



CAI-RMC GOLF
TOURNAMENT
See Insert
Inside

Vol. 33 • No. 5 • May 2015

www.HOA-Colorado.org

COMMON INTERESTS

OPEN FOR BUSINESS TIPS FOR RUNNING A SUCCESSFUL BUSINESS



ALSO INSIDE:

Community Leadership
Robert's Rules of Order Values
Traits of a Successful Community Manager
Steps for a Productive Year
H.R. Best Practices
And More...!





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What Managers Are Saying:

*"We deeply appreciate all you do
for our HOA throughout the year.*

We also love the seminars."

- R.Z., Community Manager

*"Your firm is doing a fabulous job with
our association."*

- S. R., Community Manager

*"I like the way these [documents]
are written, much more clear and
simple to understand."*

- A. J., Community Manager

"I 'HEART' you folks!!!"

- R. R., Community Manager

COMMON INTERESTS IN THIS ISSUE

FEATURED

Community Leadership

by Murray Bain

14

Robert's Rules of Order

16

Traits of a Successful Community Manager

by Bryan Farley, RS

18

Ready! Set! Go!

Steps for a Productive Year

20

H.R. Best Practices

Interview with Paul Brownlee, Associa

22

CAI-RMC Awards

24

Leadership • 14



Traits • 18



Productivity • 20



Golf • Insert



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President's Message

CAI-RMC MISSION STATEMENT

The Community Associations Institute Rocky Mountain Chapter is the recognized leader in the region for education and advocacy to better enable those involved in community associations to lead and serve their organizations.



CARMEN STEFU

President
CAI-RMC

Happy Spring (Almost Summer) to You All! In April, we celebrated the volunteers to our Chapter. The gala celebration held on April 17th was a fun and refreshing event! I'd like to thank the **Volunteer Committee** for all of their hard work in organizing this event, to the members that voted and also to the members who came and supported the Chapter. Thank you!!!!

The Chapter recognized a volunteer for each of the membership category and an overall volunteer of the year. I'd like to congratulate the following members for winning in their category:

- Dee Wolfe – Community Association Leader
Volunteer of the Year
- Bobbi Medina – Community Association Manager
Volunteer of the Year
- Ali Kronebusch – Business Partner
Volunteer of the Year
- Denise Haas – Overall Volunteer of the Year

Please join me in congratulating these members! We look forward to next year's event and again, Thank you to all the Volunteers! In the famous words of an unknown author, "Those who can, do. Those who can do more, volunteer."

Thank you all and we look forward to an exciting summer season! ♣

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Executive Director's Message



BRIDGET SEBERN
Executive Director
CAI-RMC

I've been busy. The kind of busy when you feel like you've been working for an hour and all the sudden it's the end of the day and you've worked 8 hours, busy. We all have our busy months in this industry, don't we? The Chapter is no different. April was full of programs and May is just as busy, especially with the **Spring Showcase and Trade Show**. Did you know that we had record registrations this year? It was really incredible being a part of the process to pull it all together.

Thank you to all of those who participated in the **Membership Mixer**, the **Volunteer Appreciation & Recognition Event**, the **Aurora Roundtable**, the **April Lunch and Learn**, the **Association Leadership Series**, the **Spring Golf Fling** (despite the cloudy skies) and the **Spring Showcase and Trade Show**. It's so great to see our members enjoying themselves at events and proves that the work that our volunteers do to is remarkable.

May is continuing to be a busy month—as you'll see in this issue, we have a lot of appreciable events coming up. If you haven't been to an event or program lately, now's the time to be a part of one. We

have many new members, business partners and board members and it will be nice to get familiar with them in comfortable settings.

Don't forget—your membership with CAI is only as good as what you do with it. Use it wisely. Be proud to be a member of CAI-Rocky Mountain Chapter. There's a reason why we're one of the largest Chapters in the Nation. If you need some help figuring out what you'd like to do or who you'd like to meet, give me a call. I am delighted to be of service. ☺



**"Be proud to be a member of CAI
Rocky Mountain Chapter. There's
a reason why we're one of the
largest Chapters in the Nation."**



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NOTE: All ads must be camera ready or additional charges will apply. All ads must be prepaid. Advertising in *Common Interests* is a benefit of membership, and you must be a member to advertise. Acceptance of advertising in this magazine does not constitute endorsement of the products or services. Rates available upon request. Call 303-951-4973.

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Committee Corner



EDITORIAL COMMITTEE

Summer is right around the corner which makes for a perfect time to write an article for the *Common Interest Magazine*. If you're interested email **Maggie Bolden** at mbolden@palaceconst.com. Our next meeting is **June 3rd at 8:30am–9:30am at Palace Construction, 7 South Galapago St. Denver, CO 80223**.

Ever wonder who is on the Editorial committee? We asked two of our many committee members what their favorite summer activity was:

"One of my favorite activities is kung fu and in the summer we work on all of our long weapons training. This includes staff, spear, kwan toa. This summer I am going to China for my 3rd degree black belt test. I found my way to working at Shaker Painting as the owner, Brent Rumpf, is a friend I met through my martial arts school." P

—*Philippa Bugess, Marketing & Community Relations,
Shaker Painting*

"My favorite summer activity of all time is surfing. Living in Denver, however, has made this hard to accomplish. I have many great memories of spending time with my family and friends at the beach and in the water. Nothing will beat a beautiful Saturday with glassy 3'-4' waves. My favorite summer activity in Denver is going to a Rockies game. Going to a baseball game is such a worthwhile experience for me since I am able to enjoy the outside and interact with the game. The hot dogs, peanuts, and 7th inning stretch all add to the fun."

—*Bryan Farley, President
Association Reserves—Colorado*



_MOUNTAIN CONFERENCE COMMITTEE

Our task of finding a new venue and finalizing a date for the conference is done. After 6 years of having our **Mountain Conference** at the Vail Cascade Resort & Spa, they left us no choice but to find a new venue. They had groups locked in already starting in mid-September through the last week of October. So off we went in search of a new location. We left the decision up to our mountain community managers—we sent out an email to various mountain community managers throughout all the ski areas asking for their preference of a location for the Conference this year. The 2 choices were Copper Mountain or the Vail Valley. The overwhelming majority of managers wanted to keep the Mountain Conference in the Vail Valley mainly due to the location since it is more centralized for most managers. So it then came down to either the Hyatt at Beaver Creek or the Vail Marriott—both locations were ideal for our Conference. The decision was to go with the Vail Marriott due to the favorable

contract. Bridget has done a great job in tying up all loose ends with the contract and we believe the mountain managers will be very happy with our new venue. The date is set for **Monday, September 14th** and we were lucky to negotiate that date as they were booked solid through mid-October. It is a few weeks earlier as compared to previous Conferences, but the weather should be ideal for everyone.

