



#### YOUR COMMUNITIES MAY BE MISSING OUT



Every condo, townhome, and gated single family home community should have an agreement in place giving cable and internet providers permission to be on the property and to market.

Their wires are already there but there needs to be an agreement giving them permission to stay and putting guidelines around their activities while in your community.

Providers compensate communities for these agreements and many communities look at this as found money!

Contact us today to find out for free which of your communities are missing out on this compensation.

#### WIRE AND BOX ISSUE ASSISTANCE



Do you have wire or box issues that pop up and take hours on hold and multiple calls to the cable provider to get resolved?

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This is a free service if we are working with a community OR if we work with your entire management company.



Contact us today to see how we can help with any issue you are facing with cable and internet providers.



#### **FEATURED**

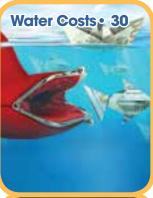
by Cory Johnson

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### President's Message

## Roundup

Love CAI? Of course you do! You can also Like, Friend & Follow CAI-RMC and National







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President CAI-RMC

appy New Year Everyone! May 2016 be a productive & successful year for you individually and for our industry overall!

I would like to start by thanking Ginny Zinth & Jerry Orten for their service on the Board of Directors for the past few years, for all their dedication & effort for our Chapter. Their participation has been invaluable and we will miss them!

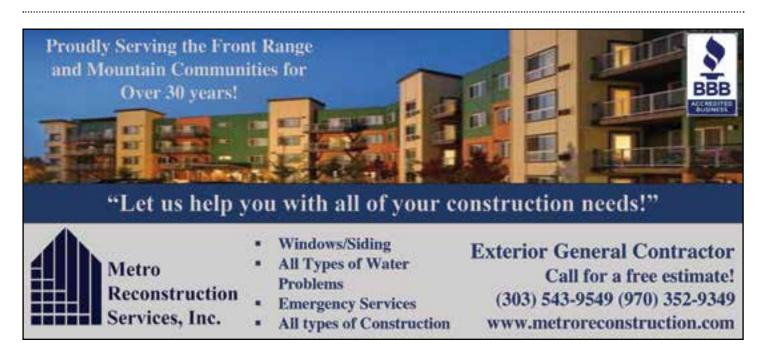
I'd also like to welcome the newest members to our Board, Chris Drake and David Graf! We look forward to working with you and have already assigned you some tasks!

As the New Year begins, I'd like to challenge you with a very simple concept: IS WHAT I'M DOING ELEVATING OUR

**INDUSTRY?** Too many times, we do not think through the consequences of our actions and our industry can suffer greatly. How many times do we reflect on what we could or should have done differently? How many times do we think after we acted instead of before, causing a chain of events to develop that could have been prevented by just taking a few minutes to think thought our decisions? So I challenge you: Why not ask yourself—**IS WHAT I'M DOING ELEVATING OUR INDUSTRY?** 

If the answer is YES, then please continue doing what you are doing. Please continue being professional and compassionate in your work, attempting to bring the best out in everyone and attempting to resolve conflict quickly and efficiently. But if the answer is NO, then I challenge you to reconsider your thought process and actions. It is detrimental not to understand that one person's actions can affect the entire industry! You have the power to change the outcome, so if the answer is NO, then please stop & reconsider.

My mission for this year as President of the Chapter is to challenge our members to elevate our industry! To not do so would be a betrayal of all the standards I have as a professional and to all of the ethics I abide by everyday! I hope you will join me in this journey and I look forward to an elevated industry! **A** 



## Executive Director's Message



**BRIDGET SEBERN**Executive Director
CAI-RMC

appy New Year!!! 2016 is going to be an exciting year for the Rocky Mountain Chapter of CAI. We've offered new opportunities for our business partners and management company members in terms of sponsorships and advertising options—some of our members have taken full advantage of those opportunities. For our manager, board member and management company members, we've increased our scope of programming to include the mountain communities, nor-

thern metro area and Ft. Collins.

