediate **special assessment** imposed to fund the project. This option comes with its own set of conditions and potential, based on the association’s governing documents and the community’s composition and general attitude toward assessments. Second is **raising the regular monthly assessments** to increase funding for the project. Third is an **association loan**; bank financing, which also comes with conditions based on the association’s financial and legal status, as well as the work that needs to get done.

Of the three options, a special assessment is typically the first alternative discussed within a community and often meets with the most opposition. This option is akin to dividing up the total project cost and apportioning it among the homeowners in accordance with the formula in the governing documents. Since some projects may be quite expensive, this can be a significant financial burden to homeowners and results in community strife and pressure to reduce the scope of the project or delay it altogether.

When an association is considering a special assessment, communication is key with the homeowners. They need to be aware of the project, the costs and more importantly, the reason why the project needs to be done and done now. Being transparent with residents using email, mail and town hall meetings that include the construction experts for the project often lead to better responses and more acceptable community outcomes. Going hand-in-hand with communication, some associations will also survey unit owners. These inquiries will seek to determine residents' desired approaches to the special assessment, determining how many unit owners may have the financial means to cover the entire portion of the special assessment immediately or how many may need time to pay the total in full. In the end, if the majority can "write a check", the association might move quickly with the work and impose the special assessment.

The second option is raising monthly assessments. This would require following the budget ratification procedure in CCIOA's 303(4). This is a predictable way of raising revenue, but it can take a long time to accumulate the needed money - and owners may be upset that their regular monthly assessments are so high and work hasn't been done. This is why it is crucial to have a reserve study and to set assessments in accordance with the study over many years.

The third option is obtaining an association loan (HOA loan) to complete the project using the associations future assessments as collateral. The repayment for the HOA loan may be accomplished through an increase of regular assessments, a special assessment or both. This option is typically considered when homeowners may not want to or be able to pay their portion of the project cost via an immediately due lump sum special assessment. An HOA loan is made directly to the association and does not consider the individual homeowners' personal financial situations. This can be a welcome benefit to residents as personal circumstances vary, and

having an important project derailed due to some homeowners' ability to pay could be detrimental to the community. Typical HOA loan terms vary based on what capital project the association is looking to finance, but industry standards range between 5 and 15 years. These loan "terms" can significantly reduce the immediate financial impact on residents, affording the community the chance to get the project complete without complications related to upfront collections. Some common prequalifiers for bank financing often include the following:

- A minimum of 25 homes in the community
- No more than 8% to 10% of total residents delinquent on assessments over 60 days
- No pending or existing litigation - this can make bank financing complicated
- Review of association documents to verify ability to borrow - speak to HOA counsel upfront

Whether a special assessment, assessment increase or an HOA loan, circumstances vary from association to association and conversations with industry experts and association counsel is typically the first step. In the end, whether it is an HOA loan, special assessment, assessment increase or some combination of all three, getting the capital projects complete and ensuring the association's safety and viability is the goal. ⬆

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David Graf has practiced community association law exclusively since 2001. In 2015, he was named CAI's National Educator of the Year. David has been admitted to the College of Community Association Lawyers and is the current President-Elect of the College.

a little bit of planning, A LOT MORE **SUCCESS**

MELISSA GARCIA, ESQ. Altitude Community Law P.C.

Whether you're a director, manager, committee member, or some other player in the great game we call Association Life, planning is essential to your success. To plan is to bridge the gap from where you are to where you want to go. And if your planning is good, you'll get a good outcome. But if your planning is great, you could get an amazing outcome!

While proper planning is effective in any association endeavor, here are a few ways that planning can bring success to your association.

PLANNING FROM THE 50,000 FOOT LEVEL

Does the association have an overall community vision? Long-term plans for the community? Stepping back and taking the time to view the association from the 50,000-foot level can benefit the association on many levels. Consider strategic planning for your association.

The strategic planning process results in an overall roadmap for your association. You are disengaging yourself from the day-to-day details of running the association and, instead, adopting and working through the aspirational goals of the community.

A strategic planning session helps identify the uniqueness of your association so you can form an overall strategic vision. It provides you direction and purpose, which assists in creating long-term goals to

serve your vision. It identifies the association's strengths, weaknesses, opportunities, and threats so you have tools to overcome barriers and greater awareness for better results. It provides you benchmarks to evaluate your progress. It gives you a roadmap to your aspirational goals.

What's involved? Many associations approach strategic planning in different ways, but key discussion components are adopting the strategic vision, developing and prioritizing your goals, creating the budget, implementing the plan, and continued monitoring of your progress. For a good article on strategic planning, see Common Ground article "Take the Lead," by Steve Bates.

PLANNING FOR SPECIFIC GOALS

Think about the last time you pursued a specific goal that did not pan out. Now think about the reasons why it failed. Was it because you didn't have enough money? You didn't have the tools or know-how to make it work? Did you have the right players? Was there community-wide objection? If you had engaged in proper planning, the foregoing questions (and likely many more) would have been answered ahead of time. You could have eliminated the problems from the start.

All boards have wish-lists. We wish we had more engagement in our meetings. We wish we could tackle our parking problems. We wish we didn't have to keep paying all those water damage claims in the unit. We wish we had enough money to fill in the blank. Whatever your goal, proper planning will drastically improve your probability of success.

A typical wish-list item I often encounter is: "I wish we had better governing documents." Sure, I can rewrite your documents and make them legal, but the overall project will not be successful without a lot of front-loaded discussion. Some sample planning session questions:

1. What are your goals for amending the documents? What's on your wish-list?
2. Does the Association have the money? Have you anticipated all potential costs?

3. Do you understand the process? Do you know the approval requirements?
4. Do you have the right people on the bus? Should you form a committee?
5. When do you need the documents completed? Will the Board turnover mid-project?
6. Do you know of any likely objections? What could jeopardize the entire project?
7. What's your transparency plan? Will you be communicating updates? Will you have informational meetings?
8. How will you get approval? Should you divvy up the neighborhoods? Should you vote via meeting or by mail?

Proactively answering the above questions will give you more tailored documents; clear direction; readiness for tackling anticipated problems; a more streamlined way of moving forward, and much more likelihood of overall success. And, because you are armed with knowledge and know-how, this will reveal a credible and thoughtful Board when you are faced with questions during the process and vote.

PLANNING FOR NEXT YEAR

Year-end planning is critical, not only for evaluating this year's goals but for preparing to tackle next year's challenges. And while many year-end planning focuses on financial goals (e.g., proper budgeting

and reserve funds) or project goals (e.g., evaluating status of repairs, updating rules and regs), I want to briefly mention one thing: Don't forget to invest some planning time in your people.

HERE ARE SOME WAYS TO PLAN FOR YOUR PEOPLE IN 2023

- 1. Form Committees.** Being on the board can be time-consuming. Let's lighten that load by appointing committees to share both the burden and success. Committees are an excellent way to give others ownership of a project or goal so boards have less on their plates.
- 2. Avoid Board Member Burnout.** Too many directors resign due to burnout. Consider planning ways to avoid burnout in the first place. Some examples:
 - a. Have an onboarding process for new directors, which includes education about roles and reasonable expectations. Many directors get overwhelmed with workload, because they did not understand their roles in the first place.
 - b. Adopt a regular board member schedule for the year and stick to it. Stop meeting between meetings unless it's a true emergency. Don't start or get dragged into email discussions that could easily take place at the next Board meeting.
 - c. Discuss the evils of micro-managing and then stop it. Have trust in your Board members to fulfill their tasks within reasonable timeframes.
 - d. Create committees!
- 3. Showcase Success.** Throughout 2023 monitor your team's success and be ready to share that success at the year-end annual meeting. It can be a thankless job. I've been to too many annual meetings where the success of the players is not showcased and celebrated. We need to put a stop to that.