We also would like to welcome some new members to the committee this year and they are: **Lorrie Johnson**, Business Development Manager of BluSky Construction—{office located in Vail}, **Pam Britton**, DRC Administrator at River Valley Ranch Maser Association, Carbondale and **Brian Lence**, General Manager at Zephyr Mountain Lodge, Winter Park. In the next update, we will have selected a time/date for the Planning Session. Stay tuned!



HOA COUNCIL

From Ft. Collins to Castle Rock, the HOA Council has taken their show on the road—thanks to the wonderful professional experts at CAI-RMC! We have had all kinds of topics at our roundtables. Of course, we have the staples that are always requested such as legal expertise, insurance, reserve studies, property management—but we have also had experts talk about mold, the art of neighboring, aging neighbors and neighborhoods, high rise living and accommodating residents with disabilities to name a few. Now that marijuana is legal in Colorado, we have had requests to have our experts answer questions about dealing with undesirable orders and behavior. Our events are truly roundtables and we ask our attendees to rotate every twenty minutes to a new topic—try one out when it's in your neck of the woods!



FALL CONFERENCE COMMITTEE

Only 6 months left until the Fall Conference! Get involved now and get the sneak peek into what you can expect. Our next meeting will be **June 16th, 9:30–10:30** at Palace Construction, 7 South Galapago St., Denver, CO 80223.



ACTIVITIES COMMITTEE

Golfers, tee up! The annual **CAI Golf Tournament** is just around the corner. This year's event will be held on **June 29th at The Pinery Country Club in Parker, CO**.

Bring your clubs, bring your game, and bring on the fun! This event provides managers, volunteers, and members an excellent opportunity to network with industry professionals and enjoy a round of golf at one of Colorado's premier golf courses. It's not too late to sign up!

For additional details, or to become a sponsor, contact the CAI-RMC office at **(720) 943-8606** or bridget@HOAColorado.org. To register for this event, register online at CAI-RMC.org



PROGRAMS & EDUCATION COMMITTEE

P&E welcomes the May flowers! On **Tuesday, May 5th**, we held an **Advanced Leadership Series** from **6:30-8:30pm at Windsor Gardens HOA—595 S Clinton St, Denver, CO 80247**. Speaker **Wes Wollenweber**, attorney and shareholder with Ciancio Ciancio Brown, P.C. helped Managers and Board Members in “Making Heads or Tails of Animal Requests (Understanding Assistance Animal Issues).” He will be dispelling the misnomers between the ADA and Fair Housing, responding to animal requests, and what documents you can request along the way.

If you are interested in learning more about the Programs and Education Committee, please call our Chair, **Melissa Keithly** at **(303)233-4646** or Vice-Chair, **Jenna Codespoti Wright** **(303)547-7848**.

Our next committee meeting will be held on Tuesday, June 9th at 12:00pm.



MOUNTAIN EDUCATION COMMITTEE

“Living most of my life in New York, I witnessed plenty of nanny state laws. Later, I lived in D.C. for a bit and saw even more. I assumed when I got to Colorado, the Wild West, there would be a rejection of such intrusive legislation. I was wrong.” —*David Harsanyi, Journalist*

Does this statement resonate with you? Want to make an impact in your “Wild West” region? The Mountain Education Committee was founded to educate, to enlighten, and to encourage healthful governance in common interest communities from the Divide all the way west to the border.

Our spring series kicks off in Frisco, Avon and Glenwood Springs in the first week of June, followed by Durango and Montrose a week later. Our 2-hour presentations will cover what the latest Manager Licensing requirements means to you, and more. It’s an opportunity to really understand the compliance issues and to let us know the hurdles you are facing.

We always need more enterprising volunteers. Come learn, sit and chat with us, but you’ll need to contact the Chapter office for the specific details in your area.



Capitol Chronicles

by Brandon J. Helm, CMCA, AMS, PCAM, CLAC
Communications Liaison

"Any good team in Major League Baseball has a strong bullpen—a group of pitchers that step in mid-game to either keep a good thing going or help prevent a bad thing from happening (Let's face it, sometimes they have to cleanup big messes too!). They are the backbone to the perpetual and unwavering strength of a championship team. Much like a bullpen of pitchers, CLAC too has a great team that strengthens their efforts and often times spearhead the tough issues and conversations."

As we ended April, it always seems like this time each year brings longed for days when the buzz on Capitol Hill has quieted as the 2015 legislative session is just three weeks away from closing. CLAC is pushing the cart on the downhill stretch after monitoring more than a dozen bills throughout the session. One piece of legislation that we've been waiting for since day one is the manager licensing cleanup bill. And that bill dropped on the House floor as HB15-1343 on April 9. By the time this article is published the bill will hopefully be headed to the Governor's Desk for his signature. Nonetheless, barring any unanticipated amendments, here's what this bill has to offer:

1. The bill more clearly defines who is classified as a community association manager, who must be licensed and who is exempt from the licensure requirements;
2. The bill establishes an apprentice license and related requirements;
3. The bill provides that management company CEOs are not required to be licensed and more clearly establishes the "designated manager" required for management companies;
4. The bill clarifies that individuals holding the CMCA credential, AMS designation, PCAM designation or other credential approved by the Director of the Division of Real Estate need only take the Colorado law portion of the licensure examination;
5. The bill provides that for community association managers who have not passed both sections of the licensure exam by July 1, 2015, the Director of the Division of Real Estate has the authority to grant those managers a provisional license through December 31, 2015; and
6. Specifies that the funds used for implementation of the licensure program will be maintained in the Division of Real Estate cash fund.

Any good team in Major League Baseball has a strong bullpen—a group of pitchers that step in mid-game to either keep a good thing going or help prevent a bad thing from happening (Let's face it, sometimes they have to cleanup big messes too!). They are the backbone to the perpetual and unwavering strength of a championship team. Much like a bullpen of pitchers, CLAC too has a great team that strengthens their efforts and often times spearhead the tough issues and conversations. In the legislative world that team is comprised of lobbyists that, day after day, spend hours in the trenches making phones calls and attending meetings with key legislative stakeholders to help build, support and strengthen common interest communities across Colorado.