Most of our educational programs will be approved for credential credits as well as state continuing education credits for your licenses. This is great news—we know you're happy to hear it! We'll have education credit details for each program with registration information.

The board of directors, all of our committee members and I, are very excited about the possibilities in 2016. If you would like to get involved, please let me know. As I've always said, being a member

of CAI-RMC is great—but being an ACTIVE member is even better. I can honestly say there's so much waiting for you within our chapter. Open the door this year to new adventures—you never know what's behind the door if you don't open it.

Thank you to our volunteers for the most recent HOA Line 9 in December—Melissa Garcia (HindmanSanchez), Jessica Hanson (Westwind Management Group), and Jim Cowell (LCM Property Management).





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Rocky Mountain Chapter.

#### **EDITORIAL STAFF**

Bridget Sebern 720-943-8606 bridget@HOA-Colorado.org

Dan Schwab Eidolon Design & Layout info@eidolonworks.com

#### **EDITORIAL COMMITTEE**

Jessica Meeker—jmeeker@bensonpc.com

Maggie Bolden—mbolden@palaceconst.com Matt Egan—matt@a-and-mproperties.com Bryan Farley—bfarley@reservestudy.com Sam Kimbrell—sam.kimbrell@techem.us

Joe Jackson— Jjackson@ehammersmith.com

#### **ADVERTISING**

Deadline: First of each month for the following month's issue. 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 303-585-0367.

#### **ROCKY MOUNTAIN CHAPTER OFFICE**

c/o Caddo Association Leadership, LLC 6105 S. Main Street, Suite 200 • Aurora, CO 80016 (720) 943.8606 • Fax (720) 943-8618 www.CAI-RMC.org

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#### SOUTHERN COLORADO CHAPTER OFFICE

Jodi Walker, CED PO Box 77231 Colorado Springs, CO 80970 (719) 264-0301 • info@caisoco.org

#### **NATIONAL OFFICE**

6402 Arlington Blvd, Suite 500 Falls Church, VA 22042 Toll Free (888) 224-4321 • www.caionline.org

#### **Committee** Corner



Welcome to the NEW YEAR! With a new year comes new beginnings and we are excited to have **Joe Jackson with Hammersmith** and **Matt Egan with A&M Properties** join the committee. We have the 2016 Editorial Calendar available so if you are interested in writing check it out and let us know if you have an article you would like to write. Send your article topics to **Jessica Meeker** at jmeeker@bensonpc.com.



Happy New Year! We are working on planning some great events for 2016. We have a Legislative Update planned for March 10th that you will not want to miss. We will also be working with DORA to have the Lunch and Learns approved for CE credits. We are looking forward to another great year with CAI in 2016! If you would like to learn more about the Programs and Education Committee, please contact Chair, **Melissa Keithly** at 303-233-4646.



We are excited to announce that the theme for 2016 Spring Showcase will be {Kentucky} "Derby Days"...

Business partners we would like to give you as much time as possible to get your creativity going and deliver a fun interactive booth ...big hats and mint juleps... The Spring Showcase Committee will be recognizing the best booth of the tradeshow! More information will be available when booth registration opens.



The MEC seeks to educate mountain based association managers, CAVLs, and business partners on good governance practices. The purpose of the Committee is to efficiently and effectively identify, develop, and implement high-quality value-added educational opportunities for CAI mountain members and potential members.

In 2015, we engaged over 70 participants at our Frisco, Edwards, Glenwood Springs, Durango and Montrose venues, addressing manager licensing. For 2016, the MEC is seeking to conduct 1 roundtable, 1 webinar, and 6 lunch & learns, and to engage even more participants. The topics will be relevant to mountain managers and communities, and are wide ranging and to be determined for next year.

