

This is a customized draft of your Directors' Handbook

Because each community is unique, it is impossible to anticipate certain highly specific requirements when developing an intelligent automated document generation scheme. Although information provided about Redwood Acres enabled substantial customizing in the generation process, this material should not be regarded as complete and in final form. Rather, this is a *starter* draft—ready for your volunteer association members to review, then further optimize for your association. Your Board may wish to designate an editor to make such changes.

Appoint an editor

Since Redwood Acres has been in operation for about twenty-three years, your collective experience enables you to tune this draft into a superior handbook. The person chosen as editor probably should be the person most intimate with the affairs, management and history of your association—possibly the President or other senior or retired Board member or other experienced and trusted association member. This editor would be responsible to submit subsequent drafts for comments and suggestions by the Board prior to its approval for publishing.

Before printing

Before printing this document, ensure that you have referred to the User's Guide pdf document that came with your Directors' Survival Kit. It includes important information about

- further customization of these documents for your association.
- proofing the files and correcting for unpredictable page breaks that occur as a result of additions and deletions in the customizing process.
- the need to have your attorney review the final draft before adoption and use.
- ensuring the pages are in the correct order prior to duplex photocopying.
- making final adjustments to your word processor's options settings.
- setting your word processor to display the special hidden comments in this file. If you are viewing this document on your computer screen and see this text with a highlighted color followed by a number, then Microsoft® Word® is correctly set to enable display of markup comments. If you don't see the color and number, please consult your Word manual.

Important notice

THIS IS A COPYRIGHTED WORK, © 1994-2022 GEORGE MARKLE AND PROACCESS. NO PART OR DERIVATIVE WORK MAY BE REDISTRIBUTED TO ANOTHER ORGANIZATION OR INDIVIDUAL OR OTHER ENTITY.

LAWS GOVERNING THE OPERATION OF HOMEOWNERS ASSOCIATIONS VARY FROM STATE TO STATE, ARE SUBJECT TO CHANGE AND EACH HOMEOWNERS ASSOCIATION IS UNIQUE. THEREFORE, THIS EXAMPLE DOCUMENT IS NOT INTENDED TO BE USED WITHOUT FURTHER MODIFICATION AND INSPECTION AND REVIEW BY YOUR ATTORNEY TO ENSURE THAT IT IS APPROPRIATE FOR YOUR ASSOCIATION AND CONSISTENT WITH YOUR GOVERNING DOCUMENTS, THE LAWS OF FLORIDA AND OTHER GOVERNMENTAL AUTHORITIES.

THIS DOCUMENT AND COMPUTER FILES ARE PROVIDED AS-IS. NEITHER PROACCESS, NOR ITS AGENTS, SUBCONTRACTORS OR DISTRIBUTORS CAN REPRESENT THE FITNESS OR SUITABILITY OF THIS MATERIAL FOR YOUR ASSOCIATION. DO NOT PUBLISH OR DISTRIBUTE ANY PART WITHOUT THE APPROVAL OF YOUR ASSOCIATION'S ATTORNEY.

YOUR HOMEOWNERS ASSOCIATION IS RESPONSIBLE TO PROOF AND INSPECT ALL MATERIALS ORIGINATING FROM THIS PRODUCT AND HAVE IT REVIEWED BY YOUR ATTORNEY PRIOR TO USE AND, IN USING IT, AGREES TO HOLD PROACCESS AND ITS EMPLOYEES, AGENTS, SUBCONTRACTORS AND DISTRIBUTORS HARMLESS FROM ANY CLAIM OR LIABILITY, REAL OR ALLEGED, ARISING FROM CLAIMS OF DAMAGE FOR ERRORS OR OMISSIONS BY PROACCESS OR ITS EMPLOYEES, AGENTS, SUBCONTRACTORS OR DISTRIBUTOR. DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

**FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM**

Directors' Handbook

REDWOOD ACRES HOMEOWNERS ASSOCIATION

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

**FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM**

You are an author of this handbook

This is a living document. So that we can build upon what we've learned rather than keep reinventing the wheel, as a Board member you are encouraged to write-in additions and changes as you learn new lessons. Periodically, please give a copy of your suggested changes to the President or other designated editor for consideration of integrating into an updated version of this document. Text for this handbook is in a computer file so it is easily changed.

You are responsible for maintaining your Director's binder

While serving on the Board, please place final versions of policies and important resolutions into the *Policies* section after they are passed to ensure they become part of our permanent record and observed by future Boards. Please, *do not* file other documents of a transient nature into the binder, such as minutes, agendas or manager's reports. Our Secretary and Community Association Manager keep sets of those records.

Please return it when you leave the Board

Please keep your Director's binder in good order and return it to the President or Secretary when you retire from the Board for use by a future Board member.

Why it's important that you read this

As with any business, there are many disciplines involved in running a homeowners association, including project management, accounting, construction, horticulture and law. Various skills are needed—skills in planning, problem-solving, facilitating, organizing, delegating and motivating, diplomacy, human resources, negotiating and many others. Therefore, this Directors' Handbook is not intended to be a comprehensive, *everything you need to know*-source for successfully managing an association. What it *does* do is provide a cursory, practical orientation for Board members of a community association and a framework for applying required disciplines and skills. An objective in its design was to keep it relatively brief to better ensure its chances of *being read*.

However, having access to those many, in-depth reference works now available is important. Many good references have been written for specific aspects of community association management. You can obtain such materials from organizations such as Community Associations Institute (CAI) in Alexandria, Virginia, www.caionline.org, or from homeowner association support organizations in your area

A tabbed section is included in this Director's Binder for such material, entitled *CID/HOA Industry*.

Conflicts in authority

The contents of this document are subordinate to the Declaration (Declaration of Condominium), Bylaws and other governing documents of Redwood Acres Homeowners Association and codes and ordinances of the City of Orlando and laws of the State of Florida. Any inconsistencies between this document and those authorities defer to the latter. Because applicable laws may change, we should have this handbook reviewed annually by our attorney.

Do not distribute outside of Redwood Acres

These documents include copyrighted, protected material from another organization, www.proaccess.com, therefore we may not distribute any of this material to other associations, management companies or any other organizations or individuals for use outside of Redwood Acres Homeowners Association.

Important notice of reliance

This handbook and these materials are intended to provide benefits of experience of current and former Board and committee members of Redwood Acres, [ProAccess](#), and other organizations, as lay participants in community association management. No contributor has acted in a legal, accounting, or other professional capacity in providing material. Such professionals should be consulted in the normal course of operating our association and we were advised to do so before publishing this handbook.

Acknowledgments

This document was the product of countless hours of meetings, research, writing and review by people with many years of experience in common interest management, including some of your neighbors.

[Insert names of individuals and organizations.]

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

**FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM**

Table of Contents

Directors' Orientation.....	1
Welcome to our Board of Directors.....	1
Getting started.....	1
Our mission.....	3
Managing internal factors.....	3
Managing external factors.....	4
The environment.....	4
The business environment.....	4
The legal environment.....	5
The social environment.....	6
Learning the Board.....	9
Preparing to serve on the Board.....	9
Board meetings.....	9
Our Management Assets.....	12
Our written management tools.....	12
Our experience resources.....	14
Our committee resources.....	14
Use these assets!.....	15
Directors' Topics	17
Introduction.....	17
Directors' Duties.....	17
President—CEO.....	17
Vice President.....	22
Treasurer—CFO.....	22
Secretary.....	23
All directors.....	25
Regular meeting agenda.....	27
Activities Tracking Report.....	30
Our Annual Meeting and Elections.....	33
Preparation checklist for our Annual Meeting and Elections.....	33
Our Annual Meeting.....	34
Our Annual Meeting and ballot announcement.....	37
The Election Inspector(s).....	46
Annual report.....	49
The example annual report.....	49
Rules creation and enforcement.....	56
Why have rules?.....	56

Creating rules 56

Enforcing rules..... 57

Enforcement tools 60

Our Community Association Manager 70

 What to expect of our Community Association Manager 71

 Normal supervision 71

 Managing problem performance..... 72

 The search for a good Community Association Manager 74

 Be good to our Manager 74

 Prospective association management company rating form 75

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Directors' Orientation



Welcome to our Board of Directors

You are about to have a remarkable experience—with opportunities to affect your community in important ways and substantially influence the quality of life at Redwood Acres. And you will learn many new things about managing a business, bookkeeping and financial statements, construction, painting, roofing, plumbing, lighting, horticulture, diplomacy, negotiating, dispute resolution, publicity, organizing, delegating, motivating, problem solving, facilitating, ...take a breath, there's more! ...regulations, bits of administrative law, case law and statutes relating to common interest developments, local ordinances and how they affect our neighborhood, working with City of Orlando officials and, perhaps, other neighborhood associations, business tracking, planning and management techniques and a host of other areas. It'll be an adventure you will never forget.

If you have never before served in *public office*, after a term on our Board you will view government at every level in a new way. (You may even see politicians in a new light!)

Experiencing the *adventure* with other Board members will evolve relationships with them not unlike that of a family. You will share the mix of successes and conflicts, personal and collective victories and defeats in dealing with a spectrum of issues—some challenging, some trivial and quite humorous. In the end, the best memories will remain with you, as will new acquaintances and friendships you will treasure as long as you live at Redwood Acres.

Getting started

Shortly after becoming a Board member you received this Director's Binder containing these sections:

- **Directors' Handbook**—This contains a *Directors' Orientation* (what you are now reading—information that every director *must* know) and *Directors' Topics* (discussions of important topics you likely will deal with as a director).



- **Committees' Handbook**—containing charters of each of our committees and those we may appoint from time to time, their objectives, suggested activities and other helpful information. It also includes discussion about getting and keeping committee volunteers.

- **Residents' Handbook**—containing information every Redwood Acres resident should know. We distribute a copy of this document to every resident, both homeowners and renters.

- **Periodic Activities Calendar**—important deadlines and schedules for recurring activities.
- **Policies**—important policies and resolutions that determine how we deal with certain issues. While serving on our Board, when an important new policy or resolution is created, don't forget to place a copy of it into this section for future reference by you and those who will serve on our Board after you who will use this binder.
- **Articles of Incorporation and Bylaws**—documenting our recognition by the State of Florida as a non-profit organization and describing requirements for our meetings, notices and procedures.
- **Declaration (Declaration of Condominium)**—our most comprehensive governing document, describing the relationship between our association and our members, our Association's rights and owners' rights, administration, membership, property and voting rights, maintenance and assessments, duties and powers, use restrictions, architectural controls, protection, and other important provisions.

There are several things you should do, as a minimum, to prepare yourself to serve on our Board of Directors:



- **Read this short Director's Orientation**, at least all pages with the words *MUST READ* at the bottom. Then scan the remainder. It isn't very long—only a very small part of the Directors' Binder. Directors who have come before you have tried to distill the essential information into this orientation section.
- **Review our Residents' Handbook.** This will
 - help you to understand what a homeowners association is.
 - provide answers to the kinds of questions you're likely to be asked as a director—information you should know.
 - explain the Architectural Review process, one you will be dealing with often as a director.
- **Become familiar with our Bylaws and Declaration.** It may not be realistic to expect Directors to be intimate with every page of these documents, but at least you should scan them to get a sense of content and learn to reference them easily. As a director, you *are* responsible to see they are followed.
- **Review each issue of the CAI newsletter and magazine.** CAI is the *Community Associations Institute*, an organization of homeowner associations who share information and resources about managing homeowners associations. Its newsletters and magazines contain numerous invaluable articles about the kinds of problems and issues you will face. You will get a lot of practical *how-to* knowledge you can immediately apply to our management. It will also help you to keep apprised of accepted standards and practices of managing community associations. (If you don't start receiving your CAI newsletter soon after joining the Board, ask our Community Association Manager to update CAI about our current Directors.)
- Our secretary or President may also have other interesting CAI reports and publications you can borrow. Also very helpful is attending a CAI-sponsored seminar held in our area. Watch the CAI newsletter for these.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS WITHOUT THE WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Our mission

Redwood Acres Homeowners Association is a business, recognized by the State of Florida as a non-profit organization. As with any business, we have a stated mission. *Our mission is to preserve, protect and enhance our investment.*

The value of our investment—the most significant component of which is our *property values*—is determined and impacted by many internal and external factors. We can manage most of the internal factors and can even influence many of the external ones

Managing internal factors

We spend most of our time managing the internal factors: our assets and living environment.

Managing our assets

Our assets include physical assets like sidewalks, driveways, parking areas, buildings, two pools, two tennis courts, hot tub, community center, exterior lighting, children's play equipment, trees and landscaping and other physical assets. Assets also include operating and reserve funds in bank savings and checking accounts and in Certificates of Deposit (CD's).

To help us to *keep score* in managing our assets, we use a budget. We develop our budget beginning in July, and approve and mail it to homeowners in November. In preparing the budget, we estimate next year's expenses. We also estimate remaining life for our physical assets and update our projections of their eventual replacement costs. This helps us to decide how much money we should set aside for that year as reserves for future repair and replacement. Once we've estimated next year's expenses and contributions to reserves, we can calculate dues.

At each Board meeting, we make decisions affecting maintenance of physical assets such as painting, sealing, cleaning, and landscape maintenance. We also decide about funds transfers and CD investments and terms. To help us to stay on track, we review our financial condition; we look at our latest income statement, which describes our income and expenses, and our balance sheet, which describes the state of our assets and liabilities. Our treasurer or Community Association Manager reports on our condition described in those financial documents relative to our budget.

Managing our living environment

At meetings we also manage issues relating to our living environment, such as rules, architectural controls, and social events.

We create and enforce rules to protect members' interests and rights to quiet enjoyment of their properties. Respect for and protection of each others' rights is necessary to maintain the pleasantness of our environment, very important in how we perceive the value of our properties.

We have a class of rules relating to architectural control that protect us from the impact that uncontrolled exterior changes could have on our property values. Our Architectural Review Committee oversees the process by which homeowners wishing to construct improvements apply to that committee for approval. The Board may be involved should it

be asked to grant a variance (exception) for an application that has been rejected by the committee or when considering an amendment to our architectural standards.

Occasional social events, such as a summer picnic, holiday social, and the social we have following our Annual Meeting, provide a number of dividends. Homeowners tend to feel more responsible to neighbors they have met and know personally. This may mean fewer conflicts and more cooperation—neighbor-to-neighbor and neighbor-to-association.

Knowing each other also helps us to be aware of good candidates to tap for future Boards, committees and special projects.

Managing external factors

Common interests may also include issues related to the community outside of our development. Examples may include participation in City hearings or working with the City on nearby street, traffic, transportation, school or crime issues.

As a Board member, please keep your eyes and ears open for issues outside of our development that may affect our property values and alert other Board members so that we can consider participation. Occasionally, we even ally ourselves with one or more neighboring homeowners associations to combine our numbers and amplify our influence with the City or other authority.

Another major common interest we can affect is the legal environment we operate in. By supporting associations such as Community Associations Institute, (CAI) in Alexandria Virginia, we can influence laws that are passed affecting us. Interested volunteers can work with other members in writing letters to elected representatives in government and contacting other members or preparing testimony for state legislature hearings.

The environment

As a member of our Board of Directors you will operate in a complex and interesting environment with business, legal and social aspects.

The business environment

Let's face it—many Board and Committee members aren't experienced business managers. Sometimes there is a tendency for new Board and Committee members to manage our collective affairs as they manage their personal affairs. But the variety and complexity and nature of issues are different and the liability environment and fiduciary responsibilities require a different approach.

As a business we are expected to apply generally accepted business practices and to comply with accepted standards and practices of the common interest community association management field. Trying to ensure that we have at least one or more members with business management skills on our Board of Directors can help greatly.

Learning about managing a homeowners association by reading your CAI newsletters and magazine will also help you to fulfill your obligations.

The legal environment

As you probably have already learned, our Board is not simply a group of neighbors getting together to make decisions about their neighborhood as neighbors sometimes do in a social context. A homeowners association is, fundamentally, a legal construct; ultimately, almost everything we do as a Board is driven by or affected by our Bylaws, Declaration, rules, policies, Florida statutes, case law or recognized standards and practices of the common interest community association management industry.

Inherent in our roles as Board members are the problems of reconciling the familiar social context of friendships with neighbors, with the less familiar requirements of our duties as Board members to apply rules, standards and prescribed procedures that affect our neighbors. Some methods we use to do this are described below under *The Social Environment*.

When we become Board members, we acquire many of the same responsibilities described in Florida Corporations Code as for Board members of for-profit corporations. This means that we are obligated to uphold our Declaration and bylaws and rules and architectural controls—or incur liabilities if we do not. If we've been too casual about adherence or enforcement, we may find ourselves on the losing end of a lawsuit—or barred from enforcement through estoppel (by previous neglect of proper enforcement). And if we lose enforcement remedies we are charged with protecting, we could be sued for that too.

If the Board and/or members feel that a rule or a particular provision of our Bylaws or Declaration is unfair, not in our members' interest and not otherwise justified or required by our lenders or city or the law, we can change it. Both our Bylaws and Declaration have provisions for amendment. But we do not have the option of non-enforcement, or of arbitrary or capricious enforcement.

You are now a fiduciary

Being fiduciaries means we must remain focused on serving the interests of all homeowners, divorcing ourselves from our own personal interests. Each of us must avoid any conflict of interest or appearance thereof. From time-to-time, there may be a vote on an issue affecting you personally from which you should recuse yourself.

As fiduciaries, we also have a duty to exercise *due diligence* in the conduct of our members' business. This means we are not allowed to treat our collective business as casually as some of us may conduct our personal business. We must exercise good care, as a reasonable person would in protecting others' interests, applying generally accepted standards and practices of prudent business management. When dealing with an issue we are unfamiliar with, we may find among our own members those with particular education or experience in business management, accounting, construction, employee supervision or other relevant discipline. We can demonstrate exercise of due diligence by relying upon advice from a committee comprised of such individuals or by consulting with an appropriate professional, such as an attorney, accountant or construction expert.