This bill would never have had the chance it does today of passing the House and Senate with bipartisan support had it not been for our incredible team of lobbyists. This bill has already passed through the House committee with flying colors and once read on the floor it will head to the Senate where we expect it will do the same. We know it has been talked about for some time and we thank you for sticking with us through this long, tedious and strategic process! And to our lobbyists: Thank you for your incredible hard work and for ultimately sustaining us through the end of the final inning!

If you would like to stay abreast of legislative activity visit <http://www.cai-rmc.org/> and click on "Legislation". CLAC will also send a call to action email should any issues arise that require your immediate attention and/or response. ♣

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City Spotlight

Breckenridge



City Spotlight

The historic Town of Breckenridge is the Home Rule Municipality that is the county seat and the most populous municipality of Summit County. It located 9,603 feet above sea level in a U-shaped valley on the western slope of the Continental Divide. Established in 1859, the Town has survived and thrived throughout history and now boasts world-class amenities for residents and visitors alike.

Community

The Town of Breckenridge's mission is to protect, maintain, and enhance a sense of community, historical heritage, and alpine environment. They provide leadership and encourage citizen involvement Developed by its citizens, Breckenridge's Vision is where residents and visitors experience a historic mountain town with characteristic charm that offers a safe, friendly and peaceful atmosphere where individuals can live, work, play and raise a family. Although the Town is home to a permanent population of only approximately 4,700 residents, the peak population that includes day visitors, day skiers, overnight guests, and second homeowners, is estimated to exceed 37,000 on a busy day.

Vision

Where the natural beauty of the Rocky Mountains is augmented by world class recreational opportunities that provide diverse activities throughout the year. Those activities are served by community facilities that enrich the visitor experience while ensuring affordable and accessible recreation opportunities for residents and visitors.

Living

Breckenridge envisions their community as a place where residents celebrate their collective diversity and where residents and visitors enjoy the mountain spirit that makes one feel comfortable, happy and healthy; where a diversity of housing is integrated throughout the community and provides a variety of housing options; and where the built environment is of high quality design and construction, that respects the historic context and natural setting. The built environment will also convey innovation and creativity that supports community character and enhances the quality of life through sustainable building and development principles. The Town also proactively supports the needs of residents through work force housing program and support of affordable childcare.

Sustainability

Breckenridge's Vision for Sustainability envisions the actions of the community ensure that wildlife and its habitat are protected, that views from Town to the surrounding mountains are maintained, that both air and water quality are clean and improved, and that accessible open space, trails and backcountry are preserved. And where multi-modal transportation system provides convenient, low cost, clean, sustainable links to the ski area base facilities, parking facilities, downtown and throughout the community and region. In an effort to further the goals for environmental, economic and social sustainability key SustainableBreck Initiatives include: Residential Energy Savings Program (Energy Smart), Reducing the Use of Disposable Bags through a Disposable Bag Fee and supplying reusable bags, a Business Certification Business Program and Community Solar Gardens.

DID YOU KNOW???

There is a significant effort to provide affordable housing for resort workers

- Condo Units – 2,583
- 3,690 acres/5.5 square miles
- 7 miles long/2 miles wide
- 2,200 Developed Acres
- 1,100 Undeveloped Acres
- 55 acres of Town-owned Parks
- 560 acres of In-Town Open Space

- 1 Nationally Registered Historic District, Over 200 contributing structures, 29 locally landmarked structures, 1 National Registered Historic Places Listed Site: Valley Brook Cemetery

NOTES

Town of Breckenridge City Contact
Kim Dykstra—Director of Communications/
Public Information Officer
Department: Administration, Communications
Phone: (970)547-3110 • Fax: (970)547-3132
E-mail: kimd@townofbreckenridge.com

"Breckenridge envisions their community as a place where residents celebrate their collective diversity and where residents and visitors enjoy the mountain spirit that makes one feel comfortable, happy and healthy..."

Doing Business

Where a strong and sustainable year-round economy insured through partnerships with local businesses, resort operators, and state and federal agencies and anchored by a healthy, vibrant Main Street, supports the diverse economic and employment needs of local residents.

Arts

Where art, architecture and cultural events and facilities improve the community experience for residents and visitors, offer diverse and affordable programming, and promote Breckenridge as a year-round cultural center for the region. Cultural partners include: Breckenridge Creative Arts, Breckenridge Backstage Theatre, Breckenridge Film Festival, Breckenridge Heritage Alliance, Breckenridge Music Festival and National Repertory Orchestra

You can download a Breckenridge Recreation Brochure with all the activities and opportunities for each season at: www.TownofBreckenridge.com

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How to Run a Business Meeting

Our days fill up fast when we are jumping from meeting to meeting. Most aren't really necessary; however, we have to go to them regardless. So before you start your business meetings save your coworkers the angst and make each meeting efficient and productive as possible.

Before the Meeting:

- **Make sure that you are scheduling (or attending) the correct people.** Nothing is worse than going to a meeting that you really didn't need to go to. Our time is valuable and we have other things to do with our lives.
- **Be Agenda Driven: Stay organized with an agenda.** This helps you stay on topic, minimize tangents, which usually makes meetings longer than necessary. Agendas are right to the point, and helps focus on the decisions that need to be made.
- **Set Limits:** Start when you say you're going to start and finish up the meeting when you say you're going to end it. By creating that deadline, you're much more likely to accomplish what you set out to accomplish in the meeting. If possible, stick to a 30-minute limit. Most people stop paying attention in meetings after the first half hour. It's better to schedule more meetings if necessary.

During the Meeting:

- **Stick to the schedule.** If necessary be a 'clock watcher.' Make sure that the meeting is progressing through the way it needs to be.
- **Start Strong.** Begin with the most important topic. If there is a pressing issue that needs to be addressed and solved start with that first. Everyone is alert and energized at the beginning of the meeting. Use that to your advantage.
- **Review and Recap.** The last few minutes should be used to review what was decided or what tasks were assigned to everyone. The longer the meeting is, the more important this will be. Create action items and what needs to be covered at the next meeting (if needed).