## Capitol Chronicles

### 2016 Legislative Outlook

by Brandon Helm, Warren Management & CLAC

othing makes the approaching year-end more apparent than writing budgets, attending annual membership meetings and discussing strategic plans for the upcoming year. In the Colorado legislative world, this time of year also means that the start of another legislative session is just around the corner. While the summer months brought a nice break to what ended up being one of the most labor-intensive sessions in recent history, CLAC's executive committee spent that time searching for and ultimately hiring a new lobbyist—Tonette Salazar with Salazar & Associates. Tonette bring with her a career which has touched all corners of the legislative arena. CLAC is confident that Tonette and her team bring the skill and experience which best fit the current needs of the Committee.

The 2015 session brought with it more than 15 HOA-related bills-most of which CLAC actively lobbied for or against. And while the 2016 session certainly doesn't appear to have packed that same punch, the jury's still out on just what kind of activity to expect. Another hot button question is whether additional legislation surrounding the topic of construction defect will be seen. Some believe, with a high level of certainty, a bill in some form less than a comprehensive "package" will be presented at some point during the session. With 2016 being a key election year, it is unlikely that we will see many legislators willing to dive head-first into some of the potentially "charged" HOA topics we've seen in year's past.

CLAC would also like to welcome and acknowledge three new members which were recently appointed by CAI National:

- Denise Haas, CEO of 5150 Community Management, LLC
- Todd Larson, Vice President with Associa Colorado (Fort Collins)
- Jack Buchheister, owner of West Portal Properties (Winter Park)

Communications from CLAC on pertinent legislative issues, bill statuses and calls to action will pick up again in the coming weeks. If you do not currently receive those communications, please send us an email. We would be happy to add you to our list. Our email address is info@CA.I-CLAC.com. On behalf of the 21 members of the Colorado Legislative Action Committee, we thank you for your support and participation during the 2015 session. We look forward to partnering with and serving the Colorado commoninterest community in 2016!



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







## CONGRATULATIONS

## to the 2015 Fall Conference "Best Themed Booth" Winner

#### McKenzie Rhody

Construction Defect Attorneys

#### Theme: Make Your Move / Retro Fun

McKenzie Rhody, a construction defect law firm, did an outstanding job incorporating play and fun into their theme.

Thanks for playing, **Kristen Jezek** and **Jeff Higgins!** 



\*For more pictures of the 2016 Fall Conference & Trade Show, visit our website at cai-rmc.org.

You could be in one!





## BETTER LEADERSHIP



## Tips to identify and improve your leadership style

by Brett Rayer, Marketing Coordinator, Palace Construction

re leaders born or can someone learn to become a leader? Recent scientific studies indicate that it might be a combination of both genetic traits and life experience 1, 2. Whether you subscribe to this notion or not, there are myriad ways to hone leadership skills for both the "natural" and the "erudite".

Consider the following tips for how to become a better leader then think about how you can implement these tips into your daily interactions.

#### Evaluate your leadership style

Starting with understanding your leadership is important to creating a path to success. Evaluate your strengths and areas where you need to improve. Be honest with yourself!

There are also many online tools that can provide you with a general assessment of your leadership style 3. Based upon the results of the assessment, select a skill to focus on and improve.

#### Provide opportunities for challenges and creativity

Great leaders inspire confidence and empower team members to confront challenges and be creative. To accomplish this, leaders should provide opportunities for their team to express themselves and to take on challenges confidently with the knowledge they have their leader's full support to achieve their goals.

Don't be afraid to delegate work that is outside of a team member's comfort zone. Then, ask for feedback and provide assistance or guidance where prudent.

#### Be a role model

A good leader will exemplify behaviors and characteristics that encourage others to follow them. Being a good listener, asking the right questions and getting your hands "dirty" will signal to your team that you care about their insights, understand your job and theirs and that you are willing to do whatever it takes to get things done together. Your team members will not only appreciate your approach, the good ones will mimic your behavior.

In practice, this could include taking time out of your day to perform a task that is new to them. Rather than simply telling your team how to complete a task or providing them with an instructional video or guide, you show your active interest in their improvement by getting in on the action. Similarly, you could take the opportunity to show confidence in your team by empowering another experienced teammate to aid their coworker with the task.