So where do you want to go from here and how can you get there? Go forth and plan! ⬆



Melissa Garcia, Esq. is a shareholder at Altitude Community Law P.C. and an HOA enthusiast! She provides advice and counsel to Colorado community associations in all areas of community association law. With over 20 years of experience under her belt, Melissa has represented a vast range of communities, including traditional, high-rise and mixed-use condominiums, townhome and single family home communities, and commercial-only communities.

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ELISABETH FRENCH
Specialized Property Management

What is the purpose of being a Certified Manager of Community Associations?

Is the purpose to be the new “sheriff in town”? Run the association the way you wish your own homeowners association ran? Follow blindly behind the board and “their” direction? Or is it to lead by example and building community, provide education and guidance to communities and boards alike? I choose the latter.

It all started in 1998, my first real memories of being “introduced” to this world. My mother started working for a very large up and coming development in Parker, CO of 2,000+ homes. I remember staying late at night at the office, waiting to finish up just one more board packet or having to stuff just 50 more envelopes. I saw how she put her heart and dedication towards her job and duties as a Community Association Manager. She did not just manage communities; she invested her attention into them. She built “community” without knowing it. She stood for something more without knowing it. All because that is just who she is. Today, decades later, people still know my mom as such a nice, sweet manager/person. Her legacy and reputation do precede her.

As I grew up, I couldn’t avoid the pull into this industry. I saw the purpose and value and saw how I could change the perspective of how “community managers and management companies” are seen. This is how I act as a manager and how I run my company as well. I only hire people who have the same vision as me and I also only work with communities who believe in this as well.

My mother being my mentor, I could see how community managers do good, and I wanted to continue and expand that. Any time I encounter a manager who was not like this, it saddened me as I

knew, being a Certified Manager of Community Associations myself, we are and should be held to higher standard of protecting and servicing all our communities. We are the educators and voices for the communities. “With great power comes great responsibility”- 1962 Amazing Fantasy #15, Stan Lee. Laugh, but it is true. Many managers have an idea of what our responsibilities may be, but do we really? We have the CMCA behind our name, now what?

Let’s say we are to break up “Community Association Manager” and define it. Community is defined as: “a feeling of fellowship with others, because of sharing common attitudes, interest and goals.” Association is defined as: “a group of people organized for a joint purpose.” Manager is defined as: “a person responsible for supervising and motivating employees and for directing the progress of an organization.” Now let’s put them together, chances are, the managing of “feeling of fellowship with others”, is not being managed very well. Sadly, I have seen this because most community managers do not know the value of or how to build “community.” We are taught to drive the community, read the documents, send nasty grams, etc. But are we taught to put importance and value on “building community?” Organizing a party for a community is easy but relating to that individual and working with the homeowners to achieve a common goal is not. However, I was “raised” differently through this industry. I saw how my mom connected with her homeowners. She was invited to almost every gathering imaginable from: birthdays, weddings and yes, funerals. I lead my company by how I was led.

At the end of the day, communities are people. If the people do not feel that they belong, then we are not managing a very important pillar of community association management and we are doing those communities an injustice.

My goal is to build our community as managers and encourage us to be the "bigger person" and lead with compassion and understanding. I know this may come as a shock, but not all boards have the best interests of their own community at heart. We are the ones who must educate and encourage participation throughout the community, such as homeowner forum during a board meeting. I often hear that some boards are not allowing this basic legal requirement to happen at a meeting. Sure, the board could be to blame, but, ultimately, it is us as community managers, if we are to allow actions like this to happen. How does not allowing a homeowner to speak/question/comment freely during their legal right in a meeting help and encourage community building?

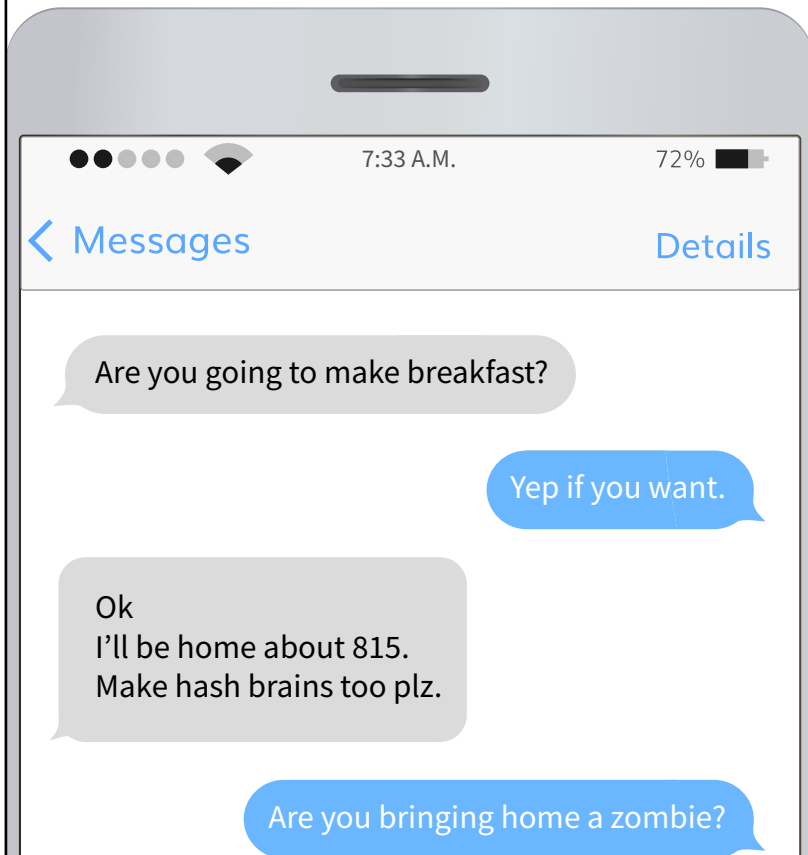
I have had board members complain about griping members and ask how to resolve them. My answer: encourage them to attend the next regular Board of Directors meeting to be able to speak freely during the homeowner forum AND if they cannot attend, I ask them to PLEASE send me an email so that I may personally address the it, on their behalf. I want to hear from those who are upset; more times than most, they are misinformed and/or misunderstanding a process or ruling. That is what I am here for, to educate those members and bring the community together.

So yes, we as managers do have a great responsibility, so let's use it for the greater good. If you are an owner of a management company, let's build our companies with good values and teachings. If you are a manager, find it within yourself to treat others as you want to be treated. I know we are in one of the most hated industries but let's change that idea. Let's encourage our communities to participate more. At the end of the day, the community is what the people make it. If the people feel that they belong, the community will thrive and so will we, as managers. ⬆



Elisabeth French is the co-owner of Specialized Property Management. They are a small, local, family-owned management company in Parker, CO. Elisabeth has been in Parker since 1994. She loves this area and never wants to leave. She has been in this industry officially since 2010 and loves it!

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PREPARING FOR THE WORST

JESSICA TOWLES

CAI 2022 Board of Trustees President

A **how-to guide** for setting you and your community up for the best outcome in the face of tragedy

No one wants to hear the phone ring at 3 o'clock in the morning, let alone a community association manager. Those calls are usually minor emergencies, no power, no hot water, etc., but occasionally you hear terrible news: "Is this the manager? We have a reported fire at 123 S. Main Street at the Anywhere Condominium Association..."