After the meeting:

- **Send follow-up email:** It's best to send all members a reminder email later that day same day. End of meetings can be hectic because we are all thinking about what we have to do next. A friendly reminder is always appreciated. Summarize what was decided in that email to keep those that were not present at the meeting in the loop.
- **Meetings are going to have hiccups.** Maybe you won't get as much done as you had hoped, or maybe it went much longer than anticipated. But by trying to organize yourself before the meeting starts will help it feel much smoother to the attendees.

Career Development Tips

Vince Lombardi once said, "The only place you'll find success coming before work is in a dictionary." We've been shaped by the many "guides" (school counselors, college career service professionals, parents, peers, professors, etc.) throughout the years, but to reflect upon ones work is what is really going to help you succeed. Here are eight tips to help you make the most of your talents and opportunities.

1. **Create Strong Goals** - Make sure they are realistic, but tough goals that you can achieve. Make yourself short-term goals (1-2 years) that will help you accomplish your long-term goals (3-5 years). How SMART are your goals? They should be Specific, Measurable, Attainable, Relevant and Time-Bound.
2. **Personal SWOT analysis** - Analysis your Strengths, Weakness, Opportunities, and Threats to figure out where you stand in your career. This assessment will help you focus on your strengths, minimize your weaknesses, and take advantage of the opportunities available to you.
3. **Never Stop Learning New Skills** - Learning new skills keeps you fresh. Successful people are always looking to learn new skills to help them grow.

4. **Find Someone Willing to Coach You** - It could be a friend, a co-worker, a boss, anyone who is qualified and willing to help you forward.
5. **Expand your Network** - People can only help you if they know about you. If you're not a good networker, set a goal for yourself before each event. Maybe you talk to at least two new people before you leave. That's two new people that didn't know you before.
6. **Reflect on Your Likes and Dislikes, Needs and Wants** - Take time to reflect on the things in your life that you feel most strongly about. Take time to understand the motives that drive your sense of success and happiness.
7. **Embrace Change** - Simply put, "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." Charles Darwin
8. **Believe in Yourself** - Your ability to succeed are critical factors for your career development. Never forget the people who have helped you along the way.





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Community



Leadership

By Murray Bain

On top of our agendas, at least for those of us engaged in the common interest community business, is the evolution and its ramifications, of manager licensing in Colorado. Like all successful businesses, the HOA leadership relies on a well-stocked “tool” cabinet in order to carry out its duties. A contracted community manager is just one of the tools retrieved from that box, as well as, a competent attorney, a well-informed accountant, an experienced repairman, the HVAC service company, the pool technician ... the list goes on.

The HOA board is operating a complex business, in some cases with a very extensive budget which may or may not include a reserve study. It may entrust a significant amount of its duties to the contracted management, but it cannot assign the respective responsibilities. Accordingly, the management needs to be held accountable for its actions, or inactions, as the case may be. The management also requires clear directions, defined goals, with periodic performance reviews. Our industry does have extremely proficient managers, but also suffers from highly ineffective managers. Licensing should help but does not substitute for board oversight and continuing education.

The HOA Information and Resource Center, together with CAI-RMC, support manager licensing to increase the level of professionalism, accountability and education standards within the industry. The Center collects information, including complaints from homeowner associations and submits an annual summary to the Director of the Colorado Division of Real Estate. Throughout last year, 1440 complaints were received from 409 different complainants, according to the latest report. Complaints against Managers tallied about 38% of these. There is a need for some perspective here, for about 3.5 complaints apparently were received from each of the 409 complainants. The total number of units registered with the Center is 861,657 through December 31, 2014. Therefore, the number of complainants really represent about 0.05% of the total registered units. Furthermore, in both

the 2012 and 2013 annual reports, the Center indicated that “the complainants were sometimes unable to establish whether the HOA board or manager was at the root of the complaint.”

This is not about diverting blame from a manager, but more about the leadership in general, and the need for a more effective “partnership” for community governance. In 2011, the HOA Information Officer wrote, “It is important to note that many of the complaint types involving managers also occur in associations without managers and thus seem to be endemic in associations regardless of management and while managers are often directly responsible for complaints, the fact remains that HOA boards do retain the right to terminate management contracts and as principals in an agency relationship have responsibility for the actions of the managers to a certain level.”

The further west you venture in our great state, self-management becomes more common. There are significantly less managers, even fewer accomplished managers, forcing boards to govern their own affairs, and usually with seriously deficient governing documents. Operating with a lack of understanding of the intrinsic needs and requirements, boards are floundering and managers are overwhelmed. Professional assistance is scarce and, in many cases, unaffordable.

The Mountain Education Committee (MEC), an enterprising group of regional industry volunteers, is a branch of CAI-RMC dedicating itself to bringing information, education, direction and resources to the mountain regions of Colorado, all the way west to the border. We also hope to be the voice of the western communities by providing feedback to the Denver based CAI-RMC leadership.

To further this, and in collaboration with local businesses, the MEC is hosting educational presentations on the new manager licensing laws this spring in the Summit and Eagle Counties, Montrose, Durango and the Roaring Fork Valley. More regions may be added. Please contact the CAI-RMC office for exact dates and registration information. We hope to see you at one of our events. ♣

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Robert's RULES of Order

Robert's Rules of Order is a guide that provides governing bodies procedural rules to keep their deliberations orderly. If your association has adopted you know that some people are big fans, and some people could live without it. Here are some general rules to follow when following Robert's Rules of Order during a board meeting.

Meeting Format: Know what general format is going to be for the board meetings such as call to order, review and approval of last month's minutes, new business, old business and then adjournment of the meeting.

Agenda: Make sure there is an agenda for the meeting. This allows the Board Members to follow along throughout the meeting and know what is coming next. The items on the agenda should be followed as guidelines as closely as possible without impeding the exchange of ideas.

Motions: The chair should make motions. That motion should be followed up with a second from a board member and open to discussion. After the board chair believes the issue has been fully discussed, the board will need to take a vote.