Exhibiting these types of behaviors will provide your team with an opportunity to ask questions and gain insights from those with first-hand experience.

#### Project a positive demeanor

A very important characteristic in a good leader is the ability to have a positive outlook and belief in what is achievable. Leaders should have a genuine passion and enthusiasm for the work they are doing. They should focus on what can be accomplished rather than focusing on what cannot. Developing this trait starts with expressing appreciation for the work and contributions of others.

Start by acknowledging your team's successes, no matter how small. See how much positive reinforcement you can provide during the course of a single day. Once you get into the habit of doing so, try preceding constructive criticism with some positive feedback and see how much better your comments are received.

#### Listen and communicate effectively

As I have noted, an essential quality of a good leader is the ability to focus on providing one-on-one communication with group members. Try engaging your team members daily on more than just the task at hand. Ask them about their home lives, weekends and vacations as well as their deliverables. Let them see that you have an active interest in who they are and what they have to say. By keeping the lines of communication open, leaders foster a culture of participation from their team.

#### Encourage contributions from your team

Leaders who encourage involvement from the members of the group are participative leaders. These leaders support and encourage team members in coming up with ideas and plans.

Practice by asking for opinions on existing strategies and tactics. Put your listening skills to the test. Your team members may have thought about things you have not so create as many opportunities you can to gather their great ideas.

To reinforce this behavior, always give credit where credit is due. If your team has brilliant idea for a new strategy, share it with management and let your team know you did so. An "at-a-boy" or "at-a-girl" from an executive can make a team member's day.





by Joe Jackson, Hammersmith Management

icture this: you're on an airplane, trying your best to make it through your four-hour flight from Denver to Miami in one piece. Your legs are cramped. The drink in your hand is expensive, and not as big as the one waiting for you on the beach. The baby behind you is screaming. (Again.) Just when you think your situation couldn't get any more uncomfortable, the plane hits a patch of turbulence that shakes the cabin violently, and it's not stopping. After a moment, the pilot's voice comes over the intercom.

"Greetings passengers, this is your captain speaking," he says in that reassuring tone all pilots seem to possess. "You may have noticed this little patch of turbulence we're currently experiencing," he pauses. "Does...anyone know what we should do about it?" His tone has now changed to one of uncertainty.

"It's just, I can't decide whether we should try to get above it, fly below it or wait it out." Passengers are now looking at each other as the plane continues to bounce and jolt, concern turning to terror on their faces. "But this flight is about you, not me, so I figured I'd let you all decide what we should do," he pauses again, as if waiting for a collective reply. "Or I can just put it on autopilot I guess?"

I hope the above scenario alarmed you sufficiently, because it was meant to. When we get on an airplane as a passenger, we place an immense amount of trust in the pilot, their training and their ability to lead in the event of a crisis. We trust him or her to guide the plane safely along its course, to make decisions quickly and intelligently and to keep the passengers informed of any updates that could impact their travel schedule. Essentially, we trust that the pilot knows more than we do about flying airplanes because that's what they've dedicated a significant portion of their lives to learning.

In the community association management industry, community managers are the pilots, boards act as both cabin crew and ground control, communities are airplanes and the homeowners, their passengers. And just like in aviation, community associations can only operate properly with a capable, informed leader at the helm to make decisions. Trust me: you don't want to be the pilot that leads by committee, nor the passenger of one.

#### **Know Thyself**

Self-awareness is a powerful thing, and one required to become a great leader. You can't expect to lead other people with any kind of competency without first knowing your own strengths and weaknesses, which is why taking an accurate stock of your skillset is crucial when pursuing a successful career in community management.

Maybe you are very business-minded and can crunch numbers like a CPA, but you aren't as strong of a public speaker as you'd like. Perhaps interpersonal relationship building comes very easily to you, but time management is more difficult. Whatever the case may be, being cognizant of your strengths and weaknesses will allow you to control for them and improve, thus making you more effective in your role and able to demonstrate your value to your boards.