Avoiding trouble

Failure to meet any of these obligations may get us into trouble. Lawsuits are not uncommon in homeowners associations, particularly if poorly run or neglected. We do carry liability insurance for board members but a suit may impact premiums and be quite costly in other ways, and there are exclusions in our policy.

When in doubt about your obligations as a Board member, consult our Declaration or Bylaws or other appropriate documents, or consult with other Board members or members of our Board Advisory Committee and/or our Community Association Manager.

Occasionally, there may be uncertainty about the treatment of a significant issue, in which case the President, or other person authorized by the President or Board, should consult with our attorney. Normally, following the meeting with the attorney, the member or members who attended should produce and distribute a report of the conference to Board members. (For conferences relating to some unusually sensitive issues, our attorney may advise against us keeping a written record of such a conference inasmuch as records not in possession of our attorney can be subject to subpoena and can be misinterpreted to the detriment of the Association.)

The Board should ensure it has money budgeted for such conferences. It may be listed in the budget as *Legal Services* or simply as *Professional Services*.

The social environment

The mini-government dilemma

As discussed above, some homeowners may imagine the Board to be simply neighbors meeting somewhat informally to resolve problems and deal with common issues, arriving at a consensus of what seems fair in our customary democratic style. This concept suggests that the Board has a great deal more discretion in the decisions it makes than it actually has. Unfortunately, this misconception sometimes results in misunderstandings between Boards and homeowners. Homeowners may easily imagine that the Board did things (like enforce rules) that it didn't have to, or that it was remiss in not doing things they thought it should have.

The reality is that a very large number of restrictions have been placed upon us by our governing documents and State laws and case law. We must observe regulations governing meeting notices and how and when we can meet. They also regulate many other things. Our Bylaws hold us to strict procedures for a variety of contingencies and our Declaration and standards of administrative enforcement hold us to strict rules enforcement.

Meeting our obligations of procedure and enforcement can seemingly bring us into conflict with what we normally feel is appropriate social protocol for neighbors. For example, enforcing rules compliance by neighbors and friends can be extremely awkward. We have these means of dealing with this:

- fairness
- education
- administrative insulation
- participation

Fairness

Board members must always remain sensitive to issues of fairness in a legal sense, political sense and social sense. *Legally*, what we do must be defensible. It should be consistent with the law. It must be reasonable and not unnecessarily restrictive. Enforcement must be able to withstand the

test of being uniform, that is, being applicable to any or all members under the same circumstances. HOA attorneys recommend that associations have *written and published* rules, standards and policies to strengthen their positions. That is one reason why we have produced the binder you are reading, which includes our rules and standards (in our Residents' Handbook) and our Rules Creation and Enforcement procedures (later in this Directors' binder).

Also, laws continue to evolve and it is quite possible for our governing documents to be superseded by them. Therefore, we should have an attorney review our rules, rules creation and modification policies and our enforcement procedure (see Rules Creation and Enforcement later in this binder) to ensure they comply with Florida state laws.

Politically, enforcement procedures should be crafted and administered in consideration of the need to maintain a healthy Board/homeowner relationship. Collectively we carry a big stick. Waiving it unnecessarily can aggravate, alienate and hurt the important Board/homeowner relationship. Remember, *from time to time the Board will need to call upon our members for support*—perhaps for support in a lawsuit or for passing an important amendment or for resisting a challenge, or simply to solicit participation on committees or the Board. When that time comes, that relationship will be extremely important to us. Our homeowners had to prove a track record of responsibility in order to purchase their condominiums. Most are intelligent, rational people who occasionally may step over a line, whether by not paying attention to what our rules are or by being careless or, perhaps, testing limits a little. Most quickly cooperate with a gentle, informative reminder. We are well-equipped to deal with the exceptions so we can be secure in a gentle initial approach.

Socially, as Board members we should create rules, procedures and policies that we, personally, can accept as being fair—as shaping the kind of environment in which we would choose to live as individuals while remaining true to our collective obligations.

Education

Every Board encounters at least one resident who became very upset with Board members about a Board decision or notice to abide by a rule, imagining that his or her rights are being violated. The individual's wrath may be expressed at a meeting or in a threatening letter, perhaps one written by an attorney. It can be frustrating trying to deal constructively with homeowners who are not responsible enough to educate themselves about their rights and obligations before or since purchasing their homes and who believe the Association has neither the duty or the right to do what they are doing.

Yes, the association does have considerable powers to make decisions and to enforce and compel with legal action. But usually much time, money and grief can be spared by dealing patiently with irate homeowners, listening to their arguments and diplomatically reconciling their arguments with the realities of a homeowners association. Assuming the Board has done its homework and is absolutely secure in its decision or in requesting a homeowner to do something, a homeowner will usually be irate only as long as he or she has misconceptions about the association's or his or her own rights and obligations.

We can educate our members about rights and obligations with emphasis on the *why's* rather than simply on the *what's*. By helping our members to understand that our Bylaws and Declaration are tools to balance individual and collective interests—that help us and protect us, rather than unnecessarily burden, restrict and control us—we can often gain their cooperation.

We can educate through

- our newsletter.
- our website.
- our Residents' Handbook.
- notices and letters.
- how we relate to homeowners at meetings.
- our committees.
- neighbor-to-neighbor conversations.

Our newsletter and our website are our principal means for this. They are the face of our association—the only face many members will ever see. These important communication tools are discussed more completely under *Newsletter & Website Committee* in the Committees Handbook section.

Administrative insulation

We have some degree of insulation through our professional Community Association Manager. Having a Manager, the Board can concentrate objectively on the rules, standards and policies, while the Manager has the less pleasant but important task of administering them. He or she can send notices and contact homeowners for most violations. A good Community Association Manager will also have diplomatic skills to resolve problems amicably and without further involvement by the Board. Of course, there will be occasions when the Board must become involved.

Participation

Getting members to participate means getting them to attend meetings, to volunteer for projects, to join a committee or run for the Board. Homeowner participation has many benefits:

- By becoming involved and being recognized and reinforced for that participation, a homeowner will feel more a part of the association. Seeing first-hand how and why our association operates as it does makes misunderstandings less likely.
- Often, a homeowner attending a meeting will have a valuable suggestion or important information that helps us to solve a problem.
- Attending homeowners can be a good source of volunteers for special projects or ad-hoc committees. The more volunteers, the less the burden upon everyone.
- By participating and learning more about how we operate, a homeowner becomes better prepared to assume a future role on our Board or a committee.
- The more who participate, the more members we get to know and the better handle we'll have on future Board and committee candidates when we need to tap someone.

As a Board member, and even after your term is over, it is important to keep promoting participation by our neighbors. Encourage those who haven't yet volunteered. Support those currently serving. And show your appreciation as volunteers retire.

Recognition and Thanks are the only currencies we have. Ensure plenty is paid.

Traditionally, at our Annual Meeting we have presented a modest award, perhaps a plaque or framed certificate of appreciation, to retiring Board or committee members and to volunteers with notable contributions. Such tangible reminders memorialize

individuals' contributions (upon which we greatly depend) and may encourage future participation as well.

Learning the Board

Preparing to serve on the Board

Although makeup of our Board and committees may change somewhat after every year's September election, our Association's business is ongoing. Projects are in various stages of progress. New Board members should be prepared to take up business initiated by previous participants and departing Board members must plan for continuity when they themselves leave.

For one to be a productive Board member from the outset, one should

- attend *at least* a few Board meetings *before* being seated to become oriented to the issues being dealt with and how we operate.
- review the Board minutes for the previous year.
- attend at least a couple of neighborhood walk-throughs. (Ask the President about the schedule of walk-throughs.) You will learn more about the physical assets that you will be responsible for managing.

Board meetings

Prepare

Before you come to a meeting, review any information you've received since the previous meeting. You should be ready to approve minutes of previous meetings and to vote on pending issues. And if you have important questions that must be answered before you vote on an issue, try to get them answered before the meeting.

If you have a topic you would like to discuss at the meeting, contact the President to have it placed onto the agenda. If your topic is important, distribute a proposal or other written analysis to other board members at least a few days prior to the meeting to give them an opportunity to review it.

Such preparation helps to keep meetings shorter and more productive .

Attend!

Once you're on the Board, please try to attend all Board meetings. Occasionally you may have to miss one but missing Board meetings does handicap us, limits your effectiveness, and may preclude a quorum and, thus, nullify a Board meeting. It isn't fair to other Board members or to the membership at large.

At the meeting

Try to keep to the agenda. Waiting until the meeting to introduce new topics may slow the meeting significantly—consuming valuable time in getting questions answered and in examining of issues that should have been studied before the meeting. This isn't to say

that a new topic should *never* be introduced. But do try to have all *significant* issues put onto the agenda and written proposals distributed to members about a week before a meeting. Otherwise, don't be surprised either to have discussion on your topic tabled or otherwise not be acted upon at that meeting.

We do manage to keep a healthy sense of humor while conducting business meetings. But you should remember this *is* a business meeting of directors, quite different from a social get-together. Working with neighbors in a social, non-business setting, most of us have a tendency to make whatever compromises are necessary to satisfy all participants and ensure that no one's feelings are hurt. Often, the matter being considered is of minimal importance and tolerant of compromise; even if the decision isn't optimum, there is no real harm done. However, when considering important issues, we should remember that we are in a business setting with obligations as fiduciaries to protect the investments and serve the best interests of our members. Sometimes a bad idea is a *bad* idea. Don't second a motion you think is not in the best interest of our members just because the proponent is your friend. If you think a proposal concerning an important issue is bad, don't automatically integrate it into a decision simply to incorporate everyone's ideas and ensure no one's feelings are hurt. First, ensure you understand what is being proposed. Then, in your most diplomatic and constructive way, explain why you disagree and why another idea may be better. If you feel compromise will be too detrimental, call for a vote. That is what voting is for.

After the final gavel, consider having a few friendly words for anyone with whom your position appeared to be in conflict—to assure that person that any disagreements were purely on a business level. And if you feel that someone intended something personally against you in the *heat of the debate*, ensure you talk about your concerns with that person. Particularly for those relatively inexperienced in serving on a Board and not yet able to discriminate advocacy for a business position from personal attack, failing to resolve conflicts and misunderstandings can translate into serious damage to our ability to conduct business objectively. Communicate, communicate, communicate!

It is okay to be an animated advocate and meetings may have some lively debate, but such discussion is most productive when you

- **know what you are talking about.** If you don't, then educate yourself about the issue being discussed or listen to someone who does know.
- **are a *responsible* advocate.** In fairness to other Board members, try to be conscious of the coherency of your arguments relative to theirs. Understand that, having a vote on our Board means being *responsible* for your vote. That means each of us must be willing to have our proposal or position scrutinized for soundness by other Board members and those we were elected to represent—without taking it personally.
- **participate in the spirit of cooperation.** Ultimately, we're all on the same side. The objective is to come out on top collectively, not individually.
- **listen.** Each Board member has areas of focus and specialty and can provide insightful contributions. However, we can't all be experts in everything and, hopefully, some strengths will complement others. Listen to the ideas of others carefully. With the President as facilitator, we should be able to weave the best ideas together for some spectacular results.

Meetings must be 'open' and our business 'transparent'

Light of Day and *Open Meeting* laws require that no meeting may be held by Board

members to discuss or conduct association business without notice to members as specified in our Bylaws. State laws and our Bylaws may permit certain kinds of issues to be discussed in closed executive session. However, general descriptions of topics discussed must be published at the next open meeting.

Board members are *not* free to decide what issues will be confined to such closed meetings; only those issues specifically described by statute and/or our Bylaws may be considered in closed meetings.

Minutes of *all* open meetings must be recorded and, except for closed meetings, must be available for inspection by any member as described in our Bylaws.

Support each other

Supporting, encouraging and commending each other for work well-done helps us to sustain our energy and productivity.

As you take your turn on the Board, you'll soon learn how important the support of Board members can be, especially when facing external challenges. From time to time, a Board member may be the subject of an unreasonable verbal attack by a frustrated, under-informed homeowner. We're each volunteering our time to do the best job we can. Although we must always remain open for legitimate criticism, it is not our duty to accept abuse. A polite correction of a misstated fact, by someone other than the victim, has a welcome credibility and effectiveness to quiet an unfair assault. Don't be afraid to speak up in support of other Board members in such instances. You may be in a position to appreciate such support someday yourself.

Support and encourage other Board and committee members when facing other challenges and tasks. A task can seem less burdensome when one feels others are participating and being supportive.

Commend other Board members for jobs well-done. A deserved commendation costs you nothing and yet can be so effective in sustaining the energy level and prolonging a volunteer's service upon which we depend so much. *Look for those opportunities to congratulate and to thank.*

Electing officers

Normally, Board officers will be elected by the Board at the first Board meeting following the Annual Meeting and elections. However, it is a good idea to consider having officer elections any time there has been a significant change to the Board's makeup, as when directors come and go. To illustrate why this may be desirable, consider a situation where the Treasurer's position has just been vacated. Perhaps Board members feel that the person serving as secretary would make the best new Treasurer. If that is so, it would make more sense to elect that person as Treasurer, rather than to choose another director simply because he or she wasn't yet an officer. And, with the former Secretary now being the Treasurer, someone else may be elected as Secretary, which may result in yet another vacancy, and so on. Though perhaps not appropriate in all cases, whenever there has been a significant change, the Board should consider opening all officers' positions for reelection in order to optimize Board member roles.

Some large organizations traditionally elect the Vice President as President. This may work in those organizations where members serve for a number of years, are well known and are expected to *progress through ranks*. However, such a tradition does not necessarily work well for a homeowners association Board, the constitution of which

changes frequently. There should be no expectation of automatic progression. It is in our members' best interests that we try to elect those best-equipped for the respective offices, regardless of previous status.

Our Management Assets

Our written management tools

In the course of managing our affairs, Board and Committee members face many tasks and challenges. To deal with them, we've been fortunate to have had talented, experienced Board members expend tremendous amounts of time in constructing management tools intended to address those challenges for the long term. A few past examples include the designing of reserves projection spreadsheets, crafting and implementing task management and control procedures, creating our Bylaws and Declaration amendments, publishing our newsletter and website, creating our Residents' Handbook and Master Plan, and preparing committee charters. These examples, and others such as this Directors' Handbook, represent the equivalent of tens of thousands of dollars of consulting and labor.

Most people manage their personal affairs without such written tools. They simply rely upon memory—their *built-in* guidelines. They are not used to consulting someone else's *database*. Therefore, there is a tendency for some new Board members, when confronting a problem for the first time, to proceed with conjuring a new solution in the context of their own experiences, even though the same problem may have been encountered and solved before by much more experienced and knowledgeable people who spent much more time and created a much better solution.

Although normally, most of us don't think of it in these terms, quality solution products created by Board members and others as well as the experience of former Board members, Board Advisory Committee members and long-time residents are *assets*. Discarding or ignoring them would be to mismanage them.

A for-profit corporation's Board of Directors normally wouldn't casually discard an asset in which it had invested tens of thousands of dollars. We are also a business and *we have a duty to maintain these assets* just as we have a duty to preserve our more tangible ones. Maintaining these assets means using them, periodically reevaluating them and revising them if necessary.

Use our written management tools:

- **Directors' Handbook**—This is the document you are reading. It is a distillation of the *must-know* information for Board members.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

- **Activity Tracking Report**—This is a very important control document used to ensure that tasks assigned to volunteers and management are accomplished and objectives and projects are followed-up on. It is a list that includes maintenance items, projects assigned to individuals and committees, and management tasks to be completed. It includes the status for each activity such as priority, who's responsible for completing, date entered onto the list, and objective completion date, if appropriate. Items on the list are marked-off as completed. Completed items are moved under a "Completed" heading, until the following update, as positive feedback on our progress down the list. An example Activity Tracking Report can be found under *Directors' Topics* later in this section.
- **Periodic Events Calendar**—This is a list that helps to ensure we don't forget activities that should happen on a regular basis, such as beginning our annual budget preparation or appointing our Nominating Committee. The Periodic Events Calendar is located in its own section of this Directors' Binder. If you think of any such activity that isn't yet on the Periodic Events Calendar, write it in.
- **Residents' Handbook**—This is our primary orientation tool for all members about their Association. It includes an orientation, general information about who to call for what, answers to frequently asked questions, rules, architectural standards and other useful information.
- **Newsletter**—This is the primary tool for communicating regularly with membership. For many, this is the *face* of our association. It includes notices, announcements, contact information and articles to educate our members about our association and how it works. (See the charter for the Newsletter & Website Committee.)
- **Website**—This, also, is the *face* of our association. In addition to duplicating some of the newsletter functions, it lets us provide convenient access to forms, policies, architectural standards, our governing documents and other resources. (See the charter for the Newsletter & Website Committee.)
- **Written policies**—Written policies allow us to establish and uniformly apply the standards and manner in which we regulate our affairs. Having *written and published* policies helps to ensure consistency, fairness and make our actions more legally defensible.
- **Committee Handbook and Charters**—Located within this Directors' Binder, committee charters define and describe the purpose of each committee. *Every* significant committee should have a charter. A charter may also suggest activities; this can be very helpful when a new committee is formed and to orient new committee members who may find example activities helpful.
- **CAI magazines and publications**—CAI, *Community Associations Institute*, sends member associations magazines containing numerous invaluable articles about dealing with the kinds of problems and issues we face as a homeowners association. It also has numerous other publications containing a lot of practical *how-to* information we can apply to our management.

■ **Reserves Funding Analysis**—Our Reserves Funding Analysis helps us to track remaining life for our common assets physical components, giving us visibility into future funding requirements and helping us to properly allocate to reserves accounts when preparing our annual budget.