Our day-to-day activities don't prepare us for fire, flood, or blood emergencies. But those emergencies are when our communities need us more than ever. Planning for the worst-case scenario in advance and practicing those strategies and processes will help you manage in the event of an actual emergency.

Who needs an emergency plan?

The short answer is everyone! Each community will vary, but every community should have an emergency plan to address high-level emergencies and a crisis communication plan. An association needs to go through the process of planning for an emergency for several reasons:

- Helps identify areas of risk if any
- Keeps the community informed
- Increases safety
- Helps in recovery efforts
- Protects property by minimizing risk and/or loss
- Can assist in the claims process by providing a framework

Where do you begin?

Outline possible emergencies.

This is a great way to engage your board or a committee. Brainstorm about what kinds of emergencies your community may face, and sort them into levels of severity.

For example - *Fire*.

Every community, regardless of its type of ownership or structure, could face a fire at some time. The severity of a fire and your response is what will vary depending on your community.

Single-family associations may need a plan to communicate in the event there is a fire in a single residence. What do you communicate to the owner if anything? Is there insurance the association needs to notify? Are there committees in place that could aid its building impacted? A single-family association may also need a plan to communicate and include evacuation processes in the event of a wildfire. This plan will look much different from the communication plan for a single-residence fire.

A condominium association, on the other hand, will need a more in-depth emergency plan to handle any fire within its building, as a fire in a single residence may inherently result in the evacuation of the building or a portion thereof. In this case, their emergency plan needs to start at a more detailed level, addressing more components, and will likely have a longer communication timeline.

What the association is responsible for:

Communication

The association is typically responsible for communication at various levels, including board members, committees, insurance, other business partners, and the owners. Each one will have a different type and level of communication. What information is communicated, how it is disseminated, when, and what frequency is important. "No Comment" is no longer an acceptable response to media. You are training your staff and board on what to say and when it is crucial. Have a designated point of contact for owners and media; these may not be the same person.

Access

Whether you're a gated single-family residence, a garden-style walk-up condominium, an access-restricted high-rise building, or somewhere in between, access is important in the event of an emergency. As the manager or board, you are often looked to for access, or at the very least, HOW to access the community or homes. Addressing this in your emergency management plan is crucial. The answer can range from: "Contact owner for access to individual home" to "management has keys in the onsite office." Who does what, and how it is necessary to cover will look different for every community.

Rebuilding

In the event of a larger emergency or disaster within the community, the association will play some role in rebuilding. Again, this will look different for each type of community, but it should always be addressed. In a condominium association, there will be processes in the governing documents, outlined by insurance policies and addressed in state statutes. The association will play a long-term role in repairing or rebuilding the physical structures and the sense of community within the association. A single-family association, while not directly involved in rebuilding physical structures, can play a vital role in education, bringing together resources for owners, and repairing and rebuilding the sense of community within the association.



What to include in your Community's Plan:

The Board and Management essentially become "Incident Command" for the majority of emergencies within our communities. As such, we need to be prepared to handle the Who, What, Where, When, Why, and How of all of the types of issues we may face. You won't be able to prepare for every possible emergency but having a plan that addresses a variety of issues, from minor to catastrophic, will provide you with a framework to apply for those unknowns that may pop up.

- Determine who is on your Emergency Team
- Determine each member's role and responsibilities
- Evacuation routes - work with your local police and fire departments for guidance.
- Meeting points outside of the building(s) and/or community
- When and where to shelter in place
- Contact information - Create an emergency contact sheet with management, board members, local officials (police, fire, American Red Cross), local news and media contacts, and emergency service providers (board-up services, locksmith, restoration, etc.)
- Ensure Crisis Communication is a part of your plan

Additional considerations:

Know your resources. The local police and fire department may have additional resources and often want to be involved in evacuation planning, especially for high-rise buildings. Speak with your insurance agent - they can be a valuable resource. Always refer to the community's attorney for review.

Provide education to homeowners and residents

- Sample personal evacuation documents
- Keep two copies of important documents: one onsite and one offsite
- Back-up emergency kits
- Have more than one route to safety in the home
- Sign up for emergency alerts from management and the city or police department
- Give management an out-of-state contact

Check out these great resources:

www.ready.gov

<https://cdphe.colorado.gov/resources/evacuation-plan-development-tool-kit>

<https://dfpc.colorado.gov/>

<https://dhsem.colorado.gov/about-dhsem> ↑



*I am **Jessica Towles**; I am the current President of the Community Association's Institute and serve as Director of Community Support and Resident Services at Sterling Ranch in Littleton, Colorado. I love assisting the community and CAI, volunteering, and spending time with my family.*



CAI-RMC MISSION STATEMENT

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



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ACTIVE SHOOTER

Are we prepared? Should we be doing *more* as an industry?

ED JARRETT
CCMC

Tragically, it seems that we hear about an active shooter event almost every month; candidly, it is slowly becoming the norm. Per the FBI's recent twenty-year review of incidents classified as active shooter (i.e., events resulting in 3 or more deaths), there were 331 events since 2001, resulting in **2,851 casualties!** Those figures are simply hard to imagine.

On August 23, 2022, Michael Shinnars, the On-Site General Manager of 1280 Peachtree located in Atlanta, Georgia, was killed in another senseless act of violence in a work-related shooting. Many other lives were destroyed on that day as well. Due to the alarming rise in these incidents, they've sadly become our reality. This event, just like the others, more than likely could have been prevented with appropriate training and a proactive response.

Are we prepared as industry professionals to deal with such an event at a property?

Onsite staff perform their professional duties in an environment where, despite our best efforts, we come in contact with disgruntled homeowners and residents. I think all of us in the profession have a story of a disgruntled resident or owner that made us uncomfortable. Many of us have protective orders issued by local courts to help prevent these interactions from escalating. Unfortunately, many of these events are mental health-related, which can be extremely difficult to navigate. Similar to evacuation plans, should active shooter training be incorporated into the safety planning for onsite managers and staff? How do we reinforce this training without causing alarm? Should we even train at all? Or do we create liability for our clients by implementing training? Does this additional training create liability as it relates to insurance coverage? Many extremely complex questions and few clear answers for managers, Boards, and most certainly management companies!

In 2017, I managed a luxury high-rise in the Atlanta market that found itself asking these very questions and many more. Unfortunately, a man armed with a high-capacity handgun and additional ammunition entered the building with the intent of harming select individuals. Thankfully the staff at the time was able to stop the threat.

The aftermath was chaotic and uncertain. As the General Manager, I revisited every decision that led to the events of that day. It was a very difficult time as gunshots were fired and people were harmed in the lobby of a luxury property. The Board and I were faced with questions we were ill-prepared to address. The one thing we did learn was the need for training and safety protocols that we simply had not considered prior.

In conversations with other professional organizations, workplace violence and active shooter training appear to be widely discussed. Schools, places of worship, and municipal buildings are constantly improving their preparedness and training of staff. Given the size of many of the high rises in most metropolitan environments and most certainly large-scale planned developments with large amenity centers and schools, we as an industry should embrace this unfortunate reality. I ask with added urgency as an industry that we improve our preparedness for the safety of our employees and clients.

Simply put, I fear that the term "Active Shooter" is here to stay and incidents will increase given the uncertainty of the times. I believe, given the nature of our industry, we should work to incorporate active shooter training into our standard life safety protocols. Beyond that, employment contracts and management agreements should address this topic and who is responsible for training staff.