Community managers who aren't strong leaders and assertive about the value they bring to the table often find themselves unwillingly thrust into more of a "secretarial" role on the sidelines when dealing with their boards. Because they won't advocate for themselves and the expert insight they provide, these managers often find themselves overlooked and un-consulted, another "yes man" at board meetings and expected to comply with the board's every directive.

Secretaries are oftentimes wonderful people, but being one to your boards isn't what you signed up for! And chances are, if you were hired by a respected firm that manages community associations, your interviewer saw in you the skillset required for a management role. And believe it or not, that means they saw a leader in you. (It'll be easier for you if you believe it, as you'll discover further down in this article.)

#### **Knowledge Is Power**

Another aspect of leadership in community management is being knowledgeable of industry laws, as well as the individual governing documents of the community's you manage. This is a huge part of the value you bring to the table as a community manager; because board members often have full time jobs and a long list of other commitments on their plates, they often don't have time to familiarize themselves at the same level with the industry as you do. You must be the resource, and that means taking on a leadership role.

In addition to demonstrating what you know, sometimes leadership can also mean admitting what you don't know. John

Guzman-Peonio used to serve on the board of his association and now works as an Association Business Manager for Hammersmith Management, so he knows firsthand what it's like to work on both sides of the equation.

"As a board member, one thing I looked for was straightforward answers," says Guzman-Peonio. "If you don't know the answer, tell me that. Don't try to answer questions without knowing all of the facts first." Instead, admit that you don't know the answer, but be proactive about finding it out in a timely manner.

In addition, continuing education offered by CAI is a great way to stay abreast of industry developments and to continue refining your skills as a leader. Knowledge is power, and power is valuable!

#### Communication Skills: You Have Them, Now Adapt Them

If you applied for and were hired to be a community manager, chances are you wouldn't have pursued the job—or been able to convince your interviewer that you were a good fit—without some kind of communication skillset. There's a reason: interpersonal communication skills are a core component of every successful community manager's leadership toolbox. It is impossible to guide and advise a committee without them.

A common maxim we've all heard since birth is "treat other people how you would like to be treated." For the manager aspiring toward strong leadership, I would advise taking that a step further and say "treat other people how they would like to be treated."

The fact of the matter is that people are different and like to be treated differently. "It's all about relationship management," says Guzman-Peonio. "You have to understand the needs of each board, and individual member of the board, in order to accomplish success. Failure to do so will lead to head butting on both sides, with nothing accomplished."

Some boards may have a more laidback approach to meeting conduct, while others may have a much more formal approach. Each board member within an association may have different expectations when it comes to email or telephone correspondence, and as a group those expectations may be entirely different from another board's in your portfolio.

As a leader, the key to communicating with your associations will be to accurately assess each board member and board's individual needs, set realistic expectations for how they will be addressed, consistently follow through on those expectations and keep the conversation flowing both ways.

#### Confidence Is Key

Lastly, being a leader in community management means believing in yourself and the services you provide.

Going back to our pilot analogy from the beginning, whose plane are you going to get into: the pilot who "kind of thinks" they can get you to your destination without crashing, or the pilot who knows they can? Your boards are the same.

But where does confidence come from, you ask? It comes from experience and refining the skills we talked about above. Through continuously analyzing your strengths and weaknesses, adding to and maintaining your knowledge base and working on your communication skills, you'll gain the confidence from yourself and your boards to succeed.

In the meantime: avoid the autopilot and grab the wheel. A

## Be Part of the BIG PICTURE

The Foundation for Community Association Research has served the industry for 40 years through the generous support of donors like you. Now there's a visible way for you to show your support—the Big Picture. The idea is simple. Donate to the Foundation, and we'll display your picture, a photo of your staff or your company logo at the CAI Annual Conference and Exposition and at the Foundation headquarters in Falls Church, Va., during the campaign.











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Step 1. Visit www.cairf.org/BigPicture

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Step 3. Enter your donation amount of \$40, \$80, \$180, \$300 or \$500. In the "Designation (Optional)" field, please enter "Big Picture."