- **Preventive Maintenance Plan**—This is a plan, prepared and overseen by our Grounds and Maintenance Committee, for maintaining our common physical assets. This may include preparing an inventory of the major physical components and development of checklists describing maintenance tasks and required attention frequencies, to be used by our maintenance contractors. Periodically, we may engage outside professionals to study our physical assets and to assist in the development of such a plan.
- **Various forms and letter templates**—These include the set of Architectural Review Committee forms, *Courtesy Reminder* and *Vehicle Violation* notices, the *Request to correct condition*, and various letter and notice templates. Most all of these are available in computer files for easy modification and maintenance. Examples of some of these appear under *Directors' Topics* toward the back of this section. Although the content of a form or letter template may not *appear* to be particularly important, many were very carefully crafted to include information that we learned was necessary. Some include very subtle, yet important language or information that protects us legally. If you change a letter or form, keep this in mind.

Our experience resources

Former Board members

We also have a wealth of experience in our former Board and committee members. This, also, is an asset that we shouldn't waste. We created a charter for a Board Advisory Committee (described in the Committee Handbook section) to include former Board members and enable us to draw upon their experience. Typically, there will be members of that committee present at a Board meeting as well as other former Board and committee members and long-time residents with valuable experience to draw upon.

Our Community Association Manager

One of the foremost experience resources is our Community Association Manager. A primary reason we contract with a Manager is for the continuity his or her knowledge provides—Board-to-Board, year after year. Failing to draw upon the experience of a professional whose business is to know how to manage homeowner association affairs, who may have managed the Association longer than anyone has been on the Board, and who has worked through many more issues and solutions in this and other associations than any of our Board members will ever see, is a waste. Ask the opinion of our Manager often.

Our committee resources

With our 220 condominiums, Redwood Acres has much talent we can draw upon for special projects and committees. As Board members, we should be alert for such talent and not be afraid to knock on doors to tap this resource.

Appointing volunteers onto committees isn't enough and won't, by itself, accomplish tasks or solve problems effectively. As with any business enterprise, talent must be *managed* if we expect to exploit it and especially to keep it. Managing committees includes

- providing committees with a written charter that gives clear purpose, direction and authority.
- ensuring each committee has the resources it needs to accomplish its charter.

- appointing a Board member liaison for each committee to ensure good Board/committee communications. (In the absence of such an appointment, the President should fulfill this function.)
- providing visibility of committee activities through the newsletter and website and the committee's presentation at our Annual Meeting.
- thanking committee members publicly through the newsletter and website and through our awards program at our Annual Meeting. (See the charter for our Awards Committee in the Committee Handbook section.)

Helping volunteers serve successfully on committees benefits all of us by their direct contributions, their education about how Redwood Acres operates and by making them better prepared as possible future Board members.

A more complete discussion on getting and keeping committee volunteers, as well as committee charters, is located in the Committees' Handbook section of this Directors' Binder.

Use these assets!

Every Board member should know that we already have this wealth of management assets—written tools as well as our bank of experienced people. Use them. The President has the primary responsibility to be familiar with what and where they are. Most written assets are documented here in the Directors' binders. Most are in computer files, convenient for periodic updating and republishing. Every Board member should be aware there are probably people present at any Board meeting with experience that can be applied toward almost any issue.

When a problem is discussed, inquire publicly of an existing practice or solution method or background or history. Usually someone will be able to offer information or insight that can be applied toward resolution of the problem.

Let's build upon what we have rather than keep reinventing the wheel—to keep Redwood Acres moving forward rather than in circles. Let's make constructive use of our written management tools and experience resources.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

**FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM**

Directors' Topics



Introduction

In the previous orientation section, you read an overview of our responsibilities as Board members.

In this section you will learn about some of the *specific* ways that we, as a Board, manage Redwood Acres. This section is our way of passing on to succeeding Boards the actual *how-to* information—the nuts n' bolts methods we've developed and refined over the years. Some topics discussed include

- Duties of officers and directors
- Regular meeting agenda
- Activities Tracking Report
- Annual meeting
- Annual report
- Rules enforcement
- Our Community Association Manager
- We can add additional topics to this section as we learn new lessons.

Directors' Duties

This is one distribution of duties that has worked well with some other associations. Duties may be distributed differently from what is indicated below and we may change them from time to time.

President—CEO

General

Someone must be responsible to see that it all works. That's the President. The President sets the course and, more than any other individual, determines the success of the Association. Duties of the President include:

- Be principal liaison with the Community Association Manager, communicate with him or her as necessary between Board meetings.
- Ensure committees are appointed as needed and ensure each has a charter, objectives and the resources to meet them. Coordinate people and resources. Encourage the volunteers and monitor their progress toward their objectives.

- Anticipate and plan for upcoming issues and activities.
- Monitor Association activities and ensure follow-up to completion.
- Identify problem areas and coordinate resources and processes for solution.
- Identify ways to improve our condition—to make things better than they were before.
- Promote the association within the neighborhood. Make residents feel good in being part of and participating in it.
- Enhance the image of the association outside of the neighborhood—to the city, real estate professionals and others.
- Be a team builder. The quality of the team determines our success—at problem-solving, maintaining and improving our condition and the quality of life here. Keep new blood flowing. Encourage people with exceptional talents to run for the Board and participate on committees. And when it comes time to appoint committee members or get Board candidates, do whatever is necessary to get those exceptional people to say “Yes.” *Providing the best possible Board candidates before an election is one of the most important activities you will participate in.*
- Identify future leaders. One of them is a future president. Work with them; include them in some of your activities so they can see how it works and how things are done.
- Set an example for the kind of leadership you want for the future of Redwood Acres. Performance of future presidents will be influenced by your example.
- Foster a team spirit. Individuals working together, supporting each other, depending upon each other, encouraging and commending each other build constructive momentum—anything can be done and any obstacle overcome.
- Recognize performance. Ultimately, committees and Boards don't *do things*. Individuals do. *Recognition and Thanks are our only currencies. Ensure plenty is paid.*

Monthly

Facilitate meetings. Board meetings are pivotal; this is where our course is set and most activity is initiated. The tenor of your leadership is apparent here. For many who attend, how you run the meetings is an indication of the quality of your leadership in all association activities.

These are some things you can do to keep meetings moving and productive:

- Meetings are more productive and streamlined when you have prepared an agenda that includes specific topics—not just “Call to Order, Unfinished Business, New Business,” etc. (An example agenda is included in this Directors' binder under Directors' Topics.) Prepare an agenda before each meeting, drawing from previous agenda items, the Activities Tracking Report, Periodic Events Calendar, issues that have arisen since the last meeting, projects-in-progress, items that others have requested be placed onto the agenda, and so on. You should also consult the Community Association Manager for agenda items. It is usually handy to keep a working list you add-to between meetings as other items occur to you.
- Identify those topics that may require special study or inordinate periods of time—those that would be better considered by a committee or at a separate meeting—and delegate or schedule that meeting if appropriate.

- When placing an item onto the agenda, compile material that can be provided to Board members days before the meeting that may help them to prepare for dealing with the item quickly at the meeting.
- When placing a problem item onto the agenda, also try to develop a proposal for its solution. Encourage other Board members to do likewise when broaching problems. Even if the proposal isn't accepted, having a document to seed discussion will provide an important head start. Some of the finer issues will have already been addressed and you'll be closer to a solution. Waiting until you're at the meeting and then hurriedly attempting to craft a solution, policy, rule or letter on the spot often leads to a poor product and an unnecessarily long meeting.
- Be somewhat familiar with rules of procedure we have adopted for meetings. Occasionally, it may be necessary to invoke a rule to resolve a procedural question or to help you maintain control of a meeting.

Have regular meetings with the Manager to review the status and follow-up of activities on the Activities Tracking Report and others. You should probably meet approximately mid-way between Board meetings and have telephone contact as needed, at least once every 2-3 weeks.

Maintain the Periodic Events Calendar. (An example calendar is located in this handbook under Directors' Topics.) Bring events upcoming on the calendar to the attention of the Board as necessary. Have upcoming calendar entries placed onto the Activities Tracking Report if appropriate .

Review the newsletter before publishing. From time to time, the newsletter may contain references to (sometimes legally) sensitive issues. Since it is the communications arm of the Board, we are responsible for its contents; the President should review it to ensure that it treats those issues carefully. Alternatively, the Board may appoint someone else to do this.

Be familiar with the content of our website.

Quarterly

Review the escrow file disclosure letter and ensure it is up to date. This is the letter we or our Community Association Manager send to prospective condominium buyers in which we meet any legal obligations for disclosure that Florida requires, such as litigation or major problems with our facilities. If necessary, make any necessary changes and forward to the Community Association Manager for the escrow materials duplication file.

Below is a month-by-month description of activities usually requiring particular attention by the President.

March

Review Architectural Review Committee membership and participation level. Ensure appointment of new members as necessary to maintain to the number prescribed in Article 6 of the Declaration.

June

Ensure a Nomination Committee is appointed to nominate as many qualified Board candidates as there will be openings. (See the Nomination Committee charter.)

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.
FULLY-EDITABLE WORD VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Ensure members are notified by newsletter, letter and/or other means that anyone wishing to run for the Board should so inform the Board or Nomination Committee and provide a brief (suggested 200-word limit) personal and/or campaign statement for publishing with the Annual Meeting and ballot announcement.

July

Appoint an Awards committee to arrange for presentations of awards at Annual Meeting. (See charter.)

Appoint either one or three Elections Inspectors to receive and count the ballots at the elections.

August

Plan our September Annual Meeting. (See “Annual Meeting” in the Directors’ Topics section of this binder.) This meeting may be the only type of association meeting that some of our members will ever attend and it is very important that it be successful.

The budget cycle is about to begin in preparation of next year’s budget. If there is no active or standing Budget Committee, appoint one to be in place when the budget cycle begins. Refer to the Periodic Events Calendar for the schedule of budgeting activities and place those activities onto the agenda as appropriate.

September

Coordinate final preparations for the September Annual Meeting. (See “The Annual Meeting” in the Directors’ Topics section of this binder for details.)

Ensure nominees have been contacted about making a brief statement of introduction at the Annual Meeting. (Limit to two minutes.)

Ensure the awards committee has identified recipients and that awards will be ready. (See Awards Committee charter.)

Ensure the Social Committee is planning the after-meeting social. (See Social Committee charter.)

Ensure each committee chairperson has been contacted to see if he or she wishes to present a committee report at the Annual Meeting.

Prepare your President’s Report to deliver at the meeting.

Review the Treasurer’s duty calendar and ensure activities are on track for planning next year’s budget.

October

Review composition of Board Advisory Committee and consider Board appointment of any recently retired directors who may have made particularly outstanding contributions. The committee provides a way to encourage selected, experienced former Board members to continue their involvement without the burden of a directorship. (See charter in Committees’ Handbook.)

Prepare and distribute to Board and management the new roster of Board members and officers, including addresses and phone numbers.

Ensure Board appoints new committee members as necessary. Re-appoint committee-Board liaisons if needed. Work with the Secretary to prepare and distribute a new committee roster to Board members and management.

Review the Treasurer's duty calendar and ensure activities are on track for planning next year's budget. The budget is due next month.

November

Work with the Secretary to prepare and distribute to all residents a new "Residents' Handbook Supplement Page(s)." This contains an updated list of Board and committee contacts, phone numbers, and any addendum and errata to our Residents' Handbook.

Review this periodic events calendar and revise if necessary.

Ensure that the Board approves the budget. It must be mailed out by the 15th of this month.

As Needed

Represent the association when working with outside parties, such as contractors, the city and our attorney.

Ensure standing and ad-hoc committees are appointed as necessary. Draft volunteers onto those committees or for special projects. From time to time it also may be necessary for the Board to remove volunteers from committee positions.

Visit and welcome new homeowners. Make them feel welcome, explain how everyone contributes to managing Redwood Acres, provide them with a copy of the Residents' Handbook if they don't already have one and invite them to attend meetings. A warm, favorable first impression may have lasting impact on their relationship with the association and their willingness to contribute.

There will be occasion where a resident complains about another resident, usually alleging some nuisance or rules violation. An informal, private visit with each party will often reveal a solution without having to take the matter to the Board for official consideration; the latter can result in more unpleasantness, expend considerable time, and risk Board liabilities and undesirable precedents. Therefore, it can be advantageous for the President, or someone he or she designates with a sensitivity and talent in resolving interpersonal differences, to tactfully handle minor conflicts in this way. If there is no one comfortable or adept in handling such matters this way, this function can be given to the Community Association Manager.

President's Inventory

The following items should be transferred from an outgoing President to an incoming one:

- Records: The President will probably compile a large number of documents while in office, including correspondence, financial statements, reports, etc. To work effectively, he or she must have these records at hand, thus, many of these won't be transferred to the Secretary while issues they relate to are still active. When a new President takes over, some of the outgoing President's active records may be transferred to the new President and the inactive records transferred to the Secretary for archiving.

- Key to irrigation control box.

- Key to padlocks on the common area breaker boxes.

Vice President

The Vice President runs meetings in the absence of the President.

The Vice President should be prepared to assume the duties of the President should the President be unable or unavailable.

As a Board member, the Vice President should also expect to volunteer for other tasks and projects as they come up. Distributing the load among all Board members and other volunteers helps to keep tasks manageable for everyone.

Treasurer—CFO

Oversees the financial affairs of the Association:

General

Once or twice each month, our Community Association Manager will send you vendors' invoices along with checks already made out to them. Review and sign the checks, then deliver them to the President to review, sign and mail. In reviewing each invoice:

- Verify that the check amount is the same as the invoice amount, or reconcile any difference.
- Verify that the invoice amount is in line with what we agreed upon or expected from the vendor, or reconcile any difference.
- Verify the check amount is being posted to the correct account, for example, if we are paying to replace an outdoor light, ensure it is being posted to our Lighting Repairs account rather than to an account like Office Supplies.
- Verify that we haven't been double-billed and that a check hasn't already been paid.
- If you note a problem with a check or bill that you can't figure out, contact the Community Association Manager for an explanation.
- Provide financial control by reviewing monthly statements and cash journal for correct allocation to accounts, double billings, and other discrepancies. Work with the Manager to resolve any problems.

Provide analysis of trends in expense and reserve accounts activity and keep an eye on budget versus actual.

Initiate and ensure completion of annual budgeting process.

Review audit report.

Provide visibility of our financial affairs through newsletter and website articles and reports at Board meetings and the Annual Meeting in September.

As a Board member, the Treasurer should also expect to volunteer for some other tasks and projects as they come up. Distributing the load among all Board members and other volunteers helps to keep tasks manageable for everyone.

Monthly

Ensure copies of paid bills, financial statements, audits, and other important financial documents are filed in the Treasurer's records and that the files remain up-to-date.

Review current statements and cash journals for discrepancies.

Report on these affairs at regular meetings.

August

Alert committee chairpersons to submit budget requests for the next fiscal year.

The budget cycle is about to begin in preparation of next year's budget. If there is no active or standing Budget Committee, the president should appoint one to be in place when the budget cycle begins.

September

Deliver the Treasurer's report at the Annual Meeting.

Schedule and preside over a Budget Committee meeting to review last year's budget, project expenses and make recommendations. (See charter for the Budget Committee.)

Review our reserves requirements in preparation for the budgeting process. We are obligated to review our reserves requirements annually.

October

Oversee development of the budget for the coming fiscal year. It is due next month.

November

Finalize the budget for Board approval. It must be mailed by the 15th of this month.

Treasurer's Inventory

Our Community Association Manager is responsible for maintaining a complete set of Association records off site. For backup as well as for convenience for on-site access and analysis, the Treasurer is responsible for maintaining a set of records as well. If you become our Treasurer, please coordinate with the outgoing Treasurer to transfer to you one or more boxes of records, which include:

- Our budget
- Financial statements
- Disbursements journals
- Copies of vendors' invoices
- Copies of CD and other bank statements
- Other records relevant to our finances.

Monthly, you will receive from our Manager the latest journals, statements and invoices. File them in the appropriate folders. Annually, or as they fill up, start new folders. Please keep them neat and organized for the next Treasurer!

Secretary

General

Take notes and produce meeting minutes for meetings in the absence of the property manager.

Be responsible for recording and archiving all important association documents such as rules, policies, resolutions and ballots.

You may be asked by the President to maintain the Activity Tracking Report.

Be the keeper of our Redwood Acres corporate seal.

As a Board member, the Secretary should also expect to volunteer for other tasks and projects as they come up. Distributing the load among all Board members and other volunteers helps to keep tasks manageable for everyone.

Bimonthly

Ensure that copies of each of the following and other important documents are placed into the Secretary's files and that those files are kept up-to-date:

- regular meeting minutes
- Manager's reports
- the current activity tracking reports
- resolutions
- policies
- copies of all newsletters. (We should have a copy of every newsletter we've ever published.)
- a copy of every Association mailing, including letters, ballots, etc.
- other important documents

As each important new resolution and policy is passed and printed in final form, provide copies to Board member and instruct them to place them into the Policies section of this Directors' Binder. This will ensure that important policies will not become lost and forgotten by future Boards.

If requested by the President: Maintain the Activities Tracking Report. This is a very important control document used to ensure that tasks assigned to volunteers, committees and management are accomplished, progress on projects is tracked and other matters are followed-up on. Prepare an updated report monthly, sorted by priority, and bring copies to Board meeting for review by Board members. Mark-off items on the list as completed.

August

Nomination Committee completes nominations and forwards nominee statements to our secretary for preparing mailer.

Prepare and mail our Annual Meeting and ballot announcement at least 30-days prior to the meeting. (See Annual Meeting and ballot announcement in the Directors' Topics section of this binder.)

September

Assist the President in arranging for the Annual Meeting. (See "The Annual Meeting" in the Directors' Topics section of this binder for details.)

October

Work with the President to prepare and distribute to Board and management the new roster of Board members and officers, including addresses and phone numbers.

After new committees are appointed, prepare a new roster of committee members and distribute to Board and management.