I spent twenty-eight years of my professional life in the Atlanta market prior to moving to Denver with my wife. During my time in Atlanta, Michael Shinnars was the General Manager at the Buckhead Grand and our offices were directly across the street from each other. He was one of the best and will be missed by all that knew him, none more than his family. Michael was a highly regarded professional at the top of his career and could easily navigate the sometimes threatening behavior encountered by onsite staff. If this happened to Michael, it could happen to any of us.


Get training for your staff, yourself, your community. Be an advocate for an increased awareness of this seldom discussed issue! #alicetraining, #darkangelmedical, #activeshooter, #stopworkplaceviolence ⬆️



Ed Jarrett Ed has over 30 years of experience primarily in the luxury high rise market and large-scale development. CAI Member for over 20 years. Based on the events of 2017 Ed has been determined to be a voice for improved preparedness and training as it relates to Active Shooter and Work Place violence with a focus of onsite staff . If you would like to discuss these issues, Ed is happy to help and can be contacted at edjarrett@ejhighrise.com.

SUCCESSFUL *Strategic Planning*

KIMBERLY CORCORAN, CMCA, AMS, PCAM
Colorado Association Services



Strategic planning is a useful tool that can pay off in many ways for community leaders and management partners, particularly if done collaboratively. To say that board members have a lot of responsibility is a huge understatement! Conducting a strategic planning session may feel like ‘one more thing the board doesn’t have time for;’ however, I challenge boards to seize the opportunity to align expectations and priorities with their fellow board members, their management partners and to set the tone for the community, long term.

Strategic planning is an organization’s process of defining its strategy or direction and making decisions on allocating its resources to attain strategic goals. —Wikipedia

There are many planning tools that communities utilize to operate and govern their associations, such as annual budgets, annual calendars and reserve studies. A strategic plan differs in that its less focused on the day to day or routine tasks of the association and instead focuses on the overall vision and priorities of the community. For example, an association may have a strong desire to do more to conserve energy and resources so that it minimizes its impact on the environment. You likely would not find anything about that commitment in a reserve study or the operating budget. However, with a strategic plan identifying the vision, you would find information about keeping this initiative top of mind when making decisions and goals to work toward. This would be helpful for the current and future board members so that when faced with decisions about improvements or projects for the community, there is no question that they will pursue the option that is most environmentally friendly. Additionally, this helps management when seeking proposals and planning projects by focusing their efforts on these initiatives.



Kimberly Corcoran, CMCA, AMS, PCAM, President, Colorado Association Services, AAMC® – an Associa Company. As a results-oriented leader, Kim Corcoran supports the Associa Colorado team in delivering exceptional service and value to the Board and communities served. In a business that demands strong relationship skills, Kim understands the importance of effective communication and providing excellent and proactive customer service. Her expertise in budgeting, operations and board governance produces solutions, helping to create strong teams, partnerships and results.

The first step in successful strategic planning is to set aside the time for the board to work with management, and in some cases, a consultant to facilitate the process. Dedicating time aside from a board meeting is the most effective way to developing a good strategic plan.

Even though there is no single approach to strategic planning, the five main steps are:

- Define your vision.
- Assess where you are.
- Determine your priorities and objectives.
- Define responsibilities.
- Measure and evaluate results.

Define your vision: Thinking big picture, what is the board's vision for the community? Is it to be a desirable place to call home with high end amenities? Is it to be a community that feels like family with a high level of social interaction? Is it to be a well governed association which takes a professional business approach to the operation? Is it to be a place of beauty with lush landscaping and high aesthetic value? Whatever it may be, the board needs to set the vision for the community as that will be the foundation for how they govern the association.

Assess where you are: This is where you take a good look in the mirror and determine what is working and what needs improvement. No organization is perfect; be open about strengths and weaknesses and what opportunities there are that will help you achieve the vision.

Determine your priorities and objectives: This is where the board identifies what is most important so that everything can be done with that priority in mind. If the vision is to be a community that feels like family with a high level of social interaction, the board and management should be keeping that vision in mind when planning

projects and making decisions. For example, the board may want to establish a social committee to help plan community events, board and management may want to plan required annual meetings with a social component, or even strategize the planned renovation of the clubhouse to incorporate more social gathering spaces.

Define responsibilities: It is important to identify who is responsible for which tasks and align expectations for achievements. The goals and objectives set are not going to be achieved overnight and are not the responsibility of one person. Be realistic when setting timeframes and assigning tasks and also be clear that this plan is fluid and meant to be reviewed regularly so that responsibilities can be redistributed if needed. A critical piece to a successful plan is sharing the plan with key stakeholders (membership) and being open about the thought process behind the work being done. This allows members to be aware of the board's focus and to participate in that success.

Measure and evaluate results: Developing a strategic plan is meant to focus on goals and objectives for the next 3-5 years, in order to achieve the vision. It is recommended that there be a quarterly review/check-in to evaluate progress and achievements. We all know things change quickly in today's world - it is ok if something that was priority in 2022 changes in 2024! It is also possible that some objectives may change as board members change. The important thing is to regularly realign and ensure all stakeholders have clarity on strategic initiatives to ensure success.

Strategic planning is not a one size fits all process for every association. Regardless of size or responsibilities of your community, it is important to ensure that the key players in the organization have clear understanding of how the board wants to operate and achieve success. ⬆



Community Associations & Reserves

\$25.8 billion

In assessment dollars contributed annually to association reserve funds. Reserve funding is used to repair, replace, and enhance common property, e.g., replacing roofs, resurfacing streets, repairing swimming pools and elevators.

SOURCE: 2020-2021 U.S. NATIONAL AND STATE STATISTICAL REVIEW

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CREATING

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CHRIS CRIGLER
CAP Management

Historically, HOAs have not been thought of in the context of sustainability. Still, there is an immense, untapped opportunity to use their governing framework as a tool for implementing community-scale sustainability improvements. Sustainable communities can mitigate long-term expenditures on utilities, water and infrastructure. This is important in a climate where home buyers are increasingly considering sustainability as a factor when buying homes.



Chris Crigler—Owner and Founder of CAP Management—has been doing Sustainability and Resiliency work with HOAs since 2003. To him, that means EV Charging Stations, Solar, Water Conservation, Community Gardens, Composting, Recycling and More!

1 COMMUNITY In a HOA, residents have a vested interest in keeping their community clean, well-functioning and fun! The basics, such as a welcome packet or committee for new homeowners, a monthly newsletter and a social media group can help neighbors get to know one another. Tip: when planning an event, consider the local context of the community. What activities are easily accessible in the neighborhood? What hobbies do residents enjoy?

2 GOVERNANCE HOA Boards can use their resources and influence to make sure that apparent non-sustainability related decisions – like repainting a building – are done with a sustainability mindset. All projects should aim to have the smallest environmental impact possible. This could include requiring projects to contract with eco-conscious construction and roofing companies that sustainably source new materials and responsibly dispose of old ones.

3 FINANCIALS Can we say “Reserve Study” often enough? The next step is to actually follow the reserve study, year-by-year. A small project not put off creates a resilient community – fiscally, socially, and environmentally down the road.

4 WASTE MANAGEMENT How often does the trash shoot get stuck with Amazon boxes? Did you know that cardboard is about the only household product truly recyclable? Is your city, like the City of Denver going to implement composting requirements – and are you ready?

5 WATER USE Does your HOA have a tree lawn? This is the area between the sidewalk and the street owned by the City but that you or your HOA is required to maintain. New developments do a good job of putting in a tree, 6-8 water-wise bushes and mulch. Did you know the surest way to kill a tree is to remove the grass and surround that tree with rock? Gravel accelerates evaporation and heats up the surrounding area. It is important to replace sprinklers with drip systems providing adequate irrigation.