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- » For a \$180 donation, we'll display your 8"x 8" picture.
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- » For a \$500 donation, we'll display your 12"x 12" picture.

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- » Images containing a photographer's watermark or other copyright may NOT be submitted.

#### For More Information

Please contact Director of Development Melinda Kelejian at (703) 951-7611 or mkelejian@caionline.org if you have questions or need additional assistance.



## ndividual



# Strengths Can Make a Community Great

by Matt Egan, CMCA

ike most people, the list of things I suck at is a lot longer than the list of things that I am good at. If you were to ask my daughter or my wife, something like braiding hair would probably come to mind as one of those things. At a minimum, they would not exactly consider this to be one of my strengths.

The process usually starts amid the normal morning chaos of getting the family out the door for the day. There I stand in front of the bathroom mirror with my daughter amid a smattering of hair tools and supplies. I may as well have been looking at a tray of surgical tools to perform my first Surgical Ventricular Restoration. I reached for the scalpel, I mean "tangle teaser" hairbrush, a tool intended to eliminate the screams and tears that come with brushing knots out of a 6 year-old's hair. This semi-medieval torture ensues for a few minutes as only phase one of the project. My dexterity is in serious question as I try to wrap the three bunches of hair over each other to try and produce something presentable for school. We eventually emerge from the bathroom, drying tears and somewhat more presentable than when we entered. My wife rolls her eyes at the results of my efforts and somehow between exiting the house and arriving at school, transforms my debacle into something more akin to a hair-do than a hair-don't.

Note to self, no more braiding hair. And you know what, that's ok. In order to find out what strengths someone has, he may also have to find out what he sucks at.

Here are some of the reasons I now know that braiding hair is not a strength of mine:

**Skill set** - my own innate characteristic of poor dexterity set me at a disadvantage from the get-go. Almost like telling an elephant to go climb a tree, I was at a disadvantage because I just didn't have the physical capability.

**Knowledge/expertise** – I didn't really know what I was doing. I seem to have a vague recollection of braiding from watching my mother help my sisters when I was growing up, but I had no prior instruction, knowledge or practice.

**Feedback** - my daughter and wife probably could have predicted the poor outcome that morning, but I ended up with the task of hair braiding somehow. What I ended up with was feedback from others that this was not my strength.

Soliciting input from friends and colleagues is paramount to helping identify strengths.

**Outcome** – let's just say I'm glad there aren't any photos of the results of my braiding attempt, for my sake and that of my daughter. At the end of the day, the outcome of efforts and level of success is a big indicator of strengths and weaknesses.

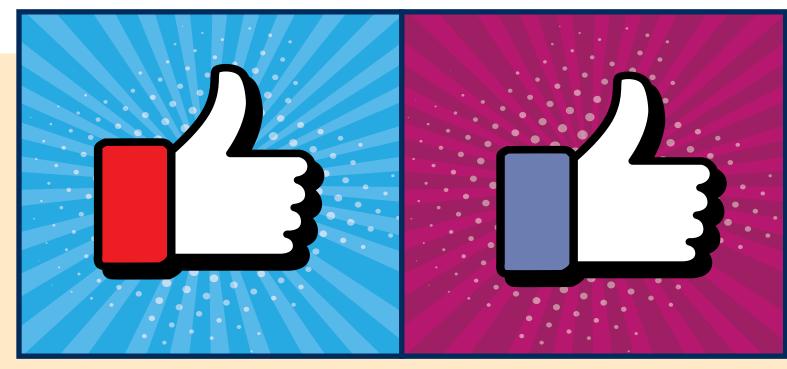
The good news is that there are a few things I am good at, things I would consider strengths. Everybody has them. Everybody has something they can bring to the table that can help their community —certain skills, knowledge and expertise. These strengths of individuals within the community are how communities can be great.