COPYRIGHTED MATERIAL
ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM.
FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

November

Work with the President to prepare and distribute to all residents a new “Residents’ Handbook Supplement Page(s).” This contains an updated list of Board and committee contacts, phone numbers, and any addendum and errata to our Residents’ Handbook.

As-Needed

Prepare and help distribute announcements and notices.

Take minutes at meetings when the Manager isn’t present.

Secretary’s Inventory

Our Community Association Manager is responsible for maintaining a complete set of Association records off site. For backup as well as for convenience for on-site access and analysis, the Secretary is responsible for maintaining a set of records as well. Should you become our Secretary, please coordinate with the outgoing Secretary to transfer to you these items and records:

Original Articles of Incorporation, Bylaws and CC&R’s.

- The Redwood Acres corporate seal. You may wish to use this to emboss important documents, such as amendments or ballot tally sheets. You may also wish to emboss gold foil seals to place on certificates of appreciation that an awards committee prepares for valued volunteers. We present such certificates at our Annual Meeting in September.
- Minutes of Board meetings
- Copies of Manager’s reports presented at each Board meeting
- All newsletters we have ever published
- Copies of all letters and notices we have ever sent to members
- Copies of some correspondence. This may include letters to individual members, vendors, etc. This may not be a complete file inasmuch as the President and Community Association Manager will also have files. Occasionally, a letter may be given to the secretary to file.

Some of these records, particularly newsletters and notices, are kept as a form of insurance—to establish that we have met legal requirements of notice for certain issues that we may be compelled to prove some day.

Please keep records and folders neat and organized for the next Secretary.

All directors

Every Board position is an important one. A Board member not serving as an officer may chair or serve on one or more committees and volunteer for special tasks and projects as they come up. Distributing the load among all Board members and other volunteers helps to keep tasks manageable for everyone.

Any director may be asked by the President to serve as a liaison for one of our committees. (See the Committee Handbook section of this binder.) This is a very important function; the success of a committee may depend upon how well you perform it.

As liaison with a committee, you will be its principal contact with the Board. You will be responsible to

- ensure the committee has a copy of its charter.
- ensure it has the resources it needs.
- ensure Board requests for committee action are relayed to the committee and that its requests are brought back to the Board.
- energize and encourage the committee and demonstrate Board support for their activities.
- make the Board and Awards Committee and the Newsletter & Website Committee aware of special contributors deserving acknowledgment and recognition in the newsletter and on the website and at the Annual Meeting.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Regular meeting agenda



Our regular Board meeting is the core direction-setting activity of our association. It is important that we keep the meeting moving, on track and that we conduct business efficiently. It is also useful to remember that homeowners' impressions of how well we are doing our jobs may be shaped by our efficiency and effectiveness at this meeting.

Another reason to make the best use of our time is that, once we've succeeded in getting the best directors we can onto the Board, we owe it to ourselves and to fellow Board members not to waste time.

The President conducts the meeting on a previously mapped course—the agenda. Keeping to the agenda and minimizing introduction of new topics not already on the agenda promotes efficiency and prevents valuable time being wasted in answering questions and examining issues that should have been studied before the meeting.

Included below is an example agenda. Parts of it include

- **Call to order**—Calling the meeting to order at the scheduled time (or as soon as a quorum is present) establishes to everyone that meetings will start on time. Otherwise Board members may learn it is okay to arrive late, and meetings will tend to start later and later.
- **Approval of minutes**—Minutes should be sent to Board members by the Community Association Manager within two weeks following a meeting. We should have read those minutes and sent suggested changes to the Community Association Manager within a week of receiving them. By the time of the next meeting, we should have read the revised minutes returned to us in the Board packet and be ready to approve them with few, if any, changes. We should *not* wait until the meeting to read the minutes for the first time.
- **Open forum**—Including this section reinforces our image as being open and interested in participation by members at our meetings, while strictly limiting such discussion to five minutes, thus protecting meeting continuity.
- **Treasurer's report**—Our treasurer highlights any significant operating expenses and reserves draw, any unusual conditions or trends and the status of our finances.
- **Manager's report**—Our Community Association Manager reports on all significant management activities, important correspondence and notices, bid results, progress on projects, etc.
- **Other committee reports**—This is where other committees report on their activities. Identify each reporting committee on the agenda by name. We try to give their participants visibility, thank them and validate their contributions.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

- **Activities Tracking report**—Sometimes referred to as an Action List, this is the very important control document used to ensure that tasks assigned to volunteers and our Manager are accomplished and objectives and projects are followed-up on. It ensures that no important tasks drop through the cracks. It is a list that includes maintenance items, projects assigned to individuals and committees, and management tasks to be completed. It includes the status for each activity such as priority, who's responsible for completing, date put on list, and objective completion date, if appropriate. Items on the list are marked-off as completed. Ensuring the Activities Tracking Report remains on the written agenda ensures the report will always be reviewed at every meeting. The certainty of public review has a way of getting things done.
- **Unfinished business**—Historically this has been referred to as *Old* business. Much unfinished business may already have been addressed under Community Association Managers and other committee reports earlier. Remaining unfinished business items may be discussed at this point.
- **New business**—Some new business items may already have been addressed in earlier reports. Remaining new business items may be discussed at this point.
- **Adjournment**
- **Policy of member participation at Board meetings**—It helps to have our policy explicitly stated for the benefit of attending members, as in the example that follows. This should help prevent misunderstandings and bad feelings about limits on homeowner participation at Board meetings that sometimes may be necessary for an association of 220 condominiums. For meetings with few attending homeowners, our President may use discretion to allow some homeowners to introduce items not already on the agenda under New Business, with the understanding that the Board should not be expected to make decisions on the same evening that a matter is first introduced. It is a good idea to publish our Board meeting member participation policy on our website and in our newsletter from time to time.

We may wish to include on the agenda, either regularly or occasionally, a reminder of refreshments after the meeting. (See charter for our Social Committee.) This provides an opportunity for attending members to visit with us and other neighbors afterwards in a more relaxed, social setting.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

AGENDA

Redwood Acres Homeowners Association

Regular Meeting of Board of Directors

[Date] - [Time] PM

[Address of meeting]

- I. Call to Order
- II. Approval of Minutes
- III. Open Forum (for visiting members with a brief item of 5 min. or less. Other items should be submitted for inclusion onto the meeting agenda by one week prior to a meeting.
- IV. Treasurer's Report
- V. [Other committee reports go here]
- VI. Manager's Report
- VII. Activities Tracking Report Review
- VIII. Unfinished Business
- IX. New Business
- X. Adjournment

COPYRIGHTED MATERIAL

We invite and welcome all members to attend our regular Board meetings. Normally, matters to be considered by our Board should be submitted for inclusion onto the agenda by a week before a meeting. However, a visiting member may be allowed up to five minutes to discuss an item not on the agenda. Consistent with standards and practices of community association management, we do have rules of procedure that limit participation during meetings to members of our Board and Board Advisory Committee. Thank you for attending and we hope you will be with us throughout the evening and remain to visit with us afterward.

ALL RIGHTS RESERVED. NO PORTION OF THIS DOCUMENT MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, WITHOUT WRITTEN PERMISSION OF PROACCESS.
FULL-EDITABLE WORK © VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 30 DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Activities Tracking Report

This is a very important control document used to ensure that tasks assigned to volunteers and management are accomplished and objectives and projects are followed-up on.

The Activities Tracking Report is a list that includes maintenance items, projects assigned to individuals and committees, and management tasks to be completed. It includes the status for each activity such as priority, who's responsible for completing, date first entered onto list, and objective completion date, if appropriate. Items on the list are marked-off as completed.

As each item is completed, it is moved under a "Completed" heading, until the report is again updated the following month. This has the effect of providing positive feedback on progress down the list. It provides some visibility and recognition for those who have completed assigned projects and tasks.

The example report included here may be shorter than what we can normally expect.



An updated copy of the Activities Tracking Report should be distributed at or before every Board meeting and should be reviewed at *every* Board meeting. The certainty of public review has a way of getting things done.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Activities Tracking Report Redwood Acres

5/15//13

#	Priority	Orig.	Target	Who	Description
	1=high 10=low				

Current

1	3	5/13/13	6/15/13	Terry	Have exterior light fixtures and electrical boxes painted
2	3	5/13/13	6/15/13	Jim & Kevin	Locate source of replacement mailboxes to fit current mailbox standards.
3	3	3/3/13	5/31/13	Terry	Tom still has not received yellow copies of homeowner "condition-correction" notices from last walk-through of March 3rd. Please re-verify conditions and send.
4	4	5/13/13	5/22/13	Terry	Send "Final notice to correct condition" to 417
5	4	5/13/13	7/8/13	Terry	Establish new reserves accounts for: mailbox standard staining & replacement, mailbox painting & replacement, lamp post & electrical box painting, financial review every 4 years.
6	4	5/13/13	7/8/13	Terry	Establish budget expense account for CAI seminars and publications.
7	4	5/13/13	6/15/13	Tom	Research authority and restrictions for special assessments.
8	5		7/8/13	Terry	First budget draft due at Board meeting.
9	5	4/8/13	7/8/13	Terry	Need architectural app. from 143 for rear sunscreen.
10	5	2/11/13	5/31/13	Terry	Tom still has not received yellow copy of notice to 236 requested at Feb. Board meeting regarding maintenance problems.
11	5	2/12/13	7/8/13	Terry	Need architectural app. from 196 for approval of window covering on west side of house and of new tree on east side.
12	5	3/11/13	8/15/13	Tom	Work with Dave on irrigation pipes repairs.
13	5	4/8/13	7/8/13	ARC	Need ARC application from 202 for new picket fence.
14	6	5/13/13	9/9/13	Terry	Prep for reserves study from DRE-registered assets inventory.
15	6	5/14/13	5/17/13	Terry	Light #34 out. Replace bulb.
16	7	11/23/13	6/1/13	ARC	Ensure 430 deck and concrete have been trimmed back to be in compliance with architectural standards.
17	7	5/13/13	7/1/13	Tom	Complete draft #2 of Directors' Handbook.
18	8	4/8/13	5/31/13	ARC	266 notified to bring property within compliance (regarding misc. storage on doorstep) by May 31. Follow-up then.

Standing

19	3	12/12/13	1 wk prior to ea. mtg.	Terry	Need to deliver board packets by weekend prior to meetings.
20	5		as needed	Terry	Follow-up on at least 60-day basis for all unanswered demand/request letters.
21	5	12/12/13	monthly	Terry + G&M Comtee.	Walk-through inspection of neighborhood

Completed

22	5	3/3/13	5/13/13	Terry	Deck constructed without ARC application. Get ARC application from 340.
23	5	3/3/13	3/10/13	Terry	Lamps 28, 29, 34 out. Replace bulbs.
24	3	3/3/13	5/1/13	Terry	Dead plants at 147 still not removed or replaced. Send notice if not corrected by 5/31.
25	3	3/3/13	5/13/13	Tom	Get site maps.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Our Annual Meeting and Elections

Our Annual Meeting and Elections is *the big one*. For many of our homeowners, their impression of how well our Board is managing our business is shaped at this important meeting, which our Bylaws require we hold in September. It may be the only meeting many homeowners will ever attend.

Preparation checklist for our Annual Meeting and Elections

Preparation begins a couple of months before the meeting, as documented in the Periodic Calendar section of our Directors' Binders. Preparation activities also are scheduled in the discussion of Directors Duties beginning on page 17 of this Directors' Handbook. Preparation involves the following:

At least three months before the meeting

- ☐ A Nominating Committee is appointed to develop a list of qualified candidates—one for each opening. (See the Nominating Committee charter described in our Committees' Handbook.)
- ☐ A notice is sent to our members announcing Board openings and requesting that any interested members submit their names and a brief biographical and/or campaign statement of up to (for example) 200 words.

Two months before the meeting

- ☐ An Awards Committee is appointed. (See the charter for the Awards Committee described in our Committees' Handbook.)
- ☐ Either one or three Election Inspectors must be appointed to oversee fairness of the elections. An Election Inspector may be a member or non-member but should be an independent third party, unrelated to a candidate or Board member. Additionally, an independent third party may not be a person or part of a business entity who is currently employed or under contract to the association for any paid services unless expressly authorized and deemed neutral and without conflict of interest by the Board of Directors. We provide the Election Inspector(s) with a list of duties described on page 46.

About the same time we appoint three or so pairs of ballot counters (a reader and a tally marker in each pair) to assist the Election Inspectors(s) in counting ballots. They, too, should be independent third parties, unrelated to candidates or Board members and not employed by the Association. Remind them to bring pencils and calculators.

At least forty-five days before the meeting

- ☐ The Nominating committee completes its nominations and forwards any nominee statements it has received to our Manager for preparing our Annual Meeting and ballot announcement mailer. Helpful notes for preparing the mailer are included beginning on page 37.

At least thirty days before the meeting

- ☐ Our Annual Meeting and ballot announcement mailer must be mailed *at least* 30-days before the meeting.
- ☐ The Social Committee is contacted to arrange for our post-meeting social.
- ☐ Committee chairs are contacted to prepare a report for their respective committees, if so desired.

Preparations are scheduled and listed in the Periodic Calendar section of our Directors' Binders and in discussion of Directors Duties beginning on page 17 of this Directors' Handbook.

In scheduling our meeting and conducting elections we must ensure we comply with our Election Rules, located in the Rules section of our Residents' Handbook.

Our Annual Meeting

The President usually conducts this key meeting. Except for aspects related to the election, we have flexibility in content and conduct of the meeting. But here is a list of suggested activities that have worked well:

- The President opens the meeting and welcomes members.
- The Election Inspector accepts final Board candidate nominations from the floor, accepts remaining ballots and closes the polls. Voting early in the meeting before incumbents are introduced allows us to avoid *equal time* candidate issues that otherwise might arise.
- Board and committee volunteers are introduced.
- Our Treasurer reports on our finances.
- Our committees report on their activities and accomplishments.
- Our President reports on our projects and activities for the year and our plans for the future.
- We discuss Association business.
- We present awards to valued volunteers.
- Ballots are counted, subject to member observation, while refreshments are served.
- We announce the results of the election and adjourn to a social.

The President opens the meeting

Our President opens the meeting, welcomes members and explains the agenda for the evening.

We conduct our Board Elections

At this time in the meeting, any Board candidates who wish may make a statement of up to three minutes. Up to three proponents and three opponents for each published ballot issue may make statements of up to two minutes each.

The Election Inspector opens the floor for final write-in nominations. Then, nominations are closed and members mark, seal and submit any remaining ballots. Then, the polls are closed.

If we do not have a quorum represented by attendees, ballots and proxies, elections may not be completed that evening and the Annual Meeting will be reconvened at the first

Board meeting following the Annual Meeting giving us more time to solicit sufficient ballots and proxies to conclude the elections.

While the meeting continues, the Election Inspector(s) should complete validation of submitted ballots and then, in preparation for counting the ballots, remove the inner ballot envelopes from any mailing envelope containing voter identification. The inner ballot envelopes should remain sealed for now.

We introduce our Board and committee volunteers

This meeting is a great opportunity to recognize our volunteers and for members to connect names with the faces of those they've been reading about in our newsletters and on our website.

Treasurer's report

The Treasurer gives a brief overview of how our dues are spent, highlights significant operating expenses and reserve items, underscoring any that have changed significantly, and explains trends or upcoming events that may affect us. Finally, the Treasurer gives a brief summary of our financial condition.

Committee reports

Committee reports allow our volunteers to brief members about what they've been doing for us and what they plan for the future, to encourage homeowners to join the committee and to acknowledge individual committee member's contributions.

President's report

The President outlines our activities and projects for the year, explains special issues we have dealt with, proposed solutions and plans for the future.

We discuss Association business

Discussion and substantive decisions may be limited to only those items placed onto the agenda by the deadline indicated in the Annual Meeting and ballot announcement letter. The President also may allow other matters to be discussed, at his or her discretion. However, the full agenda may cause the meeting to run late if unexpected business isn't dealt with efficiently.

A vulnerability for the Annual Meeting is that some members who never attend regular Board meetings may regard the Annual Meeting as the place to come to *let it all out*, venting their criticisms and gripes about every little problem, including problems that affect only them. Should that happen, meetings can lose direction, interest of the attendees, become unproductive and run very late. This potential problem can be addressed in the following ways:

- The President should be aware of this vulnerability, know how to channel discussion and to table items, and resolve to keep the meeting moving and productive.
- The notice described above, requiring business items to be placed onto the agenda by a deadline, should be published in the Annual Meeting and ballot announcement and in the newsletter and on the website preceding the meeting.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO REPRODUCTION OR TRANSMISSION IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM, WITHOUT THE WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

- In the newsletter preceding the meeting and in the agenda mailed with the Annual Meeting and ballot announcement and on the website, we should invite all members with questions about the budget or finances or with any other concerns to the *regular* Board meeting on a date preceding the Annual Meeting where their “questions and problems can be given the time and consideration they require.”
- The President should remind attendees about that invitation again at the start of the Annual Meeting, indicating that we have a full agenda and requesting that additional items of business be brought to the next regular Board meeting. Again, the President may allow some topics to be broached, but should use discretion and be prepared to re-channel any that threaten meeting progress.

We present awards

This may be the single most important event of the evening in terms of returns for our time investment. The recognition we provide to hardworking volunteers and to those whose deeds and performance we celebrate with a modest award or recognition is often rewarded many-fold with the equivalent of thousands of dollars of time on our behalf. As a volunteer-driven organization, our awards program is vital.

Traditionally, toward the end of our Annual Meeting we have presented awards to

- retiring Board and committee volunteers who have contributed at least a full 2-year term of service with good effort.
- volunteers who have made especially notable contributions.
- homeowners with the best landscape maintenance (our *beautification* awards).

You may wish to read the charter for our Awards Committee in the Committees Handbook section of this Directors' binder. (And don't forget, if someone on the Awards Committee deserves an award, ensure he or she is taken care of by an *unofficial* awards committee!)