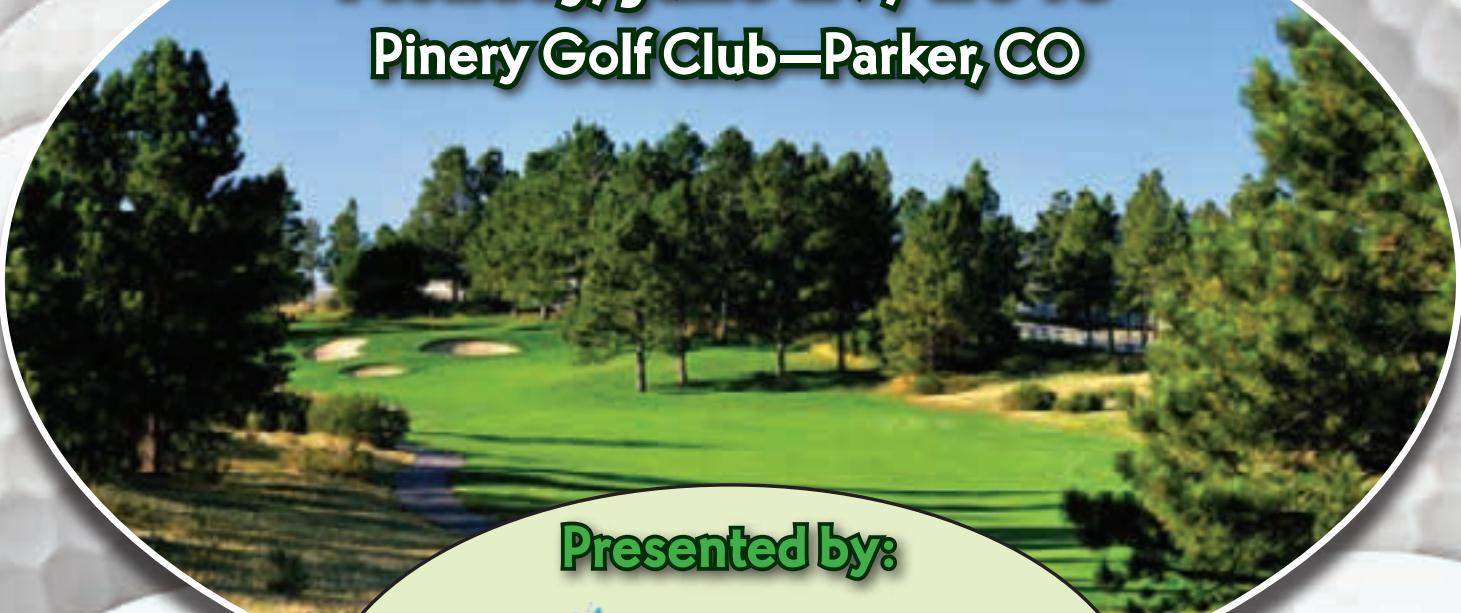
Discussion from the floor: At the end of the meeting, make sure the unit owners can give their input. Don't cut them off. However, the chair has the right to announce that the board is moving on and recognize a new speaker or close discussion.

Adopted Meeting Minutes: Well-written minutes can be invaluable. In the event of a dispute, minutes are the best proof to resolve issues. Meeting minutes are a record of what was done at the meeting, not what was said. Meeting Minutes should have the exact wording of each items and if it was adopted or rejected. ♣

19th Annual CAI-RMC GOLF Tournament



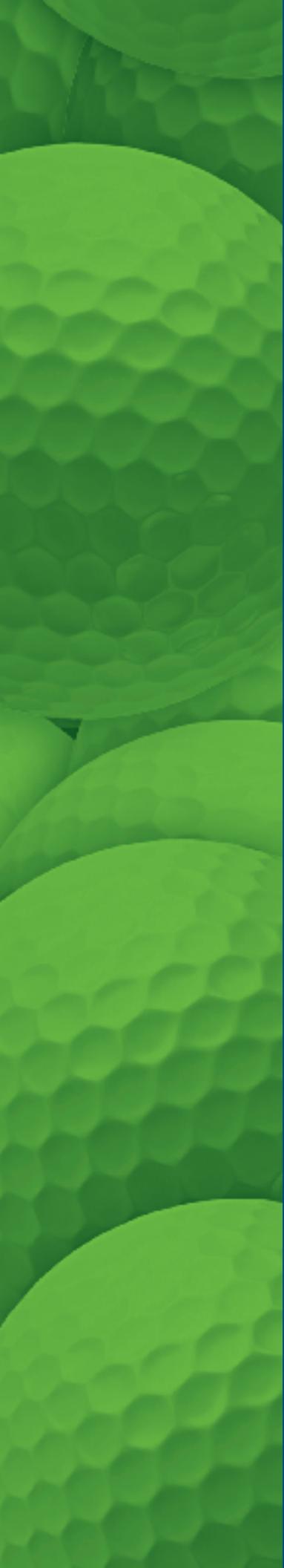
Monday, June 29, 2015
Pinery Golf Club—Parker, CO



Presented by:



McKenzie Rhody
Construction Defect Attorneys



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MONDAY JUNE 29

7:30am Registration & Breakfast

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For further questions and information, contact CAI-RMC at (720) 943-8606.

Business Partners

Contribute door prizes, valued at \$25 or more each, and be recognized at the CAI-RMC Golf Tournament! Your company name and each door prize will be displayed on prize boards that every golfer will see as they check to see if they've won! Prizes can include cash, gift cards, golf equipment, technology, spa packages and more.

Donate prizes by June 15th, and have your company logo included on the prize board along side your prize listing, and be included the tournament "Thanks to..." list given to golfers at the tournament. To donate a prize, email bridget@HOA-Colorado.org.

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Welcome New Members

Elizabeth Adams—East West Resorts

Nicole Michelle Armstrong, CMCA, AMS, PCAM—
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Rita Ralhan Bachman

Mindy Brewer—Superior Property Specialists

Cassandra Day—Hammersmith Management, Inc.

Richard Disanto

Brian Ellwood—Sopra Communities, Inc.

Preston A. Friedly—Harmony Management Group, Inc.

Hannah Hovar—Colorado Association Service • Ft. Collins

John Janowski

James Marshall Keating, III—Steamboat Association
Management

Dave Kuepfer—BlueSky by Wyndham Vacation Rentals

Michael David LaCount—Sopra Communities, Inc.

James Landers, CMCA—Steamboat Association
Management

Michelle Lococo—Advanced Environmental Consulting

Leah McDonnell—ProActive Community Management, LLC

Michael Milburn

Cheryl Lee Pe'a—Roof Wox

Dick Peterson—French Quarter Condominiums

Jerry Robinson

Leslie L. Robinson

Stephanie Lyn Solomon— Greeley Community
Management, LLC

Shelanda Winfrey—Colorado Association Services •
Lakewood

Joel Yust—All Property Services, Inc.