6 ENERGY EFFICIENCY The City of Denver is now requiring all residential buildings over 25,000 sq. ft. and soon over 5,000 sq. ft., to report their energy usage and are then given reduction requirements with steep fines for non-compliance. An electric heat exchanger eliminates gas fired heat and hot water systems and, in the most modern systems, can use CO2 as the refrigerant. Yes, you can have your AC and reduce energy use at the same time.

7 BUILDING MANAGEMENT Although green building certifications are primarily designed for new construction, the sustainability principles in these programs could offer valuable insight for how an HOA’s facilities could be managed in the most efficient way. Green buildings have economic, social, and environmental benefits such as: reducing operating costs, enhancing building value, enhancing occupant health, reducing waste, enhancing and protection biodiversity, and improving the overall quality of life.

8 TRANSPORTATION You now get the gas for your vehicle from Exxon or Chevron. Xcel Energy wants you to get the electricity for your EV vehicle from them and are willing to greatly subsidize the cost - \$2,500 to \$12,500 depending on individual or community-wide use.

Water shortages and state and local energy regulations are forcing HOAs to act. Creating a sustainable future for an HOA begins with decisions that a Board and community make today – nearly every decision that a Board makes can be done so through a lens of sustainability and environmental consciousness. HOAs already have the structure in place to implement community-scale change through the strategic use of bylaws, fees, and collective purchasing. Motivating and mobilizing interested residents to participate in sustainability projects and increase their participation in community decisions, is a major opportunity for the HOA Board. Sustainability is not simply a goal that is achieved – it is not a box to be checked-off, nor is it something that can be bought – sustainability for an HOA community means continually making decisions that meet the current needs and desires of residents, and using available resources and money without compromising the resources available for future decision-makers. ⬆

PCAM Q&A

TODD LARSON

OWNER OF SERVICE PLUS COMMUNITY MANAGEMENT
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WHAT LEAD YOU TO THE MANAGEMENT INDUSTRY?

I got into the industry when I moved to Colorado. I had been working in commercial cleaning, mold and water damage remediation in Arizona, but my brother was working for a management company in Colorado and, of course, they were looking for managers! So I started managing in the Fort Collins/Loveland area and got my CMCA pretty quickly after that. I always made it a point to attend as many classes as I could and spent a lot of time attending business partner programs every month to build my knowledge base. Doing so eventually allowed me to get my PCAM and then, five years ago, to establish Service Plus Community Management.

WHAT IS YOUR FAVORITE PART OF THE JOB?

It took me awhile to realize it, but I love people. You really have to love people to be successful at this job, because, truly, managing properties is managing people. And the people in our communities come from all different walks of life, with all different socioeconomic circumstances, and you have to figure out different ways to relate to people. It's a balancing act because you also have the responsibility to be fair and firm in doing what the association needs done, but coming to the table with empathy is going to allow you to be more successful. When you are working and negotiating with people, as opposed to fighting with them, you are going to have more good days than bad.

WHAT MADE YOU DECIDE TO GET YOUR PCAM?

I have always valued the education portion of this job and obtaining my PCAM was an extension of that as well as the next logical step in my career. I waited a few years to do it because, at the time, I had three young children and it was not only such a huge time commitment, but I wanted to wait for a case study in Colorado.

WHAT WAS YOUR BIGGEST TAKEAWAY FROM THE PROGRAM?

That I felt like an amateur! Which actually really prepared me to succeed in this industry. Even now, with my own company, I can still encounter a new scenario, but I know there are people to reach out to for help. It is not about knowing all the answers, but about being able to use your resources, including business partners and vendors to find the answers.

WHAT IS SOMETHING THAT YOU WOULD LIKE PEOPLE WORKING ON THEIR PCAM TO KNOW?

Don't be afraid of it and don't let it overwhelm you. Start with question one and take it one piece at a time. Don't procrastinate because it is such a large project. Just start writing, let your thoughts flow and go back and organize them later. I don't know that there are any wrong answers. Although I've never served as a proctor, many of the questions seem like they could be solved in multiple ways. Your answer is more about how you work through the problem and the effort you put into it.

WHAT IS SOMETHING THAT YOU WISH PEOPLE UNDERSTOOD ABOUT PROPERTY MANAGERS OR THIS INDUSTRY?

I think there is a huge lack of understanding about what we actually do. People think we just push the button, but our job is so much more than that and touches almost every aspect of daily life in an association. Our job description includes accounting, contract review, vendor interactions, bidding processes, homeowner interactions, enforcement, and everything that goes into all of those activities. We wear many hats and work incredibly hard. I actually think that following property managers around would make for a great reality TV show!

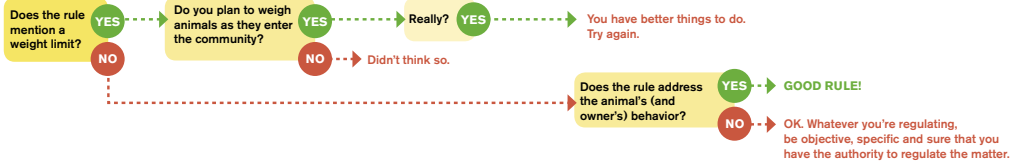
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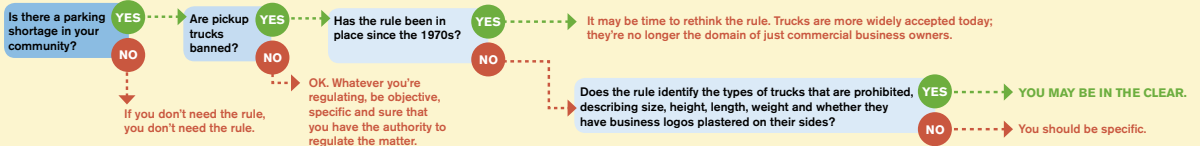
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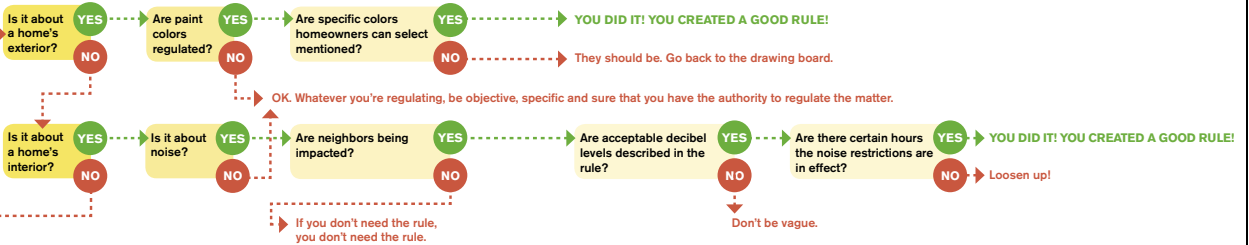
IF IT'S ABOUT PETS



IF IT'S ABOUT PARKING



IF IT'S ABOUT A HOME



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PLANNING AHEAD

GABRIEL STEFU
WesternLaw Group LLC

Colorado has many Homeowners' Associations and they are subject to a number of governing documents such as Articles of Incorporation, Declarations, Bylaws, Plat/Maps, Policies, Rules & Regulations, etc. There are times when a Homeowners' Association may need to amend its governing documents. There are multiple reasons as to why an amendment may be in order and some of the reasons for amending the governing documents are:

- The documents no longer comply with current statutes and laws;
- The documents reference the Declarant or Developer rights or other general references to the same;
- The documents contain certain restrictions or covenants that are no longer practical or applicable;
- The documents contain very restrictive clauses regarding how much assessments can be raised, late fee amounts, interest and fines;
- Certain documents may not properly limit liability for the Board of Directors and do not contain indemnification provisions for the Board of Directors;
- Documents do not give Boards of Directors the authority to borrow funds or pledge assessments as collateral;
- Certain provisions in the documents may conflict with one another or current legislation;
- Documents may be unclear regarding the maintenance responsibilities or other obligations;
- Physical changes to the common areas, easements, etc. will need to be reflected on the Plat Map.