Awards don't have to be expensive—perhaps a nice pen or small plaque or certificate or a bouquet. It's the recognition and public acknowledgment that counts. In the charter for the Awards Committee in the Committees Handbook section of this binder is an example of a certificate of appreciation produced with a personal computer. We can emboss a gold seal for the certificate with our corporate seal, kept by our Secretary. Having the certificate signed by the President and/or Secretary and put into a frame can complete the effect—a memorable expression of thanks, virtually only for the price of the frame.

Ballots are counted

The/an Election Inspector announces that the counting and tabulation of ballots will begin and that any member is welcome to observe the process.

By this point the Election Inspector(s) should have removed all inner ballot envelopes from any mailing envelopes containing voter identification information. Additionally, the inner ballot envelopes already may have been divided up into piles for any ballot counters the Election Inspector(s) wish to use.

For an association our size, the Election Inspector(s) may find it useful to have three pairs of ballot counters to assist in counting ballots. These should be independent third parties, unrelated to candidates or Board members; additionally, they should not be a person or part of a business entity who is currently employed or under contract to the association for any paid services unless expressly authorized and deemed neutral and without conflict

of interest by the Board of Directors. In pairs, one person can open and read ballots to the other, who tallies the votes onto a *Ballots Tabulation Worksheet* (see page 48). Results from multiple worksheets can then be aggregated onto a single summary sheet.

The President may announce that, while ballots are being counted, we'll recess for refreshments. This allows members to witness the counting and/or socialize, making good use of the time.

Upon completion of the tabulation, the/an Election Inspector informs the President of the results, who then announces the results to the Board and membership, adjourns the meeting and invites members to continue the post-meeting social.

After the meeting we have a social

This has always been a good way to end the evening. The Social Committee can arrange refreshments such as coffee, soft drinks, various munchies and perhaps a cake with a *Thank you* message with the names of retiring volunteers or special contributors. The social also is an opportunity for us to become better acquainted with neighbors and identify those with potential for future committee or Board involvement.

Our Annual Meeting and ballot announcement

This is our official notification of our Annual Meeting and elections.

At least 30-days before we mail this announcement, we should send members a notice, via our newsletter or a letter, requesting those interested in running for the Board to inform the Board and provide a brief personal statement by no later than 45-days before the Annual Meeting. This allows us to include their names on the ballot and their statements with our Annual Meeting and ballot announcement.

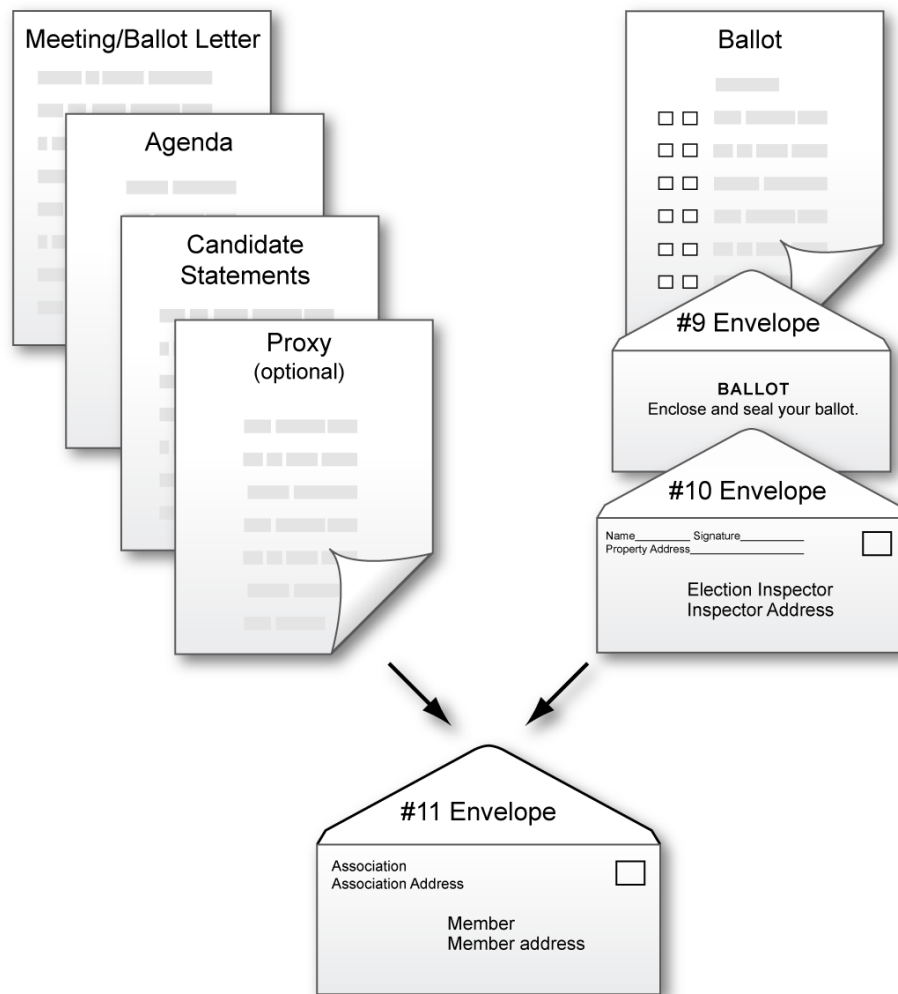
Our Bylaws lists specific requirements for mailing the meeting notice. In any event, to give our members sufficient notice to attend, we should try to mail it *at least* 30-days before the meeting.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Annual Meeting and ballot announcement mailer



Our Annual Meeting and ballot announcement mailer should include

- Envelope for mailing the materials to members.
- A letter announcing the meeting and elections and encouraging members to attend.
- Agenda.
- Statements by candidates running for the Board. Ensure you coordinate with the Nominating Committee to have their list in time for the mailing, and include statements from other candidates as well. All candidates—including those not nominated by the committee—must be allowed the same opportunity to include such statements. We may set a limit on the length of such statements, e.g., 200 words.
- Proxy form, which allows one to transfer his or her voting right to another person or to the Board.
- A secret ballot for electing Board members and any pending issues votes. It must meet requirements for a mailed secret ballot:
 - It must be on a separate sheet or detachable from any other page containing ballot instructions or member ID.
 - It must not contain any marks that would enable the voter to be identified.

- A separate envelope must be included for the voter to enclose and seal the ballot. Such envelope must not contain any information that would allow identification of the voter.
- A second envelope must be provided for mailing the sealed ballot envelope back to the designated Election Inspector(s). (See page 38.)

Example Annual Meeting and ballot announcement mailer components

Some example mailer components follow.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Redwood Acres Homeowners Association

c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

Re: Our Annual Meeting, Board Elections and Social

August 15, 2022

Dear Neighbor:

Our Annual Meeting, Board Elections and Social will be here soon. Please mark your calendar and plan to attend and show our volunteers who have been working for us all year we support them. Even if you haven't attended regular meetings before, you won't want to miss this important annual event.

This year, our Redwood Acres Annual Meeting, elections and social will be on [day, date and time]. We'll be meeting at [location]. We will be electing [number] Directors to our Board for 2-year terms and will briefly review our finances, accomplishments for the year, current issues affecting us such as [most significant issues here], and plans for future projects. We'll also say "Thanks" to a few of our neighbors who have made notable contributions for us this year. Afterwards we'll have a social.

The enclosed secret ballot

You may either

- complete your Ballot, seal it in the Secret Ballot envelope and return it to the Election Inspector in the enclosed mailing envelope before the meeting.

or

- bring your ballot and both ballot envelopes to the Annual Meeting, and complete and submit your ballot there.

Either way, *your ballot must be received by the closing of the polls at the meeting.*

If you do not vote

If you do not intend to vote and there is any possibility you will be unable to attend our Annual Meeting, please complete the enclosed proxy form and give it either to another member who will attend **or** return it now in the enclosed envelope to help us to establish a quorum.

We look forward to seeing you there and at our social afterwards! If you would like to add a topic to the agenda, please call me at [President's telephone number] or send an e-mail to [e-mail address] before [deadline—a few days before the meeting]. Should you have any questions about the enclosed or about the meeting, please contact our Community Association Manager, Rachael Johnson at 987-456-7890, or contact me.

Thanks, and we look forward to seeing you on [day, date and time]!

Sincerely,

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

[President's name], President

COPYRIGHTED MATERIAL
UNPUBLISHED WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

AGENDA

Annual Meeting
Redwood Acres Homeowners Association
[Scheduled date and time]
[Address of meeting]

- I. Call to Order
- II. Final candidate nominations from the floor
- III. Statements from candidates and issues advocates
(Candidate limit 3 min., Issues advocates 2 min.)
- IV. Submission of remaining ballots, closing of polls
- V. Introductions of current Board and Committee members
- VI. Treasurer's report
- VII. Committee reports
- VIII. President's report
- IX. Unfinished business
- X. New business
- XI. [Any special programs can go here]
- XII. Awards presentation
- XIII. Recess for refreshments and counting of Ballots
- XIV. Election results are announced if quorum represented
- XV. Adjournment

Please join us for a social after the meeting to have some refreshments and meet your neighbors!

Just a reminder—Members are asked to limit topics for discussion to those affecting us generally, as an Association. Should you have a problem or concern more specific to your condominium that you would like to discuss with our Board and your neighbors, please come to our *regular* Board meeting when we will be less time-constrained and can give your problem the time and attention it deserves. If you have an item for the Annual Meeting agenda, please contact [President's name] by [Deadline—a date a few days before the Annual Meeting], at [President's telephone number] or [President's e-mail address].

Statements by Candidates for Board of Directors

Introductions below are not for campaign purposes.

Annual Meeting and Elections

Redwood Acres Homeowners Association

[Date of Annual Meeting]

Candidates for this year's elections include Greg McManus, Linda Olson and Jim Barton. Nominations will also be accepted from the floor on the evening of the meeting.

Greg McManus 620 Fountain Lane

I bought a condominium here at Redwood Acres in 1989 and have very much enjoyed living here. I have served on our Board for the past year and on the Architectural Committee for the two years preceding that. I am keenly interested in the appearance of our neighborhood and in maintaining the quality and uniqueness that attracted me here. As a Board member, I would continue to help the Board protect our property values and represent the interests of our community.

Linda Olson 716 Fountain Lane

I am presently employed as accounting supervisor for a local manufacturing firm, where I have been working for 7 years. I have a Masters in Accounting from Northeastern University. I have participated for the last two years on the Budget committee as well as the Grounds and Maintenance Committee. Last year I worked with our Treasurer on long term cash flow projections, analyses of maintenance and utility expenses and projects to improve the market value of our property. I hope to continue to serve our community by being elected to our Board.

Jim Barton 712 Fountain Lane

Jim has lived in Orlando for eight years and has enjoyed watching Orlando develop and the downtown area be renovated. He and Jane have two children: Linda, four years old and Janine, 16 months old. He has previously served 4 years on our Board. A registered Professional Engineer, Jim is a project manager for a nearby mechanical engineering and contracting firm. He told us "I would be pleased to fulfill my duty and take my turn helping to manage Redwood Acres."

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Proxy Instructions

If you intend to mail your completed ballot or submit it at the Annual Meeting, you may ignore this proxy. Otherwise, please

1. Check the box allowing our Board to cast your vote **OR**

Check the box giving another member the right to vote for you and provide his or her name **OR**

Check the box allowing your proxy to be used only to help us to establish a quorum.

2. Validate your proxy with the date, your signature, name and property address.

3. Either give your proxy to your designated member or return it in the enclosed mailing envelope to *Election Inspector*. Please *do not* place it into the Secret Ballot envelope.

Annual Meeting and Elections
Redwood Acres Homeowners Association
[Meeting location]
[Day, date and time]

P R O X Y

Election Inspector: I/We hereby revoke any previous proxies and assign my/our proxy to vote for candidates and all matters that may come before the homeowners at the [year] Annual Meeting of Redwood Acres Homeowners Association to: (Check only one.)

- ☐ Board of Directors, and direct that my ballot be cast as they shall determine.
- ☐ Another Member (print name): _____
- ☐ Use my proxy only for establishing a quorum.

Date: _____

Your signature (only one signature necessary): _____

Your name, printed: _____

Address at Redwood Acres: _____

Please either give your proxy to the designated member or return it in the enclosed envelope to the Election Inspector. Please *do not* enclose in the Secret Ballot envelope. _____

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

SECRET BALLOT

Annual Meeting
 Redwood Acres Homeowners Association
 [Meeting location]
 [Day, date and time]

Instructions:

1. Record your vote below. We use a *cumulative* system of voting for candidates. This means each household has a total of [Number of Board openings this election] votes that may be allocated as the homeowner(s) chooses. For example, you may cast one vote for each candidate, or all votes for a single candidate, or any other combination you choose so long as the total number of votes you cast does not exceed the total allowed.
2. Seal your ballot within the envelope marked *Ballot*
3. Seal the ballot envelope within the enclosed mailing envelope and sign your name on the mailing envelope.
4. Either mail the enclosed mailing envelope or hand-deliver to the Election Inspector at the Annual Meeting. *It must be received before the polls are closed at the Annual Meeting to be counted.*

I/We hereby cast our [Number of openings] votes for Board of Directors candidates as follows:

Number of votes	Candidate
	[Pre-announced candidate name]
	[Pre-announced candidate name]
	[Pre-announced candidate name]
	Write-in:
	Write-in:
	Write-in:
Total	← Total must not be more than [number of Board openings this election]

I/We hereby cast our votes for issues as follows:

Issues

[Issue 1 description]	☐ Yes	☐ No
[Issue 2 description]	☐ Yes	☐ No

Seal your ballot within the envelope marked *Ballot*. Either return in the enclosed mailing envelope or hand-deliver to the Election Inspector at the Annual Meeting. *It must be received before the polls are closed at the Annual Meeting to be counted.*

Example Ballot Envelope

To meet requirements for a *secret* ballot, an envelope must be provided to each member for *sealing* their ballot. This ballot envelope must not contain a return address or any information or markings that would enable identification of the voter. Below is an example illustration.

#9 Envelope

BALLOT

(Not for proxy or correspondence.)

Please DO NOT put a return address or any identifying information onto this envelope.

1. Place your completed ballot into this envelope and seal.
2. Place this envelope into enclosed mailing envelope and seal.
3. Sign the mailing envelope.
4. Either
 - (a) return by mail to Election Inspector **or**
 - (b) deliver by hand to Election Inspector at our Annual Meeting.

Example Return Envelope for Ballot Envelope or Proxy

An envelope must be enclosed to enable members to return the Ballot Envelope or proxy by mail. This envelope should be addressed to the *Election Inspector* at the association's mailing address. Below is an example illustration.

#10 Envelope

For Ballot envelope or Proxy only

I/we are the voter(s) to whom this ballot was issued and this is the only ballot I/we are submitting.

Voter name (print) Signature (required)

Property address

Return address: _____

PLACE
STAMP
HERE

Election Inspector
Redwood Acres Homeowners Association
c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

The Election Inspector(s)

To ensure fair elections, our Board appoints either one or three Election Inspectors(s).

Election Inspector(s) must be an independent third party

An Election Inspector must be an *independent third party*, defined as a member or non-member who is not a member of the board of directors or a candidate for the board or related to a member of the board or a candidate for the board. Additionally, an independent third party may not be a person or part of a business entity who is currently employed or under contract to the association for any paid services unless expressly authorized and deemed neutral and without conflict of interest by the Board of Directors.

Election Inspector(s) duties

Election Inspector(s) shall have access to the organization Bylaws and Rules with respect to elections so as to be able to perform the following:

- Prepare a *Ballots Receipt Log* with names of eligible voters, like the example on page 47, to help ensure only one ballot is received from each eligible voting interest.
- Receive mailed ballots. As each ballot is received, that fact is recorded in the *Ballots Receipt Log*.
- Exchange valid proxies for ballots and ballot sealing envelopes at the Annual Meeting.
- Accept sealed ballots from members who present them at the Annual Meeting and close the polls, as indicated on our Annual Meeting agenda.
- Count and tabulate all votes and determine the results of the election. Having a prepared *Ballots Tabulation Worksheet* (see example on page 48) can facilitate this. (The Election Inspectors may decide to be assisted by other ballot counters who, themselves, must be independent third parties, unrelated to candidates or Board members and not employed by the Association.) The ballot counting and tabulating process shall occur only at the properly noticed Annual Meeting—no ballot may be opened prior to this—and the process may be witnessed by any member. However, to save time, verification of members' information and signature on the outer envelope may be done by the Election Inspector(s) prior to the meeting and ballot counting.
- Report the tabulated results of the election to the Board of Directors.
- If a recount or other challenge to the election process is made, upon written request, make the ballots available for inspection and review by an association member or his or her authorized representative. Any recount shall be conducted in a manner that preserves the confidentiality of the vote.
- Hear and determine all challenges and questions arising out of or in connection with the right to vote.
- Perform any acts as may be proper to conduct the election with fairness to all members in accordance with our Election Rules, governing documents and applicable laws.

If there are three Election Inspectors, decisions or acts of at least two will be deemed the decisions or acts of all.

Any report made by the Election Inspector is prima facie evidence of the facts stated in the report.



Using a prepared list of eligible voters helps to ensure only one vote is received from each eligible voting interest.

BALLOT RECEIVED

[illegible]

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

EXAMPLE BALLOTS TABULATION WORKSHEET
Multiple worksheets may be used—one for each pair of ballot counters appointed by the Election Inspector(s)—and consolidated on a *master* sheet.

Ballots Tabulation Worksheet
Annual Meeting Elections for
Redwood Acres Homeowners Association
[Date here]

Candidates Use tick marks in areas below to tally votes, e.g., 12 = **||||** **Total**

[Pre-announced candidate name]	
[Pre-announced candidate name]	
[Pre-announced candidate name]	
Write-in:	
Write-in:	
Write-in:	

Issues (if any)	Yes	No
Issue 1		
Totals		
Issue 2		
Totals		

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Annual report

Most work invested by valued Board and committee volunteers is never known about outside of the Board and committees. Distributing an annual report can

- provide important visibility into volunteers' contributions.
- enhance the important Board/homeowner relationship, allowing members to know how they have benefited by those contributions.