Bethany Zweygardt—Colorado Association Services •
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Common Interests April 2015 CORRECTIONS

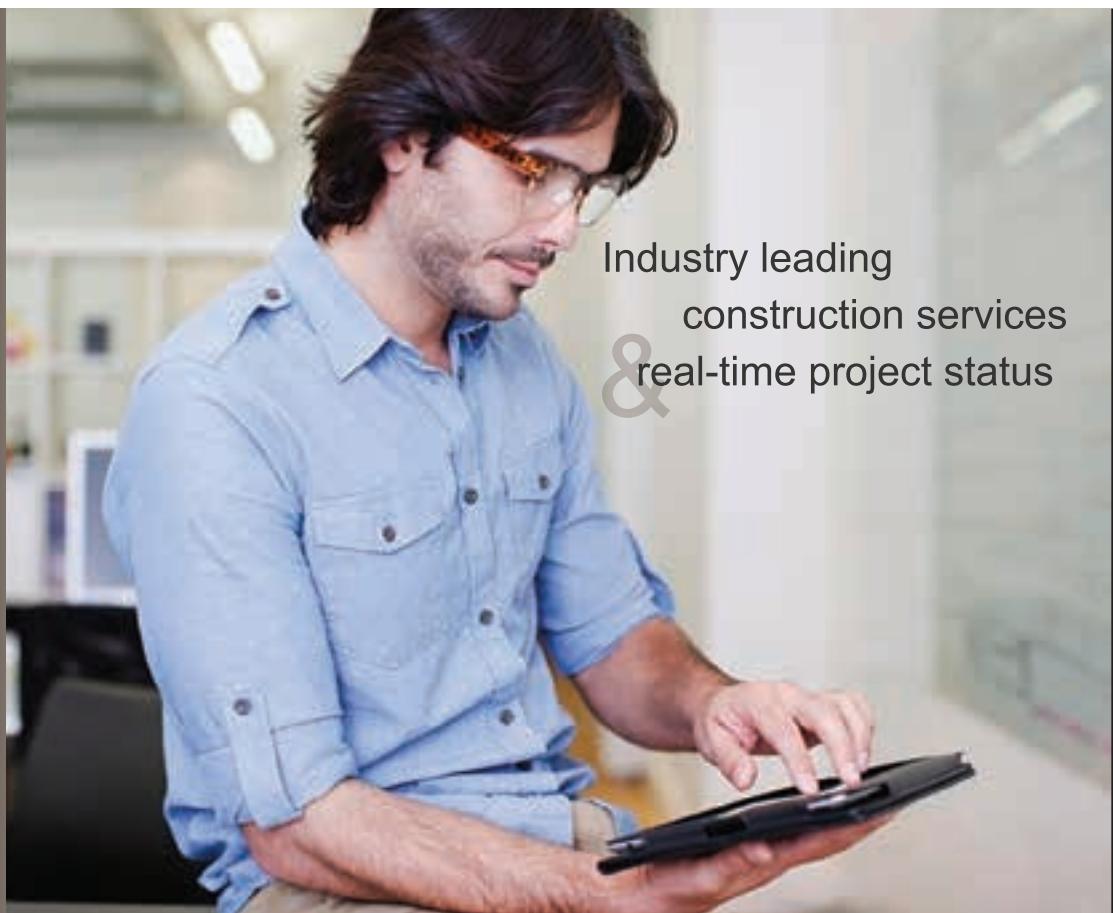
The article titled “The Smiling Saboteur”
was written by Leslie Ashford. Thank you
Leslie for writing a great article!



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Traits of a Successful Community Manager



by Bryan Farley, RS
President of Association Reserves, Colorado

The day to day schedule of an HOA community manager can be quite daunting; most manage multiple associations, each property with its own unique features and each board with its own unique characters. Between juggling properties, attending late night board meetings, and responding to the occasional community emergency, it is no wonder that many community managers feel overworked and under appreciated. New managers may notice that there a few "all stars" at their companies who seem to be able to take every issue in stride. How do they do it?

Unlike some career paths, such as a Denver Nuggets basketball star who must be over 6'5" and have a 33" vertical leap, community managers do not need to be born with super-human abilities. Instead, many of the traits that are needed to be successful in the field can be learned and put into practice.

Below are three traits that will help contribute to the success of a community manager.

1. Empathy

Merriam-Webster defines empathy as "the action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner." To a community manager, this means putting yourself in the shoes of the owner of unit #12 and attempting to understand why he is so upset about the "no lawn ornaments" rule, for example. Darren Burns of Z and R Management illustrates this point as follows:

"As a manager, especially when you are enforcing covenants or responding to emergencies on properties, you can pretty much expect 7 out of 10 folks to respond to you, or their situation, from a position of fear. That makes it entirely critical that you, as the manager empathize with their fear and respond from love."

Even when a manager responds in the best way possible, this may not solve the problem. When homeowners are upset, often it is not because they are upset at the manager, but rather they just want someone to listen to them. As a manager, you "need to know when to speak and when to keep quiet, because sometimes owners simply want to vent" explains Marilyn Ruybal of Community Management Specialists Inc.

2. Teaching

The concepts of running a community association may be old news to seasoned managers, however, many homeowners and board members are brand new to the world of budgets, enforcing covenants, and selecting contractors. Evelyn Saavedra of Hammersmith Management articulates it this way: "Maintaining harmony in the community is achieved by educating owners and residents on an ongoing basis on community living and responsibilities."

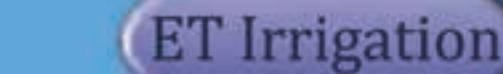
A property manager should be able to effectively guide the community to success. A home will be the largest investment most owners make, and having a professional manager advise the community through hail storm insurance claims or asphalt crack-filling is a great benefit in protecting the value of that investment. However, the manager cannot be the one making the final decisions for the board, just as a teacher cannot take the tests for the students. Sue Renfro of MSI explains that a successful manager must have the "ability to provide guidance, and then step back and let the Board make decision."