The process for amending the governing documents can be intense and involved. The type of governing document being amended will dictate the procedure for the amendment itself. Legal counsel will ensure to remove any outdated information and insert current legislation requirements, etc.

The Board of Directors should confer with the Association's legal counsel in an effort to ensure a smooth amendment process. The Board of Directors should also:



Gabriel Stefu is the managing partner of WesternLaw Group LLC, a law firm dedicated exclusively to Homeowner Associations in Colorado and Wyoming. WesternLaw Group has been in existence over 15 years and proudly serves many Colorado HOAs.

WHAT DO YOU NEED TO KNOW WHEN UPDATING GOVERNING DOCUMENTS

- Make a list of practical issues with the documents that need to be amended;
- Involve the owners in the process through surveys or newsletters;
- Develop a plan to determine the best avenue for amending the governing documents.

Keep in mind that certain documents require owner approval. The Declaration of Covenants, Conditions, and Restrictions (CCRs) is such a document. There are different options to obtain an amendment to the Declaration of Covenants:

1. **Through a vote of the Owners.** The current Declaration would provide for the percentage of Owner approval needed for the amendment. The percentage is limited by Colorado State statute ("CCIOA") to 67% of Owners voting in favor of the amendment if the current Declaration lists a higher percentage requirement.
2. **Through a Court Petition.** Although the option above is an easier procedural way to amend the Declaration, due to the higher percentage approval requirement, there is no guaranteed results. Therefore, a better option would be to follow CCIOA guidelines and if at least half of the required approval percentage of votes is obtained, then the Association could petition a Court to approve the Declaration amendment.

Both can be challenging, and certain rules must be followed in order to ensure success. For example, if the Board of Directors proceeds with the first option, then a copy of the proposed changes will need to be sent to all the Owners of the Association and Owners must vote via a mail in ballot or directed proxy in favor or against the proposed

amendment(s). To ensure success though, Board members may have to organize meetings with the Owners, send emails or make phone calls in order to explain the proposed changes, appeal to Owners to vote in favor of the proposed amendments, and obtain the required percentage of Owner approval.

The second option is sometimes the more desirable option as the process, while more cumbersome, will provide a more assured way that the amendment will pass. For this option, all Owners would need to have received at least two notices regarding the proposed Declaration amendment(s), the Association would need to hold at least one meeting with the Owners to discuss the proposed Declaration amendment(s) and have a vote for the proposed amendment(s). If at least half of the Owners required under the existing Declaration vote in favor of the proposed amendment, then a Petition would be prepared and filed with a Court requesting that the Court approve the amendment.

Either option may require approval of the mortgage companies, thus additional work will be required for mailing out notices to the mortgage companies, which will take additional time, therefore please ensure to plan the timeline with the Association's legal counsel.

The process of amending governing documents should not be undertaken lightly. The Board of Directors is encouraged to work with the Association's legal counsel to ensure that all the necessary steps are taken, and all the legal requirements are met for the process to be as smooth as possible. Once the documents are amended, the Board of Directors and homeowners will benefit from having documents that are clear, up to date and easier to understand by all involved. ⬆



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2023

EVENTS



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community
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January

- 27 Speaker Spotlight
- 31 CEO Management Co Forum

February

- 03 Board Leader Certificate Workshop
- 07 Peak 1 - Legal
- 24 Annual Bowling Tournament
- 28 Community Association Workshop

March

- 07 Business Partner Forum
- 09 Spring Conference and Trade Show

April

- 25 Community Association Workshop
- 27 Top Golf Event
- 28 CEO Management Co Forum

May

- 05 Membership Appreciation Event
- 17-20 National Conference

June

- 16 Annual Golf Tournament
- 27 Community Association Workshop

August

- 01 Peak 2 - Financials
- 08 Business Partner Forum
- 25 Board Leader Certificate Workshop
- 29 Community Association Workshop

September

- 25 Mountain Conference & Annual Meeting

October

- 20 Annual Clay Shoot
- 24 CEO Management Co Forum
- 31 Community Association Workshop

November

- 07 Peak 3 - Insurance
- 14 2024 Sponsorship Sales Q&A

December

- 01 Annual Celebration & Board Installation



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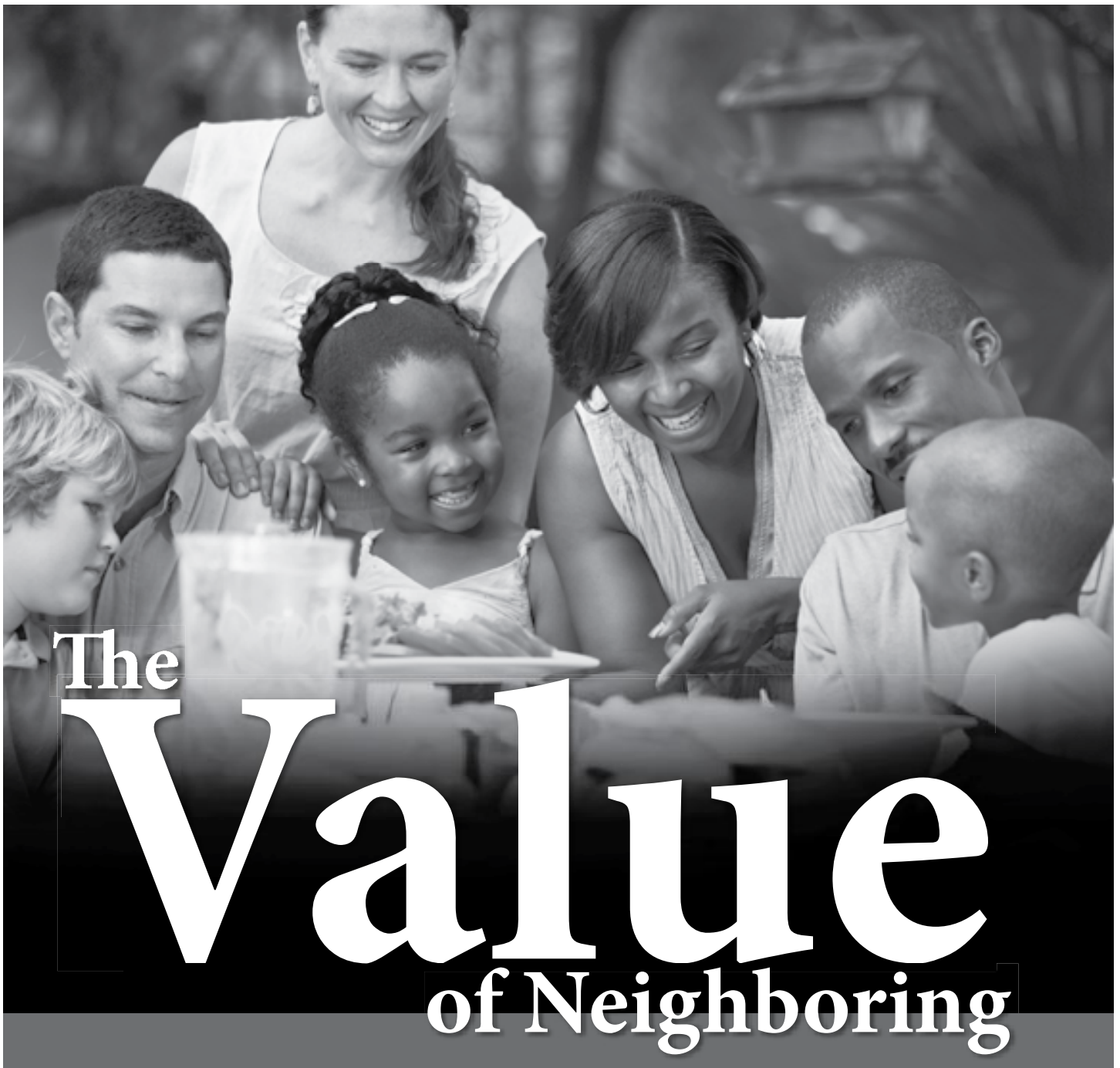
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- Retaining Walls
- Structural Repair
- Siding, Windows & Doors
- Decking
- Roofing
- Roof Anchors
- Concrete
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The Value of Neighboring