The example annual report

An example annual report follows. We also have it as a word processing file on a computer disk, should a volunteer wish to start with it to use its format in producing an annual report for Redwood Acres. However, *anyone wishing to use the example file should read the following information about it.*

About the file

The computer file for the example annual report is on a computer disk that includes files used to generate this Directors' Handbook, our Committees Handbook and Residents' Handbook. Therefore, in case you don't know where the file is, first ask the President, Secretary, or try to find the person or persons who produced this handbook because they had to have the original disk in order to produce what you are reading.

If you want to produce an annual report using the file

If you want to use the original file used to produce the example annual report, then you will need to have access to and know how to use the word processor. The example annual report uses features of the word processor that most casual users never use. *Do not attempt to use the file unless you have learned about **Sections**, **Frames** and **Styles**.* Those word processor features are used extensively in the annual report to give it its polished, professional-looking appearance.

While Sections, Frames and Styles are powerful features, they can also cause havoc if you try to edit a file that uses them if you don't know what you're doing. For example, simply deleting a Section or Paragraph marker, which contains important layout, frame or style information, may cause surrounding text to completely change its appearance or jump to a different location on the page. And if you don't know how Sections, Frames and Styles work, you may not know why it happened or how to fix it. (You can always use the *Undo* feature or extract material from the original master file should that happen.)

Hints on using the example file

- First, learn about Sections, Frames and Styles from your word processor program manual while editing a dummy file.
- Do not edit the original file on the original disk. Copy the file containing the material you are reading onto your hard disk and edit the copy. Extract the annual report portion from that copied file.

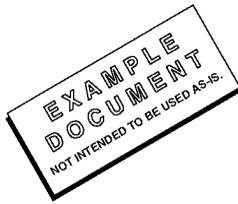
- Make sure you backup your file frequently while you edit, in case you make a mistake—and you *will* make mistakes.
- Use the appropriate *View* mode while editing:
 - Select the *View-Normal* mode from the pull-down menu to see where text is actually located in your file and to repair mistakes.
 - Select the *View-Page Layout* mode from the pull-down menu to see how the annual report will finally appear when printed.
 - Select the *Tools-Options-View* mode to display all non-printing characters.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Redwood Acres



2022 Annual Report

PRESIDENT'S REPORT

Completing our twenty-third year as an Association closes a busy period for us. Our most significant accomplishments for 2022 describe what is mostly involved in restructuring a business—and the product reflects the quality time some of our neighbors have given to make it happen.

Our new look

No matter how well run, almost any organization can benefit periodically from taking a fresh look at the way it manages itself.

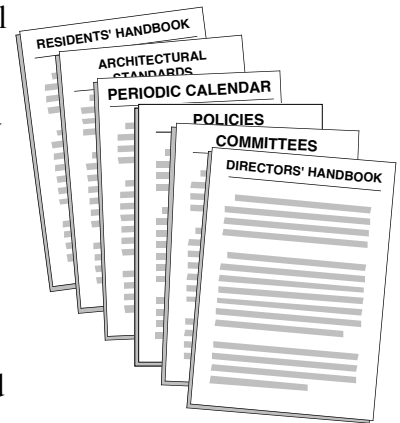
This year we reviewed some management tools developed and used by other associa-

tions and compared them with our own. Thanks to the talent we've been fortunate to have had on previous Boards and committees, we found that our practices and procedures compared very favorably and were far superior to many. Nonetheless, we were determined to undertake a healthy checkup. The result is some new policies and further improvements in the ways we manage our association.

As part of our organizational refurbishment, we've crafted a new Directors' Handbook. It includes an orientation for new Board members, descriptions of directors' duties, charters for our current committees and those we may appoint in the future, management tools, forms and letters, control documents such as our periodic events calendar and activities tracking report, and reference sections for our policies, rules, architectural standards, bylaws and Declaration.

You may have seen some changes as a result of our efforts. A few of them are described below.

We are especially appreciative to Marge Bates who volunteered as chief editor of our Directors'



COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROGRESS.

FULLY EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN

ONLINE STORE AT WWW.PROGRESS.COM

Manual. We are also grateful to Gary Kiel for lending his computer and word processing expertise to our project and for the time he spent interviewing our committee chairs and revising committee charters.

We have already received healthy returns for our time investment in this project.

Board Advisory Committee Chartered

Each year, a homeowners association loses Board members as their terms expire or as they retire. Losing a valued Board member after a two year term, perhaps just when making his or her most valuable contributions, is a waste. Last May, we chartered a Board Advisory Committee to which we can appoint outstanding former Board members whose experience we would regret losing to retirement. It provides standing for their continued participation in meetings and on projects, but without the burden of an active directorship. Since our appointments of Jeff Dean, JoAnne Minor and Bill Gossett, the value of this committee has been proven often.

Volunteers Recognition

We very much depend upon volunteers in our organization. At our 2022 Annual Meeting we inaugurated our annual awards program to recognize volunteers who have made notable contributions of time and talent.

Adopted Guidelines for Rules Creation

In May, we drafted and approved a set of guidelines for Rules Creation and Modification. These guidelines ensure for openness and member participation in creating or modifying our rules. Following those guidelines, we drafted, published, held hearings for, and passed a set of rules we feel are fair and should address many of the problems common for a community such as ours.

Amendments to Declaration

In January we passed much-needed amendments to our bylaws and Declaration to correct some deficiencies. As a result we have plugged some loopholes, eliminated a couple of unfair

provisions and brought it more up to date with Florida state law as well as contemporary life styles:

- An application for approval by the Architectural Review Committee now needn't be mailed to the official address of the Association—one may simply give it directly to the ARC chairperson or Board President.
- The provision allowing an individual the power to approve an architectural application has been eliminated. Now, applications will always be acted upon by the Architectural Review Committee, better ensuring balanced and fair consideration of each application.
- It is no longer a violation of the Declaration for a writer, artist, computer programmer, consultant, or other person whose work is completely unobtrusive—to work at home.
- We may now appoint non-Board members to committees.
- The loophole allowing residents to park their vehicles in guest parking places has been closed, enabling us to greatly improve our parking situation.

Master Plan

Now, our big project is the Master Plan. It includes our architectural standards for exterior improvements and policies relating to the Architectural Review process at our development. A draft has been completed. Once approved, it should help the Architectural Review Committee in administering prudent controls to protect our property values.

Socials Successful

We had two very enjoyable social get-togethers. Our potluck picnic and barbecue this summer and our social following our Annual Meeting were both a lot of fun. Watch for the next one and don't miss it.

Signage

We have placed a number of signs: We have four speed limit signs and five "Slow—Children At Play" signs. Reports from members of speeding

are way down. “Private Property—No Soliciting” signs have been ordered for each of our entrances.

Recycling

Recycling is doing very well here. Jeff Dean, Alice Shannon and I have signed up as block captains for Orlando’s recycling program. If you would like information about recycling, or need burlap bags for your plastic bottles, glass or cans, contact one of us.

City Projects

We’ve participated jointly with our neighbors at Cypress Point Lakes Association on projects such as car wash noise abatement, initiating a program addressing disaster preparedness and water conservation, and successfully representing our 810 collective households in the Public Works hearing on closure of the Stierlin Road access to Central Expressway.

Newsletter Inaugurated

In April we approved a new charter for our newsletter committee. Since then we’ve used our new format to keep everyone informed of events, significant issues, problems and solutions, notice of meetings, alerts to hazards, and our involvement in City matters. Of course, we are always interested in contributions to it and in anyone who would like to become involved with the Newsletter Committee.

The Future

You are the future of Redwood Acres. Our future depends upon your participation. If we are content to assume others will manage it in our best interest, we may be robbing ourselves. We will always depend upon member participation, upon the initiative of those who will attend Board meetings, serve on committees or on the Board, involve themselves directly to ensure we are soundly managed, anticipate and minimize problems, engineer sound solutions, plan our finances, provide good communications with our membership and ensure the continued good health of our investments.

Karen Mason
President

STATEMENT OF RECORDS LOCATION

Corporate books and records, including names and addresses of our current members, are located at Community Management, 505 Orchard Avenue, Orlando, Florida 32822. They may be examined by members by appointment during normal business hours.

UNREDACTED MATERIAL
THIS DOCUMENT OR ANY INFORMATION CONTAINED HEREIN MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.
FULLY-EDITABLE WORD-VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

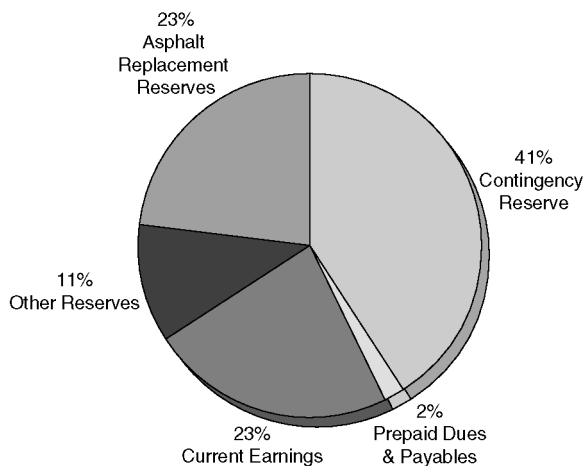
TREASURER'S REPORT

Closing Out 2022

Included in the back of this report you will find an income statement and a balance sheet as of the end of the fiscal year and a statement of changes in financial position for the fiscal year.

During 2022, our Board worked hard to maintain the sound financial position of the Association. As a twenty-four-year-old development, our cash outlays have been primarily to pay for maintenance, common area utilities and administrative expenses of the Association. However, it is crucial to our long term property values that we also continue to accumulate adequate reserves. Over the last twenty-three years we have steadily added to our reserves so that we will have funds available when needed to replace or make substantial repairs to our common areas. As we close 2022, we carry forward substantial assets of over \$183,480, key components of which break down as illustrated in figure "Our Assets."

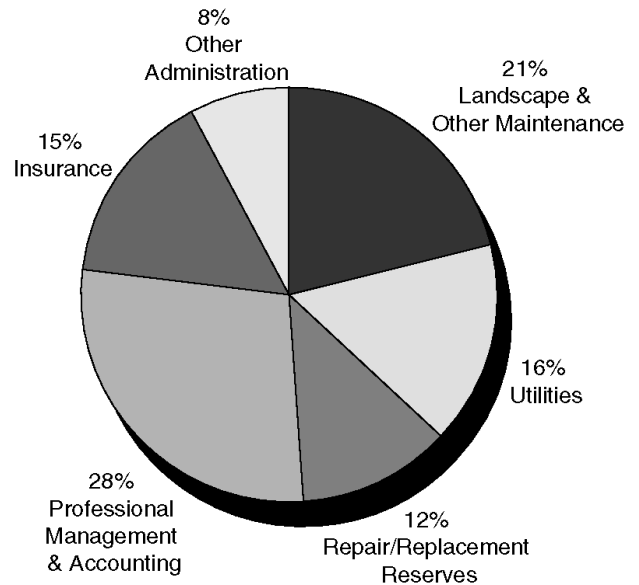
Our Assets



In developing the \$699,600 budget for 2023, a copy of which members received in November, our Board focused upon two principal goals:

1. Ensure that expenses of the current period are well-considered, giving our Association the best value for the dollar; and

Where Do Your Dues Go?



2. Ensure creation of adequate reserves to fund future replacements and repairs of our common areas.

The new budget requires a monthly assessment increase of \$7.50 which is needed primarily as a reserves adjustment to ensure that reserves will be adequate to preserve the value of our common areas.

Expenses

The budget was prepared using actual cost information from the Association's financial statements through December 2022. Expenses for 2023 are expected to increase by about 3% for each homeowner. The most significant increases are \$1,540 to cover state and federal taxes on interest earned on cash balances held in our reserve accounts, \$500 for professional fees and an estimated \$1,100 increase in insurance costs. These increases, fortunately, are partially offset by a \$2,640 reduction in utility costs re-estimated for 2023 based on actual 2022 costs which we have been able to hold down to a level significantly below that originally budgeted.

Reserves

Healthy reserve balances play a crucial role in maintaining the property values of a Condominium. In addition to maintaining the

appearance of our individual condominiums, property appraisers and lenders demand careful planning for long term maintenance of common areas and accumulation of adequate funds in reserves to carry out these plans. The Board's responsibility in managing your funds is to have funds available when needed—without accumulating excessive amounts of members' money in reserves.

We use a two-step process in determining the budget allocation for a particular reserve fund item, such as asphalt or lighting. First, the total amount needed for an item is calculated using the average of actual quotation information presented by companies that repair, replace or service the particular reserve fund item. Next, the incremental annual budget is determined by dividing the unfunded balance of the reserve needed by the number of years remaining prior to the planned repair, replacement or service.

At our Annual Meeting in September, homeowners were presented an overview of the

problems we have had with some of our physical assets and our plans to deal with them. As a part of this plan, our 2023 budget supplements our existing reserve for asphalt slurry seal on a five year cycle with a new reserve for a complete asphalt resurfacing. 2023 funding for the new reserve will be \$16,500 equating to about \$6.25 monthly for each homeowner.

The Board welcomes any and all comments and suggestions that will help us manage your money more effectively. Please join us at board meetings and make your thoughts known.

William Bonner
Treasurer

[Here, include income statement and balance sheet as of the end of the fiscal year, and a statement of changes in financial position for the fiscal year.]

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Rules creation and enforcement

In addition to restrictions specifically described in our Declaration, that document also provides for the creation of other rules by our Board of Directors.

We have two general classes of rules passed by our Board:

1. Architectural rules that relate to the review process for approval of exterior improvements that members may make to their properties and the *standards* for those improvements, and
2. General rules that regulate other behavior.

Both classes of rules are in our Residents' Handbook, a section of this binder intended also to be copied and distributed to all residents. Below is a discussion of rules creation and enforcement.

Why have rules?

Most of us would like to believe that we can live without rules—and we can, *mostly*. However, over time it becomes apparent that a high-density living environment like ours is vulnerable to certain kinds of problems, some of which could seriously affect the quality of life and the value of our investments. A carefully crafted set of rules, tuned to the needs of our community and without being overly burdensome, is necessary to prevent problems as well as to resolve them.

Most of the value of having rules is in their *prevention* of problems. Knowing what our rules are helps to sensitize us to each others' rights and interests and helps to prevent problems from occurring in the first place.

Should problems occur, having rules allows us to resolve them. Rules provide objective standards that, under the authority of our Declaration and Bylaws and the laws of the state of Florida, are legally enforceable.

Creating rules

In order to ensure fairness, first we must agree on the process for rules creation, consistent with our Bylaws and ensuring member participation. The process we use is described in our policy entitled *Guidelines for Rules Creation/Modification*, located in the *Policies* section of this Directors' binder. Objectives of the policy are

- to ensure openness and member participation.
- to subject proposed rules to comments by members to ensure they provide the best protections for our interests and have the support of our community.
- to ensure rules are reasonable, that is, they should not be unnecessarily restrictive and there should be a good reason for their existence. This does not mean that we shouldn't have a rule simply because a member objects to it. A rule may be necessary should there be, in the judgment of the Board, a reasonable possibility for a problem to occur or likelihood that significant damage or hardship could occur for lack of a rule.

- to help ensure rules are consistent with laws and local ordinances.
- to ensure publicity for new rules. First, to have the benefit of prevention, we must know what the rules are and, second, to be legally enforceable, they must be published. Every member should have a copy of our rules. It also helps to remind members in the newsletter periodically—and on the website—about rules that relate to problems that tend to reoccur.

Enforcing rules

Rules enforcement is one of the most difficult issues faced by new Board members. Most of us have never been in the position of having to enforce laws or rules and most of us find it abhorrent and incompatible with the way we prefer to relate to our neighbors. However, rules creation and enforcement are responsibilities of the Board; as fiduciaries we are required to be diligent and uniform in enforcement of rules in order for us to keep protections afforded by them. Fortunately, it is possible to create rules and to administer them in such a way so as not to interfere significantly with relationships. Methods we use to do this involve

- fairness
- education
- administrative insulation
- participation

These methods, part of the *art* of rules enforcement, are discussed earlier in this section in the *Directors' Orientation* under *Legal Environment*.

Rules must be published

Before enforcement can take place, rules must be *published-published-published!* Should enforcement be challenged, the first thing the judge will ask is proof that a rule has been well-published—and the more, the better. That is one reason why descriptions of duties of our association Secretary include archiving every copy of every newsletter and notice mailed to owners. That is also why our procedure requires so many notices to be delivered before a disciplinary hearing can be scheduled. Enforcement takes longer but our position is strengthened considerably.

Enforcement must be uniform

We are required to be uniform in administering enforcement. This usually means we cannot treat one resident differently from another—even a Board member. Consistency is a test that may be applied should enforcement be challenged and inconsistency may torpedo the association's case. That is what is meant when a judge rules that a certain rule or law is not enforceable because the administrative authority was “arbitrary or capricious” in its enforcement.

The requirement for uniformity is the reason we have formalized and documented our enforcement procedure and the reason we put so much emphasis on following it.