3. Problem-Solving

Evelyn Saavedra explains that "Community management can be like a complex puzzle." When all of the puzzle pieces are spread out on the floor, it is easy to be overwhelmed by the mess and not be able to see the final product. Like a puzzle, when all of the pieces of an unexpected expense hit the owners, a successful manager will need the ability to look at the entire problem, strategically find a manageable solution, and be able to relay all of the information to the owners in a way they can digest.

The way a manager presents the solution and handles owners' responses can make all of the difference. It may be tempting to become agitated and give up when dealing with a difficult problem or a difficult group of board members, but as Darren Burns reminds fellow managers, "communicate with love and persevere." Issues such as unexpected common area expenses may appear to be never ending, and aggravated owners may struggle to come to a consensus, but with effective communication, strategic problem-solving, and teamwork, the solution will come to light.

Although this is not an exhaustive list of traits that are characteristic of an effective community manager, it is a good place to start. With routine practice and discipline, a manager can develop these traits into habits that will contribute to professional success. ♣

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Steps for a Productive Year

Time. You never seem to have enough of it. Whether it's work, family commitments, your kids or your spouse, there's always someone or something that needs your time. And imagine the chaos if you were to actually want a little time for yourself as well.

You can't create more time, but you can ensure you make better use of the time you have. To help you be more productive this year, Hyatt Place Seamless Travel Series productivity expert Lindsey Pollak offers these tips.

*** Wake up earlier.** Yes, it's that simple. Waking up 30 to 60 minutes earlier gives you a great jump-start on your day. You can exercise, catch up on email or just relax in this newfound peace and quiet. Just don't forget to go to bed earlier at night to ensure you're awake to enjoy the morning.

*** Make a plan.** Even the busiest of days will flow more smoothly if you are following a predetermined plan and schedule. So before your next busy day, week or season, take time to jot down a list of everything you have to do. You'll be more efficient in accomplishing these tasks and you won't waste time panicking about how you'll complete it all.



*** Decide which decisions you'll make.** Research has shown that the more choices you make during the day, the harder each one becomes for your brain. Eliminate routine decisions whenever possible by having the same breakfast each morning, putting out your clothes the night before or parking in the same space each day, for example. By cutting these decisions out of your daily itinerary, you'll be saving brain power for the truly important choices.

*** Delegate.** You aren't afraid to ask for help at work, so why not speak up at home? Ask family members to help you complete household projects or hire someone to help you maintain the yard, run errands or do the shopping. Any assistance you receive will save you time for other responsibilities.

*** Optimize your life on the road as well.** Whether you're on vacation or traveling for work, you still want to be as productive as possible. Hyatt Place hotels help multitasking travelers stay productive on the road, offering free WiFi, free hot breakfast, a 24-hour gym and more. To help you have a seamless travel experience from start to finish, Hyatt Place brings you the Seamless Travel Series, teaming up with leading travel experts to offer advice on travel, style, technology and health.

*** Be selective in what you commit to.** Want to do more in 2015? Start by saying no. Life pulls you in all different directions, and every request you commit to eliminates time you could spend doing something else. Instead of committing to everything offered to you - including the things you don't really want to do - don't be afraid to say no. You'll be more productive when you can focus on the few things you actually want to do.

You can't turn back time or make more of it, but by implementing these productivity tips, you can make the most of it. So go out and get ready for a productive 2015, and remember, time is ticking. ↑

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HR Best Practices



Paul Brownlee
Dir. of Talent Acquisitions
Associa

When it came to seeking insights about HR Best Practices, *Common Interests* looked to North America's largest community association management firm. Based in Dallas, Associa and its 9,000 employees operate more than 170 branch offices in the United States, Mexico, Canada, United Arab Emirates and South Africa. We spoke with **Paul Brownlee, Director of Talent Acquisitions** about his experience and top tips for HR success.

Being an HR Professional

I have been in the community association management industry for seven years. I love this industry and the hard working people that are a part of this growing business. I came to work for Associa in Dallas, Texas three years ago, and it was the BEST decision I have ever made. I am thankful that every day, I get to work with the industry's best and most talented community association professionals.

I have a sales and marketing background. I am very entrepreneurial and have a passion for developing relationships with others. In my position I am tasked with bringing in the best and most talented individuals that fit our company's vision and values. There is nothing more rewarding to me than hiring someone to work for us and see their career go to the next level.

Winning HR Professionals

Companies can empower their HR people by providing the proper training. There are many classes available to help develop and grow your understanding of human resources. I also feel working with a mentor is important. I got started in recruiting by working with a mentor. I still work with this mentor today. At our company, we constantly refer to ourselves as a "learning organization". My mentor has owned her own recruiting firm for 20 years and is a wealth of knowledge. We always need to remind ourselves that we need to keep learning and getting better.

Recruiting Great Candidates

First ask, does this person fit the vision and the values of our organization? Does the potential candidate have a passion for community association management and understand the path one needs to take to be considered a professional community manager? Ask why! "Why do you truly want to be in community association management?"

Resumes & Beyond

I have always appreciated reading resumes that are short and

to the point. I want to read a resume that highlights strengths, achievements, accomplishments and does not take long to do it. I may be a bit "old school" but I like to meet with potential candidates over a meal. I was once told, "You are never asked to break bread with the enemy." Take advantage of meeting people face-to-face. Always follow up after an interview. I still appreciate getting a hand written thank you card in the mail, in fact, if I am being completely honest, I would not even consider hiring you if you don't send me one.

Key Qualities

The qualities I look for are organization, thick skinned, problem solver, customer service driven and most importantly, someone who knows how to follow-up. Personally, I think the two most important qualities in our industry are follow-up and a passion for exceptional customer service.

Aligning Core Values

Our company's core values are the foundation of our world class brand. Our core values are so important to us that every employee carries a book with them at all times which outlines our core values and how they fit into what we do on a daily basis. The book is the guide for keeping everything that's important top of mind. When recruiting, I pay special attention to the actions of others. I look at their attitude and the absolute first thing I ask myself is, "Does this person fit our core values?" For us these include: Family Spirit, Customer Service, Integrity & Accountability, Loyalty, and Innovation & Improvement.

Transitions

Transitioning to a new company or even role can sometimes be difficult. Again, I think it all goes back to training and educating employees on the company's core values. Make sure employees understand what they are getting into. We also do background checks as matter of course, so if there are issues we can see in someone's history, we are going to address those upfront.