By Dave Runyon

Have you ever been part of a community in which the majority of the residents actually knew each others' names? Have you ever been part of one where most of the residents just seemed to keep to themselves? If you are like me and have lived in both, then you know that the relationships we have with our neighbors make a big difference in the quality of our neighborhoods and even in the quality of our lives. In his book *Outliers*, Malcolm Gladwell takes this dynamic even one step further. His research shows that the bonds we have with the people who live around us have a direct and drastic impact on how long we are going to live (Gladwell, page 9). In light of this,

you would think that neighboring relationships would be high priority for residents, board members, and even HOA managers. The reality is that for the majority of us, this is simply not the case. Our days are filled with voicemails that need to be returned, inboxes that are always growing, and never-ending to do lists. We simply have so many things to do that the idea of making time to really get to know our neighbors has become an after-thought instead of a priority.

If you are an HOA manager or board member, then you already know that the value of neighboring is decreasing in our society. That's because you have to deal with the consequences on a regular basis. There are two ways that

a neighbor can deal with a violation issue: They can walk across the street and say something like “I wanted to see if everything is okay; I notice that you haven’t been able to mow your lawn over the last few weeks?” Or, they can pick up the phone and call the HOA to report a violation. I know what option that most managers and board members would choose. Can you imagine what your life would be like if 75% of your associations’ violation calls never occurred?


Developing a strong sense of community in an association doesn’t happen overnight. It takes time and usually occurs when a small group of people begin to understand and own the value of neighboring.

I have observed that people are either strangers, acquaintances, or friends with their neighbors. The key to building a great community is create steps that will enable people to move down this line.

Stranger • Acquaintance • Relationship

Moving from strangers to acquaintances is all about learning the names of the people who live near us. It’s the difference in saying to someone “hey...” or “Hi Jill.” This seems like a small thing, but it makes a very big difference. Learning AND retaining names is the first and most important step to creating a sense of community in your association. HOA boards are in a position to help their residents do this by encouraging and inspiring people to map their own blocks or apartment buildings. In the past, block maps and directories have been cost prohibitive and difficult to keep current. However, it is now relatively easy to provide this information electronically.

Moving from acquaintances to friends is more difficult because it actually requires time. However, it can be done. The end game is to create environments where people can gather and spend time around one another. Block parties, joint garage sales, and service projects are all great ways to gather neighbors together. Again, the most effective way to do this is by segmenting your community and using a point person or block captain who is willing to invite the people who live near them.

HOA board members and managers are in a position to make a significant difference in the lives of the people that they serve. I believe that the best way to do this is by making it a priority to help the people that they lead become great neighbors. It is easy to get bogged down with all of the details and become someone who simply manages an association. However, I believe that board members and managers have a higher calling that is far more fulfilling. They have the potential to be catalysts that can help us all to rediscover the art of neighboring. 

Recommended Reading

- *Abundant Community*, John McKnight & Peter Block
- *Better Together*, Robert Putnam

Dave Runyon serves as the Executive Director of a non-profit organization that helps government and faith based leaders work together for the good of local communities.



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Community Associations & Reserves

An Interview with

BRYAN FARLEY
Association Reserves Colorado

We sat down with Bryan Farley, the President of Association Reserves Colorado on September 27, 2022, to discuss the importance of reserve funding and potential outcomes of not properly funding a reserve account.

Read on for a recap of this important conversation.

continued on page 34



Bryan Farley, RS is the president of AssociationReserves, CO. Bryan has completed over 2,500 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.



Why is it important to replace an Association's capital elements on schedule?

It is important to replace the assets on schedule because it is the board's responsibility to maintain, repair, and enhance the existing assets at the property. If the board decides to neglect their fiduciary responsibility, there could be consequences such as costly deferred maintenance, special assessment risk, lower property values, and failing infrastructure.

For example, think about the oil in your car. We are supposed to change synthetic oil every 7,500 miles or so. On the other hand, someone could possibly push it to

every 20,000 miles to save some money. However, the downside risk of waiting that long could mean replacing the entire engine!

This is similar to the assets at a property. It may be more convenient to just defer a project because it is too expensive or difficult to pay for the project today. However, it is much more expensive to not complete the project, especially if the project is a structural asset or a life safety system.



What are the consequences of delaying replacement projects?

The main reason to replace or repair an asset on schedule is that deferred maintenance will cost the Association and its owners more money in the long run. For example, if a board decides to not seal coat their asphalt every 3-5 years per vendor recommendations, then the asphalt will most likely need to be fully replaced on an expedited timeline (in about 15 years rather than the expected

25 years). Also due to the lack of maintenance of the asphalt, the asphalt will now need to be fully removed and replaced (rather than a normal 2" mill and overlay). The removal and replacement is almost 50% more expensive than an overlay project. Therefore, not only will the project cost more, but the asphalt will not achieve its full useful life.



How important is routine funding for common area projects?

Typically, the reserve contributions into the reserve account make up anywhere from 15%-40% of the total budget. This is a large chunk of the budget that should not be neglected.

The items that the reserve account funds for are the assets that are known to fail on a predictable schedule. Reserve expenses are not a surprise, yet we find that about 70% of associations in the nation are underfunded. This means that even though the board knows that the roof will need to be replaced eventually, most boards choose to not fund their predictably failing assets, but instead special assess.



Why is it important that residents contribute today for reserve projects that may not occur until later?

It is their financial obligation to contribute to the current reserve account as a member of the association. Each owner is responsible for paying their fair share of the ongoing deterioration of the common area assets each year that they live at the property. If an owner lives at a property for five years, then they are obligated to pay for five years' worth of the deterioration. If an owner lives at a property for one year, then they should pay for one year's worth of maintenance.

What is not fair or equitable is when an owner who has lived at the property for one year has to pay for twenty years of deferred maintenance through a special assessment.



What consequences could an Association face if they do not establish adequate reserve contributions for predictable replacement projects?