Enforcement must be careful and deliberate

Just as occasionally we may need to remind ourselves that enforcement is our obligation, we also must be careful in not allowing our emotions to influence us in being too aggressive in enforcement. Sometimes aggressive enforcement is necessary, such as

when there is imminent threat to property or safety. However, pursuing a patient, deliberate schedule, to include repeated warnings before action, has these advantages:

- Most violators will come into compliance once given notice—and a little leeway. None of us wants to feel as though we're living in a neighborhood where our association is waiting to pounce upon us for the slightest infraction. Most of us are responsible people who may step over a line occasionally, usually by accident although sometimes, perhaps, testing limits a little. Gentle reminders that provide the benefit of the doubt usually solve the problem while keeping the important Board/Homeowner relationship intact. And gentle reminders that are ignored will be followed by less-gentle notices.
- A deliberate enforcement schedule is, administratively, more realistic. It is easier both for the Community Association Manager and for us as Board Members, making it more likely to be followed consistently and uniformly.
- If you've been the Board member chosen to defend the Association in a court room pursuant to a contested enforcement action, you know how much time, expense and emotional drain that can be caused by neglecting the smallest enforcement detail—such as the inability to produce sufficient evidence of a rule's notice or publication, or alleged failure by the Association to properly deliver a notice, or inability to provide evidence of consistent enforcement. Many judges have a bias in favor of the *little guy* and against a bureaucracy like a homeowners association. The thoroughness of our enforcement procedure may seem unnecessary at first, and some members may think the Board too lenient in not immediately towing a vehicle or assessing a fine, but you will be thankful that we observed the procedure should you find yourself at the defendant's table when being sued for unfair enforcement. For example, in the case of a parking violation, a violator may be able to sell a judge excuses for one or two violations, but almost any judge should be impressed with our patience and diligence in issuing *three* Courtesy Reminder notices before a fine was levied. (See below.)

Our enforcement procedure

The Redwood Acres Bylaws and Declaration describe requirements for due process and rules enforcement. Due process may also be regulated by state law. We have designed a procedure to implement those requirements with practical, *how-to-do-it* steps. That enforcement procedure is described below in our flowchart entitled *Guidelines for Rules Enforcement*.

Having a flowchart provides a concise, graphically illustrated, easily copied and distributed, convenient reference to our procedure. A procedure easily referenced is more likely to be followed, consistent with the requirement that our enforcement be uniform.

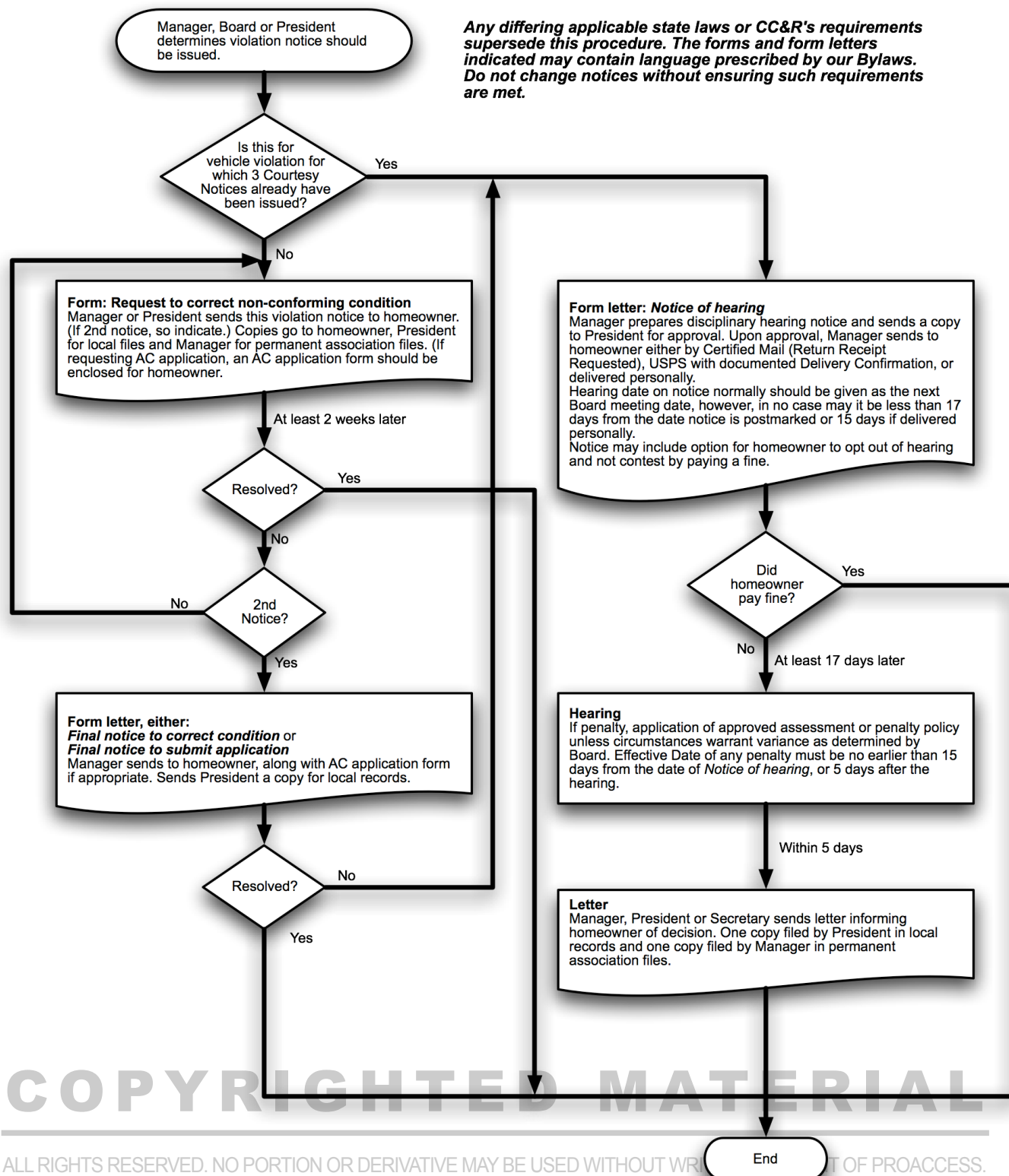
Further discussion about our procedure follows the flowchart in descriptions of our *Enforcement tools*, documents referred to in the chart (see below).

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Guidelines for Rules Enforcement—Redwood Acres Homeowners Association



ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN PERMISSION OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Enforcement tools

Our enforcement flowchart refers to the following tools we use to enforce our rules:

- **Courtesy reminder** and **Vehicle violation** forms—to notify those who violate vehicle rules. (These forms are located with the charter for the *Parking and Vehicles Committee* in the *Committees' Handbook*.)
- **Request to correct condition**—to notify those who violate other rules.
- **Final notice to correct condition**—final warning to comply with a rule.
- **Final notice to submit application**—final warning to submit an Architectural Application for an improvement constructed without committee approval.
- **Notice of hearing**—to notify violators who have not complied or responded to earlier notices to attend a disciplinary hearing.

Courtesy Reminder and Vehicle Violation forms

Parking and vehicle violations are among the most common types of rules violations that we experience. Because they are so common and because of the need to notify violators quickly, we have these two notices for posting on windshields of offending vehicles.

Copies of the Courtesy Reminder and Vehicle Violation notices are located in the charter for the *Parking and Vehicles Committee* in the *Committees Handbook*. Take these forms to any printer and have them printed as two-part “NCR” forms. Recording a violation on such a form will produce a copy for our records, necessary should an offense be repeated and warrant further action.

The two notices are our *Courtesy Reminder* and our *Vehicle Violation* forms:

- **Courtesy Reminder**—for use by residents as well as Board members and management, this form has at least three important benefits:
 - It provides a courteous way to inform a visitor or the first-time or infrequent offender about what our rules are. This usually resolves the problem.
 - Residents may get extremely frustrated with certain types of vehicle rules violations, such as vehicles parked where they shouldn't be. Providing residents with Courtesy Reminder forms has the benefit both of relieving frustration by allowing residents to take positive steps themselves with the support of the association, as well as the benefit of educating offenders about our rules.
 - Enforcement proceedings may be handled only by our Board. However, because Courtesy Reminders are simply notices about what our rules are, rather than real *tickets* with real fines, we can provide them to anyone for use.
 - Because the two-part NCR forms produce copies for our records, those copies will serve to document the offenses and strengthen our position should enforcement be necessary.
- **Vehicle Violation**—for use only by Board members and management, or others specifically authorized by the Board, such as a Parking and Vehicles Committee. (See charter for that committee.) We use this form under these circumstances:

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

- Typically, we will use it for all vehicle violations occurring after we have collected three Courtesy Reminders documenting vehicle violations by the same offender. Should the offense happen a fourth time (or more), a member of the Parking and Vehicles Committee, a Board member or the Community Association Manager or other party specifically authorized by the Board may be contacted either to place a Vehicle Violation notice upon a windshield or to send it to the responsible property owner, if known.
- This form may be used without previous Courtesy Reminder notices only for blatant violations of well-known city vehicle ordinances or state vehicle code or association rules where there is risk to property or safety, for example, parking in a fire lane.
- After a Vehicle Violation notice has been issued, another form entitled *Notice of hearing* should also be sent to the property owner, pursuant to our Bylaws requirements for such notice, notifying the owner of a hearing for consideration of levying a fine. (That form and the disciplinary hearing are discussed later in this section.) The form also provides the option that the violator may elect not to contest the violation and not to attend the hearing by paying a fine as listed under *Fine Schedules* in the Policies section of the Directors' Binder. This has the benefit of allowing uncontested violations to be resolved easily and without a hearing while informing the alleged violator of the right to a hearing.

A common misconception is that vehicles in violation of *any* vehicle rule may be towed. For example, as a director, a resident may ask you to have a vehicle towed simply because it has been parked in the wrong place. Towing may not be used as a *penalty* for a vehicle violation. It may only be used to *remedy* a hazardous or obstructive or prolonged nuisance condition and then only in accordance with state law and local ordinances where no other recourse is practical or available.

The reason for the towing notice on the Courtesy Reminder and Vehicle Violation forms is to help protect us should we have to have the vehicle towed for good reason—not necessarily to indicate that a vehicle will be towed for any violation.

If a vehicle is parked in a fire lane, and the car owner is either not known or cannot easily be located, towing may be justified inasmuch as the vehicle may represent a threat to property or safety. If a vehicle is parked in an inappropriate space, but not where it is a threat to property or safety, or should some other vehicle violation occur, then implementation of our rules enforcement process involving notices and fines is more appropriate.

Our Courtesy Reminder and Vehicle Violation forms are located with the charter for the Parking and Vehicles Committee in the Committees Handbook.

Request to Correct Condition

We use this form to notify homeowners about apparent violations of all other types of rules. It takes an educational approach, presenting the premise of protection and requesting compliance.

As described on the enforcement flowchart, if this form is ignored or if an owner still does not comply after receiving it, we send it out a second time. When used as the second notice, we mark the notice (anywhere) as “2nd notice” as a reminder that the matter will be followed-through. We don’t have a “second notice” check-off box on the form

because we don't wish to telegraph to the recipient with the first notice that he or she needn't comply quickly because yet another notice will follow.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

**FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM**

Redwood Acres Homeowners Association

c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

Request to correct condition

Notice date: _____

To: _____

Re: _____

Dear Neighbor:

The value of your condominium, one of your most important investments, can be affected significantly by the appearance of and activities around other condominiums in our neighborhood. That is why the *Declaration* (Declaration of Condominium) of our homeowners association, which you agreed to abide by when purchasing your condominium, provides important means for protecting your investment—for preserving the quality of our environment and appearance of property in our neighborhood. It does this by requiring each of us to maintain our homes to certain standards and to comply with our rules and standards—created in a fair and open process in which all members may participate.

Your neighbors would appreciate your attention to the following. Please review your Residents' Handbook for a description of our rules, architectural standards and approval procedures and take the steps indicated below:

☐ **Advisory only**—No violation is being reported. We are using this form simply to inform you about the following. (See below.)

☐ **Possible condition of non-conformance**—Activities, objects and/or conditions apparently exist on your property that may not be in conformance with our rules, architectural or maintenance standards. We would very much appreciate your correcting them by _____. (See below.)

☐ **Application Required**—A change may have been made to your property that requires approval, but no application has been received. Before making any significant exterior change to property, our Declaration require that a homeowner submit an application to the Architectural Review Committee and obtain approval through the Architectural Review process. (Please see “The Architectural Review Process” in your Residents' Handbook.) Please complete and submit an application with drawings within two weeks. This is *important*. Making a modification without prior approval may result in changes having to be undone at the homeowner's expense. Your neighbors on our Architectural Review Committee look forward to working with you on your project. The exterior change requiring approval is described below.

Explanation:

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN

AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Thank you for helping us. For correspondence or answers to questions, please contact us at the address at the top of this form or call 987-456-7890.

Final notice to correct condition
Final notice to submit application

We send whichever one of these is appropriate should the previous *Request to correct condition* notices be ignored. We send the *Final notice to submit application* if the infraction is the construction of an exterior improvement without approval by the Architectural Review Committee. Otherwise, we send the *Final notice to correct condition*. These notices clearly indicate that we are on the course for enforcement action if necessary to elicit compliance.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Redwood Acres Homeowners Association

c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

Final notice to correct condition

Notice date: _____

To: _____

Re: _____

A consequence of living in a high-density Condominium is that some of our actions may affect others. Therefore, when purchasing your condominium you agreed to become bound by and to abide by the CC&R's, bylaws and rules of the Redwood Acres Homeowners Association. This was intended to protect all parties.

We each received a copy of our Declaration and bylaws before purchasing our condominiums. Additionally, we notify all members about our rules through our newsletter, mailings and our Residents' Handbook, which all members have received. Although we have been careful to notify everyone what our rules are, still, a rule may have been broken that relates to your condominium.

Just as each of us is legally obligated to abide by our rules, collectively we are obligated to enforce them. We have been trying very hard to meet our obligations but you must also do your part. On _____ we requested that you correct the problem described below. However, the violation remains uncorrected.

IMPORTANT NOTICE: Any or all of the following may be put into effect if the following condition is not corrected within 15 days of the date at the top of this letter, or as of any other date indicated below: Pursuant to our Bylaws and established policies, fines may be levied against your property up to \$200 for *each* violation or month or partial month during which your property is in violation, and other penalties may be imposed as described in our Bylaws and Declaration including, but not limited to, suspension of voting rights, restrictions on use of common facilities, recovery of any damages and/or injunctive relief sought through the court. You may bear the costs for any of these enforcement actions.

The violation is described as:

Thank you for your prompt attention to this. Your neighbors have always welcomed and encouraged your attendance at Board and committee meetings. We have found that our *openness* policy has been very effective in preventing problems and misunderstandings. As always, we again invite your attendance that you might learn more about your homeowners association.

Sincerely,

Board of Directors

Redwood Acres Homeowners Association

c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

Final notice to submit application

Notice date: _____

To: _____

Re: _____

Because of our high-density living environment and our common design elements, our property values may be impacted by exterior changes residents may make to their condominiums. Therefore, our lenders, the state of Florida and the City of Orlando required that certain protections against uncontrolled changes be provided, to run with the land as Declaration of Condominium (Declaration). Article 6 of our Declaration prescribes a process through which exterior modifications are reviewed for compatibility with architectural standards approved by our Board of Directors.

As part of the review process, a member must submit an application for approval of exterior modifications to a condominium. In addition to having been informed of this requirement before purchasing your condominium, you have since also received additional notices in the form of letters, newsletter articles and your Residents' Handbook. Additionally, before purchasing your condominium, you signed a form in which you certified to your lender and participating parties that you agreed to become bound by and to abide by the Declaration, rules, regulations and other Association governing documents. Just as you are legally obligated to abide by our review process, collectively we are obligated to enforce it. We have been trying very hard to meet our obligation to maintain this process but you must also do your part. On _____

we sent you a notice of the requirement to submit an application for approval of an improvement you have made to your condominium exterior. We still have not received your completed application.

IMPORTANT NOTICE: Any or all of the following may be put into effect if we have not received your completed application within 15 days of the date at the top of this letter: Fines may be levied for each month for which an application has not been received: \$40 1st mo., \$80 2nd mo., \$120 3rd mo., \$160 4th mo. and \$200 each month thereafter. A notice of non-compliance may be filed with the County Recorder against your property, possibly affecting its marketability. Injunctive relief may be sought through the court, forcing removal of modifications. As provided in the Declaration, you may bear the costs for any or all of these enforcement actions.

Thank you for your prompt attention to this. Your neighbors have always welcomed and encouraged your attendance at Board and committee meetings. We have found that our *openness* policy has been very effective in preventing problems and misunderstandings. As always, we again invite your attendance that you might learn more about your homeowners association.

Sincerely,

Board of Directors

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.
FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN
AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Notice of hearing

We send this *Notice of hearing* once other methods to elicit compliance have failed. It is the key enforcement notice that also helps us to meet requirements of our governing documents and state laws for due process.

This notice also provides the option—appropriate for many common violation types—that the violator may elect not to contest the violation and not to attend the hearing by paying a fine as listed under *Fine Schedules* in the Policies section of the Directors' Binder. This has the benefit of allowing common, uncontested violations to be resolved easily and without a hearing while informing the alleged violator of the right to a hearing.

Our bylaws may have specific requirements for delivery of this notice. We must ensure we comply with them.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Redwood Acres Homeowners Association

c/o Community Management
505 Orchard Avenue
Orlando, Florida 32822

Notice of hearing

Notice date: _____

To: _____

Re: _____

A consequence of living in a high-density Condominium is that some of our actions may affect others. Therefore, when purchasing your condominium you agreed to become bound by the CC&R's, bylaws and rules of the Redwood Acres Homeowners Association. This was intended to protect all parties.

We each received a copy of our Declaration and bylaws before purchasing our condominiums. Additionally, we notify all members about our rules through our newsletter, mailings and our Residents' Handbook, which all members have received. Although we have been careful to notify everyone what our rules are, still, a rule may have been broken that relates to your condominium.

Just as each of us is legally obligated to abide by our rules, collectively we are obligated to enforce them. We have been trying very hard to meet our obligations but you must also do your part. Although we have sent you notices to correct the problem described below, the violation remains uncorrected.