Training & Certifications

Training is important, not only for the HR professionals, but for every employee and their teams. Integrating a new employee the right way is critical; from the education and training someone has when they are applying for a position, to the onboarding and ongoing education that is provided to that employee. We have partnered with CAI to provide career development and certifications for our employees and as a result we have the most PCAMs than any management company in the United States

on staff. Credentials vary by market. You have to be licensed in Colorado. This is very important – if they are not licensed now, we will pay to have them become licensed. They need to take M100 and CMCA.

Value of CAI

CAI is important and our leadership goes to almost every national and local event. We encourage our people to volunteer and be leaders in their local chapters. It is a great way to network. I've gotten to know a lot of great managers and good people.

Socially Savvy

Social media is important. We expect every professional to have a LinkedIn profile with a professional headshot. I look at who they are connected with and who they follow. I recommend getting connected to CAI, IREM and ULI on social media to learn about industry news, events and happenings. If you don't have a LinkedIn

profile, you are going to have to sell yourself a bit more. It is also worthwhile to "Google" yourself and see what comes up. If it is not saying the right things about you, you are going to need to fix that.

Thought Leadership

We recommend that our people write articles and get published. You can't hide yourself anymore, but rather it is important not to be afraid to announce to others what you are doing and what you are involved in. We expect people to have social media profiles that reflect well on them. When we hire people, they should maintain a standard for how they portray themselves on social media as they are now reflecting our company. We don't, however, see someone's involvement in social media as a sign of disloyalty in that it is only a tool for job seekers. It is so much more than that, and we want employees to recognize that and use it to its greatest benefit of expanding visibility, awareness, and community. ♣

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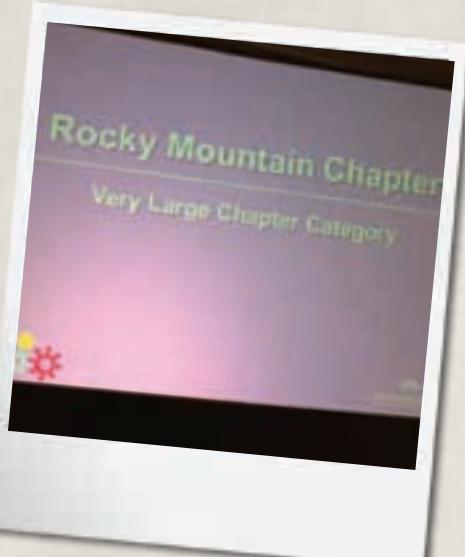
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to the CAI Rocky Mountain Chapter

CAI-RMC received an Achievement Award for its Strategic & Business Planning Process in the Chapter Management & Development category at the 2015 CAI National Conference.

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—Susan Bauman
CAI-NV Education Chair

Matt Jones is a professional speaker, author, thought leader, and three-time cancer conqueror. On Sept. 11, 2002 during his senior year of college, Matt was diagnosed with cancer. The cancer spread to his brain and he slipped into an unconscious state. His doctors did not think he would live. Against all odds, Matt recovered, went through a bone marrow transplant, had to relearn how to walk and has run marathons around the world including San Diego, Rome, Tokyo, Peru, Perth, and Cape Town. His goal is to complete a marathon on every continent.

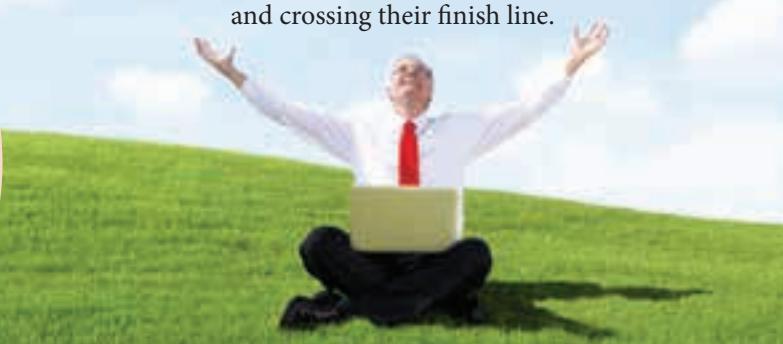
Matt Jones exceeded all of our expectations with an inspiring story and an awesome keynote speech. He totally energized and motivated our attendees. The feedback was tremendous.
—Washington State CARH and AHMA Northwest Joseph B. Diehl Ex. Dir.

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He is the author of *Going through Hell? Don't Stop!, Life's a Marathon, 101 Timeless Truths*, and *Leadership is a Marathon*. He is also pursuing a PhD in Organizational Leadership and is the founder of the REAL Leadership Academy (www.RealeadershipAcademy.com). From his talk, audience members learn strategies to achieve victory by developing their marathon mentality and crossing their finish line.



There is a \$20 Member Fee for this program (\$35 non-members) and lunch will be served. Registration is required. Register on-line at www.HOA-Colorado.org. Questions? Please go to www.HOA-Colorado.org.



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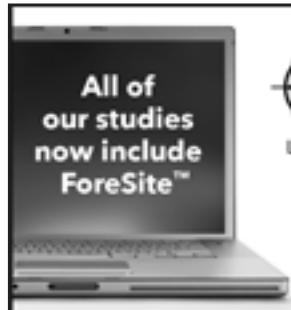
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At CAI-RMC, we're always looking for volunteers who are able to commit their time, their energy and their appreciation for what our organization does. Believe it or not, it's very simple to get involved. All you have to do is reach out to one of our committee members (chair persons are listed on this page) or our Executive Director Bridget Sebern. We'll help you find the right committee to fit your strengths. Help us make this organization the best that it can possibly be.

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CAI-RMC EVENT CALENDAR

JUNE			
2,3,4 16,17	Mountain Education Seminar Mountain Counties, CO (See page 24 for details)	17 Wed 11:30am- 1:00pm	Lunch & Learn— Surviving Your Career Ft Collins, CO
10 Wed 8:00am- 10:00am	Community Manager Breakfast Denver, CO	25-26 Thu-Fri	M202-Association Communications Sheraton DTC • Greenwood Village
16 Tue 11:30am- 1:00pm	Lunch & Learn— Surviving Your Career Maggianos DTC, Englewood, CO	29 Mon 7:30am- 3:30pm	CAI-RMC Golf Tournament Pinery Golf Club • Parker, CO

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