The consequences of underfunding reserves are as follows:

- 1. Deferred Maintenance:** This is when the board decides to push a project back a year, and then again and again. What eventually happens is that the project becomes more expensive due to inflation and that the project scope has expanded due to years of neglect.
- 2. Special Assessments and Loans:** Special assessments and loans are unfair to current and future owners because one set of owners will need to pay a premium to take care of the scheduled maintenance projects. If a 20-year rated shingle roof replacement costs \$200,000 to complete, then each year the owners will collectively pay about \$10,000 per year over the life of the 20-year shingle. A special assessment puts the entire \$100,000 burden onto one set of owners to pay for.
- 3. Lower Home Values:** Our firm researched the home sales of associations, finding sales in a statistically significant data set of 100 associations. We then cross-referenced sales price (\$/sq ft) to the Association's Reserve Fund strength (% funded). We found that home values were 12.6% higher in associations with a strong (over 70% Funded) Reserve Fund than homes in associations with a weak (under 30% Funded) HOA Reserve Fund. Since the average sale price of a condominium unit in this geographic area was just over \$350,000, this meant that units in associations with a strong Reserve Fund sold for \$44,000 more than units in associations with a weak Reserve Fund.



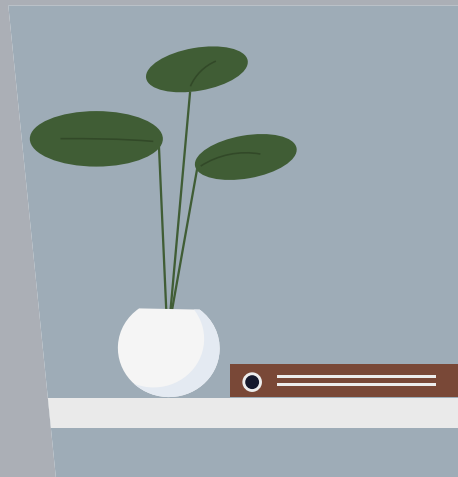
How can we address residents that do not believe they need to contribute to future projects because they “don’t plan to be here when the project is completed?”

It is irrelevant whether a homeowner will be around when the project is completed or replaced. Every owner agreed to pay for their fair share of the common area deterioration when they made the decision to live in a community association.

When an individual decides to live in a community association, then one of the obligations of the owner is to pay their reserve contributions for the ongoing upkeep of the association.

A covenant controlled community association is just like a small city. If the residents of a city decide to not pay their taxes, then services will be cut, city utilities will be rationed, and services will be eliminated. This is the same for an association, if the owners decide to not pay their fair share, then the association will either have to eliminate the expenses (for example, remove the pool and playground) or use exogenous sources of income like a special assessment to fund the common area expenses.

Everyone will have to pay for the reserve expenses one way or another, whether it be from contributions, lower property values, or special assessments. Our argument is that ongoing reserve contributions are the most equitable and affordable option available to the owners. ⬆



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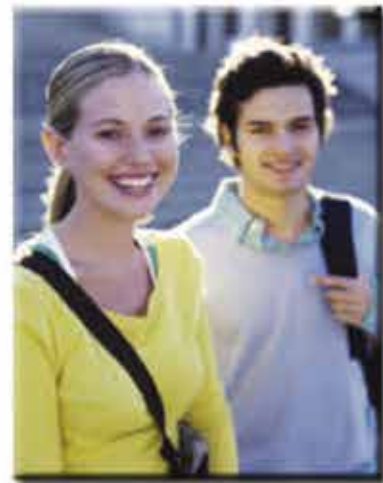
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NAME	ORGANIZATION	DESIGNATION	AWARD DATE
Len Kaiser, AMS, PCAM		PCAM	09/29/2022
Jessica Alice Davis, CMCA, AMS	East West Resorts, LLC	AMS	11/18/2022
Karen Culter, CMCA	Associa Colorado	CMCA	10/04/2022
Gloria Nunez Pizarro, CMCA, AMS		AMS	10/05/2022
Cynthia Gould, CMCA, AMS	Associa Colorado	AMS	11/10/2022
Kevin Abbott Carson, CMCA, AMS	Summit Resort Group	AMS	10/26/2022
Sherry Ramona Bond, CMCA	Westwind Management Group, LLC	CMCA	10/11/2022
James Cody Broussard, CMCA	Arrowhead Property Management	CMCA	10/13/2022
Jeremiah B Follett, CMCA		CMCA	10/11/2022
William Kenneth Smith, CMCA		CMCA	11/08/2022
Susanna Maria Grubb, CMCA		CMCA	10/18/2022

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 can help you. CAI awards qualified professionals and companies with credentials to improve the quality and effectiveness of community management.



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Christopher Carpenter

Mo Elewa

Aileen McGinnis

Craig Peers

Nicholas D Richards

Kayla Barnett-3.0 Management

John Douglas Meier-5280 Waste Solutions

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Ann Burris-Associa Colorado

Corey Zurbuch-Brownstein Hyatt Farber Schreck, LLP

Paul Davidson-Capital One

Dennis Brown-Centennial Concrete & Waterproofing

Tommy Dale Street-Centennial Fence Supply

Mark Julian-Crystal Lakes Road and Recreation Association

Brent Mello-Crystal Lakes Road and Recreation Association

Paige Niederer-Crystal Lakes Road and Recreation Association

Manuel Jose Perez, Jr.-Dryer Vent Wizard

Patricia E. DuBuque, CMCA, AMS, PCAM-Encore Bank

Brandy Rose Alexander-Express

Charles Eggleton-Genesee Foundation

Tom Overton-Genesee Foundation

Winston Anthony Elliott-Hammersmith Management, Inc.

Alyssa Irlbeck-Hammersmith Management, Inc.

Kimberly Hookanson-Haven Community Management

Jerry Counts-Heather Gardens Association

William Gold-Heather Gardens Association

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Carole Self Copeman-Restoration Management Company

Jeff Webster-Riley Pasek Canty LLP

Derek Riley-Riley's Roofing

Mary K Miller-Roxborough Park Foundation

Tina M L Pallas-Sentry Management, Inc.

Kathie Bennion-Service Plus Community Management

Miroslava Martinez-Service Plus Community Management

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Jessica Ehlen-Sterling Ranch Community Authority Board

Kevin Abbott Carson, CMCA, AMS-Summit Resort Group

Keeley Connors-SummitCove Property Management

Charles Fiser-The Conservatory Homeowners Association

Andrew Igl-The Conservatory Homeowners Association

R Douglas Nunes-The Flats at Legacy Ridge

Shantelle Esquivel-Westwind Management Group, LLC

Colorado Community Associations

facts & figures

» Approximately **2,300,000** Coloradans live in **920,000** homes in more than **10,000** community associations.

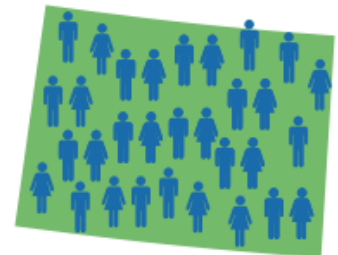
» These residents pay **\$4.2 billion** a year to maintain their communities. These costs would otherwise fall to the local government.



» **78,000** Coloradans serve as volunteer leaders in their community associations each year, providing over **\$79 million** in service.

» The median home value in Colorado is **\$313,600**. Homes in community associations are generally valued at least **4%*** more than other homes.

» By **2040** the community association housing model is expected to become the most common form of housing.



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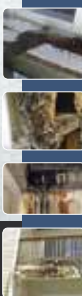
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MICHAEL FARRELL



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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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CAI-RMC EVENT CALENDAR

January

27 Fri Speaker Spotlight

31 Tue CEO Management Co Forum

February

3 Fri Board Leader Certificate Workshop

7 Tue Peak 1 - Legal

24 Fri Annual Bowling Tournament

28 Tue Community Association Workshop

March

7 Tue Business Partner Forum

9 Thur Spring Conference and Trade Show

April

25 Tue Community Association Workshop

27 Thur Top Golf Event

28 Fri CEO Management Co Forum

To register for CAI LIVE Webinars

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www.caionline.org/learningcenter/webinars