An Association rule or a provision of our governing documents may have been violated that relates to your condominium. You are requested to attend a hearing before the Redwood Acres Homeowners Association Board of Directors to show why a fine should not be levied against your property or other penalties imposed for a violation described as

Your hearing is scheduled for: (time) _____ on (date) _____
at (location) _____

The effective date of any determined penalties will be either 15 days from the date at the top of this notice, or 5 days after the date of the hearing, whichever is later.

IMPORTANT NOTICE: : ☐ If this box is checked, you may elect not to contest this violation and not to attend this hearing by paying a fine of \$_____, sending it to the address at the top of this form. Otherwise, it is very important that you attend this hearing. Pursuant to our Bylaws and established policies, fines may be levied against your property up to \$200 for *each* violation or month or partial month during which your property is in violation, and other penalties may be imposed as described in our Bylaws and Declaration, including, but not limited to, suspension of voting rights, restrictions on use of common facilities, recovery of any damages and/or injunctive relief sought through the court. You may bear the costs for any of these enforcement actions.

Sincerely,
Board of Directors

The disciplinary hearing

Once we have determined that a property owner has not complied or responded satisfactorily to notices described in the enforcement procedure, we send the *Notice of hearing*. The hearing may be scheduled either separately or, for the convenience of the Board, at the same time as a regular Board meeting. In either case, scheduling must be consistent with due process as described in our Bylaws and applicable Florida state law. Remember, we *must* be able to demonstrate that we provided due process as part of our disciplinary procedure. This means that

- the notification procedure previously described must be observed.
- the subject must be informed of all basic complaints for which action is being considered, that is, he or she must not be surprised at the hearing by complaints previously undisclosed and for which a defense could not be adequately prepared.
- the subject must be given the opportunity to examine evidence.
- witnesses must be present at the hearing so that the individual may cross-examine them. Names of complaining witnesses may not be withheld without risk that the hearing may be subject to later challenge.

Every effort should be made to hear all relevant facts at the hearing in order to avoid a continuance that could prolong the process. Therefore, before the hearing care should be taken to prepare arguments on behalf of the association and to compile all documents that are material to the violation. *All* documents, evidence and witnesses should be ready and available at the hearing.

Normally, the President will prepare the arguments and materials, with the assistance of the Community Association Manager. Normally, the President will present the association's case at the hearing though the Manager or any other person may be designated to do this.

If, after having been given notice of a hearing, an owner asks that another hearing date be selected because of a conflict or hardship, we should attempt to accommodate a credible request within reason.

An owner given notice may decide not to appear at a hearing. However, absence of the owner is not a valid reason to cancel the hearing. We should continue with the hearing, consider any facts known to us that support that owner's interests and make our best objective assessment as to whether a violation occurred and what, if any, fine or other disciplinary action is appropriate. Unless there are clear extenuating circumstances, failing to assess a penalty may compromise future enforcement. If a rule has been violated, disciplinary action should be taken consistent with our policies on fines. (See the Policies section of this Directors' binder.)

Should penalties be assessed, our Community Association Manager or Secretary should write a letter informing the owner, pursuant to our Bylaws requirements for such notice. The assessment should be levied, payments tracked and interest charges added as provided by our Bylaws.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Our Community Association Manager

Some associations manage themselves without engaging the services of a Community Association Manager. Self-management can be very successful for those associations whose members understand the importance of everyone's participation and support and have resolved to commit the required time and resources. However, over time many associations develop apathy among their members and have a problem maintaining commitment sufficient for good management. Therefore, at some point most associations face the decision of whether to engage the services of a professional association management company or Community Association Manager. Here are some considerations:

Hiring a management company can provide these benefits:

- **Continuity.** A Community Association Manager carries an intimate knowledge of the association, its members, governing documents and physical assets year after year and from one Board to the next. This continuity is important in a homeowners association where there is frequent director turnover.
- **Helping to keep us legal and current.** Although the Community Association Manager isn't an attorney, a good Manager should alert us to important news circulating within the field of HOA management such as court decisions and new statutes affecting homeowners associations. The Manager also can alert us to other news and resources that can be of value to us.
- **Shared resources.** Having a Community Association Manager automatically provides copying, publishing, mailing, accounting, clerical and other necessary services. We share the overhead for these services with other associations.
- **Experience.** A good Community Association Manager will have much more experience with homeowner association issues than most of our directors will ever have—experience in working with boards of other associations and dealing with a spectrum of problems and issues similar to those we will face. That's invaluable.
- **Knowledge of services vendors.** When getting bids for us, a Community Association Manager may already know the best companies to contact and also (very importantly) whom *not* to contact.
- **Administrative insulation for rules enforcement.** A Community Association Manager will do much of the routine *dirty work* of rules enforcement, insulating Board members from the wrath of unenlightened violators. A good Community Association Manager also will have a talent for resolving many problems tactfully and diplomatically, without need for formal enforcement proceedings.

COPYRIGHT MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

- Off-loading the day-to-day administration such as mailing statements, tracking receivables, paying bills, generating financial statements, preparing budget drafts, handling complaints, and other important services. This is particularly important with associations where apathy is a problem. If members don't volunteer, how can they expect those who *have* volunteered to assume the added burden of day-to-day management in addition to the burden of running a Board and committees with few volunteers? *Wherever there is an association with members reluctant to volunteer, there can be no valid complaint by an apathetic member about assessment of dues to pay for the services of a Community Association Manager.*

What to expect of our Community Association Manager

A common mistake is for Board members to imagine that signing a contract and paying a monthly management fee means we can sit back and expect *flawless* management of our Association, with the burden of all management functions lifted from our backs. That won't happen.

First, a management contract is not a blank check for a Manager's time. We aren't paying for *perfection* or to have any tasks we wish performed by our Manager. What we are really paying for is *performance to industry standards* of duties described in our management contract. Failing to understand this may result in mistaken expectations of the Manager.

While, admittedly, somewhat subjective, *industry standards* means completion of tasks in a workman-like, competent manner as a reasonable worker or professional in the trade would accomplish them.

This doesn't mean we should not have much higher standards or be very particular in the way our business is managed. We should. But high standards mandate two more things: flexibility and homeowner involvement

- **Flexibility**—Subjective standards of performance cannot be in every management contract. Therefore, we should have some flexibility and expect flexibility in return from our Manager. We should be willing to pay for extras not specified in the contract and for additional time to perform certain tasks to unusually high standards. In return, a good Manager should be willing to go the extra mile for us when we need it. The relationship must serve the interests of both parties.
- **Homeowner involvement**—by volunteers who are willing to spend the evenings and weekends necessary to write that newsletter or compose that nice enforcement letter or walk through the neighborhood and make those detailed descriptions of problem areas, or attend that City hearing, or edit that handbook, or spearhead a project, or commit to chair a committee, or do whatever else it takes to effect a quality result. *No one, including our Community Association Manager, can represent certain interests of our homeowners better than our homeowners. There is no substitute for homeowner involvement.*

COPYRIGHTED MATERIAL

Normal supervision

The President is the principal liaison with the Community Association Manager, responsible for direct supervision. The Treasurer will also work directly with the Manager on financial issues, however, he or she is not a *co-supervisor* and should direct non-routine or special problems to the attention of the President. Other contact with the

Manager for Association business may be authorized by the President or Board and arranged with the Manager for a specific purpose, but such contact should be minimal. Effective management requires that the President have regular meetings and/or e-mail or telephone contact with the Community Association Manager to review the status and follow-up of activities. There should be at least one or two such contacts between regular Board meetings—or more if required.

Imagine having a new boss, someone far-less experienced than you but determined to direct or supervise your every action. How would you feel? This is what some Community Association Managers have to deal with—board members who, mostly, haven't been board members for more than a few years, making the same mistakes all of us make in a new field. Of course, the message is that we must be careful not to *micro-manage* the Manager. Give our Manager some credit for knowing his or her job and leeway to do it. If our Manager is so incompetent as to require micro-managing then we should get a new Community Association Manager.

Our Manager supervises our services contractors. Care must be taken not to undermine the Manager's authority with them. Should a Board member present his or her business card when meeting and welcoming a contractor as part of establishing the initial relationship, there must be no doubt that the Community Association Manager is the person with whom the contractor is to interface and take direction.

The primary tool used by the President for supervising our Community Association Manager is the Activity Tracking Report (ATR). (See discussion under *Activity Tracking Report* earlier in this section.) This is a list of tasks and activities assigned to the Manager and to others. The ATR is also distributed to Board members at or before every regular Board meeting and should be reviewed by the Board at *every* regular meeting. *The certainty of public review has a way of getting things done.*

Managing problem performance

Realistically, performance of any contractor, including a Community Association Manager, may vary. Consider that competitive Community Association Managers must manage a fair number of associations in order to generate a fair income. Also, good Managers are very much in demand. Consequently, they can be stretched rather thin. At the busiest times a Manager may find him- or herself overworked and unable to adequately perform all tasks for all associations he or she is managing. The Board and President should understand this and have some flexibility for performance variation on low-priority matters, the contingencies of which are minimal. This assumes, of course, that important matters are being handled well.

Repeated lapses on important matters, and even failure to handle lower-priority matters over time, can be very frustrating for a Board. The longer a performance problem continues without discussing it with the Manager, the more frustrated the Board likely will become. As with any problem, *the President should waste no time in meeting with the Manager to discuss problem performance.*

Because homeowner association boards often have members inexperienced in personnel management, sometimes a President without such experience is reluctant to engage the Community Association Manager about performance. He or she may have anxiety in anticipation of an unpleasant confrontation and rationalize why a meeting probably

wouldn't work. However, this avoidance can be very damaging to the Association. *The President has a duty to supervise.*

Good Community Association Managers are hard to find! We cannot simply look in the yellow pages or go down the street to the next management office and expect to find someone who won't disappoint us after a few months. And firing the Manager destroys the continuity asset described above from which it may take years to recover.

A good Manager knows the score and will respond positively to feedback on performance. The President may also learn something that will help him or her and the Board to understand the reason for the lapses and if there was a misunderstanding it will likely be cleared up. Such a meeting almost always results in relief from frustration and a new understanding. Frequent communication is *vital* to maintaining a healthy relationship with our Community Association Manager.

Withholding payment from a Manager for failure to perform to certain standards is *never* acceptable, unless explicitly provided-for in a management contract. Withholding payment may be deemed a significant breach of contract, releasing the contractor from further obligation to perform. and/or compromising our position should a legal contest develop. Specific lapses or failures by a Manager who otherwise has substantially performed other duties does not release us from our primary obligation to pay. Also, it would be a substantial breach of faith from which recovery may be difficult without a Board turnover.

For chronic problems, the President should reassess the diligence with which he or she has supervised the Manager as described above, and then increase the frequency of performance reviews and make clear to the Manager the importance with which the Board regards performance improvement. Finally, the President may place the Manager on probation for a period, putting the Manager on notice that his relationship with our association is on the line. If this fails to improve the situation, then our Board either should request that the current management company assign a new Manager to us or we should engage in a careful, systematic search and screening for a new management company.

If the latter is necessary, a Board should try to conduct its search for a new management company before dismissing the existing company and Community Association Manager. Otherwise, Board members should be prepared to self-manage between Managers. Unless a management disaster has taken place, a Board may even consider including the existing Community Association Manager in a search to gauge the quality of candidates. It may be that the Manager survives the screening as the best candidate. (There are a lot of *idiots* out there.)

If a management change is warranted, our Board should try to make the transition with the cooperation of the existing Manager. A smooth transition with the goodwill of the departing Manager intact is in the interest of those we represent and may even be worth some extra expenditure. The alternative could mean expensive audits, situation cleanup and fixes, and a lot of wasted emotional energy—or worse.

This discussion about Manager termination and transition shouldn't be taken to mean that we should expect it will happen. We should be optimistic and positive in our relationship with our Community Association Manager. But should a transition be necessary, it can be nightmarish if the above isn't taken into account.

The search for a good Community Association Manager

Should you be on a Board that decides to look for a new Community Association Manager, if possible obtain the names of at least 10 association management companies in our area. Contact them and tell them about our Association. Request information from them, including client references. Screen them down to a list of four or five likely candidates. Then, using a form like the one entitled *Prospective Association Management Rating Survey*, at the end of this section, call Board members of the homeowners associations listed as references and ask questions like those on the form. The form provides a means of rating and comparing various aspects of a Community Association Manager's performance. Tally the scores on the forms, discuss the results, and screen the candidates down to the final three.

When arranging for an interview with the three management candidate finalists, ask that the person who would be our Community Association Manager attend the interview. Often a management company will send the company heavyweights out for the interview and to close the deal, but then assign a less-experienced Manager to the account. It is okay to have a principle come but ensure that the manager who would be assigned to our association is there too.

When arranging the presentations by the management companies, don't ask all to come at the same time; space interviews appropriately, for example, every 30-45 minutes, so they aren't all present at the same time.

During the interview, ask whatever questions of the prospective Manager that you must to ensure your confidence in him or her as our next Manager.

Be aware that management companies may find the larger associations to be the more desirable accounts. There is a certain amount of overhead for each association and, of course, the monthly income from the larger association is greater. As an association with 220 condominiums, this can work to our advantage. Smaller associations may find that they have to pay more per household for a good Community Association Manager. But, again, this still may be a prudent investment if it better ensures quality management and helps in fulfilling the Board's mission to *preserve, protect and enhance the investment*.

Remember, *this is not an exercise to discover which candidate has the lowest fees*.

Selecting management talent who may considerably affect the value of the most important investments many of our members will ever make is not an occasion to fall into a trap of false economy. A single action by an inexperienced or incompetent Manager or a failure to act, can cost us *far* more than the apparent savings in management fees. As fiduciaries we must use our best judgment to find the management talent that provides the best *value*—even if that means spending more for the Manager.

Be good to our Manager

Any long-term relationship must be managed, be it a contract, employment or a marriage. We should never take the relationship we have with our Manager for granted.

- The President should meet regularly with our Manager as described above; keep communication lines wide open.

- Treat our Manager as a partner, not a servant.

- Frequently ask the advice of our Manager. How else can we benefit from his or her experience?

- Don't berate our Community Association Manager in public. (Imagine how you would feel if your employer upbraided you in front of those you worked for and with.) The President should discuss any performance problems with our manager privately.
- As the *point* person, our Manager occasionally may be assailed at a meeting by an irate homeowner. If that happens unfairly, support him or her; don't leave him or her *hanging*.
- Be especially good to our Manager on his or her birthday; give him or her a balloon and a stupid hat.

Prospective association management company rating form

Below is a form that has been used successfully by other homeowners associations in the screening process for a new Association Manager. After getting names of client HOA's from our candidate management companies, call their client board members and use this form to rate the Managers.

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Prospective Association Management Rating Survey

Redwood Acres Homeowners Association

Management company: _____

Association: _____

Contact name: _____ Phone: _____

Survey taken by: _____ Date: _____

Please rate the following from 1 to 5	Unsatisf	Poor	Average	Above Average	Excellent
---------------------------------------	----------	------	---------	---------------	-----------

GENERAL:

Relationship with Board of Directors and members	1	2	3	4	5
Complaint handling, maintenance	1	2	3	4	5
Administration of contractors and employees	1	2	3	4	5
Obtaining bidding for maintenance, painting, common area repairs, landscape maintenance, etc.	1	2	3	4	5
Response to emergencies	1	2	3	4	5
Response and handling of problems with renters, Declaration and ARC violations	1	2	3	4	5

FISCAL AND ACCOUNTING SERVICES:

Assistance with budget preparation	1	2	3	4	5
Monthly financials—accuracy, completeness, timeliness	1	2	3	4	5
Handling of delinquencies, liens and collections	1	2	3	4	5
Assistance and advice for investing reserve funds, etc.	1	2	3	4	5
Follow-up regarding claims for losses, subcontractor billings, damage claims, etc.	1	2	3	4	5
Billing for services in excess of estimate provided	1	2	3	4	5

BOARD OF DIRECTORS:

Attendance at meetings, annual meetings and special meetings	1	2	3	4	5
Timeliness of meeting agendas, minutes, manager's reports, special reports, etc.	1	2	3	4	5
Quality of records management related to correspondence, file maintenance, ownership, etc.	1	2	3	4	5
Quality of advice and knowledge regarding city and state laws affecting Board actions	1	2	3	4	5
Overall opinion of management company	1	2	3	4	5

TOTALS: RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

GRAND TOTAL: FULLY EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM

Specific Questions

In your opinion, is your dues schedule adequate to cover your

Operating and maintenance costs? ☐ Yes ☐ No

Reserves for replacement? ☐ Yes ☐ No

In your opinion, are the grounds and common area maintained in such condition as to enhance the value of your home? ☐ Yes ☐ No

Would you favor renewal of their contract at the expiration of its current term? ☐ Yes ☐ No

In your opinion, what are the strongest points of the Management Company?

In your opinion, what are the weakest points of the Management Company?

Scope of services provided:

Full service ☐ Yes ☐ No

Take meeting minutes ☐ Yes ☐ No

Full accounting services ☐ Yes ☐ No

Landscape maintenance ☐ Yes ☐ No

Common area maintenance ☐ Yes ☐ No

“Thank you very much for taking the time to help us with our survey. If we can ever help you in a similar way, please don’t hesitate to call.”

Interviewer’s overall impression of responder:

Other notes:

COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

This is the end of our Director’s Handbook. Remember, this is intended to be updated and refined as we learn new lessons. Annotate this or write your ideas onto a separate sheet of paper as they occur to you and give to the President or designated editor.

Periodically, the master word processor file should be updated and the handbook republished.



COPYRIGHTED MATERIAL

ALL RIGHTS RESERVED. NO PORTION OR DERIVATIVE MAY BE USED WITHOUT WRITTEN CONSENT OF PROACCESS.

FULLY-EDITABLE WORD® VERSIONS OF THESE DOCUMENTS WILL REMAIN AVAILABLE FOR 60-DAYS AT OUR ONLINE STORE AT WWW.PROACCESS.COM