There are lots of different roles to be filled in homeowner associations. President, Vice President, Treasurer, Secretary, budget committee, landscaping committee, social committee... the list goes on. Everyone has some background or experience doing something, either professionally or personally. Some of the best communities we work with leverage these individuals to help support the community in various capacities. Architects, contractors, lawyers, accountants, insurance, all are highly valuable professions to homeowner associations. To leverage strengths of these unique and valuable backgrounds, make a connection between them and the needs of the community.

No one person can do everything within a homeowner association. Perhaps this is why the lexicon in the industry seems to be trending toward "community" associations. Homeowners within the community need to participate to help maintain the community with regular day to day operations as well as reach various goals and objectives. Better for people with strengths in those areas to be involved than people like me trying to braid my daughter's hair. Imagine what would happen if the chair of the budget committee couldn't balance his checkbook?

When a need arises in a community, reach out and recruit people with the corresponding strengths to contribute their expertise to the community. Even better, ask your friends and neighbors about your own strengths to help find out what they are. Identifying your strengths is first and foremost in being able to contribute to your community. Just remember, if you're an elephant, don't volunteer to be climbing trees for your HOA. **A** 

### Is your community ru



by Jerry Orten and Aaron Goodlock

any communities and their homeowners' associations hold annual meetings at the end or beginning of each year to elect board members to fill the positions of those whose terms are expiring. Procedures for holding elections vary. Elections are also subject to requirements of Colorado law, including CCIOA and the Nonprofit Act.

Another important aspect of elections is fairness. Are your elections are fair?

#### Representative Governance

Board member elections are important for community associations. The Board represents and acts on behalf of all owners and residents. The Board is responsible for making decisions that directly affect an important and valuable asset for owners – their home or investment property (if they are a landlord).

In order to help ensure that owners' various interests are represented, elections must be fair, and all owners should be provided an equal opportunity to run for the board and to participate in voting for directors.

#### **Avoid Political Mud Slinging**

Occasionally, election of board members in community associations may result in turmoil.

Candidates may run for election to the board based on a single issue or seek changes in the community in response to events that have occurred over the past year. Frequently, recent events are not the fault of the current board.

Some owners may seek election to the board for reasons that are not entirely clear, or because they disagree with a particular decision, action or approach taken by the incumbent board or disagreements with an individual board member.

In this context, local politics can get dirty.

#### **Qualifications of Candidates**

Who can run as a candidate to serve on the association's board of directors?

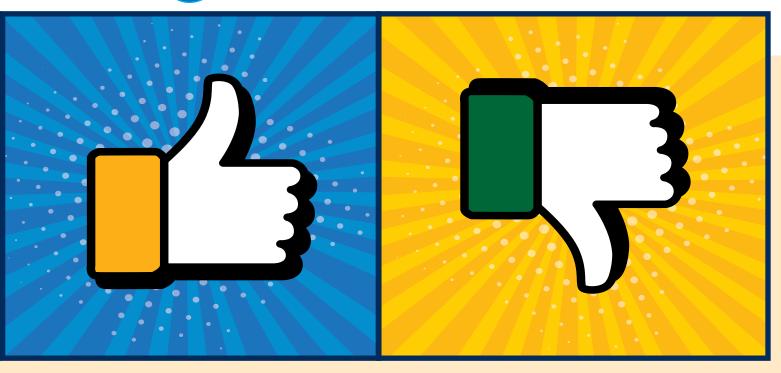
All interested owners should be encouraged and allowed to run (if they qualify) for election to the board. Personal feelings or disagreements between individual owners are not sufficient to disqualify potential candidates.

In most instances, any owner in the community can run as a board candidate. Yet, the processes and procedures for becoming a candidate may vary. Check your bylaws and other governing documents.

Some associations establish nominating committees to nominate a slate of candidates. Nominations can also be made from the floor at the association's annual meeting prior to holding a vote. In larger communities, candidates interested in running for election may have the opportunity to submit information about themselves that is distributed or made available to owners prior to the meeting or the date of the election.

If the election occurs at a meeting, it may be appropriate to allow each candidate an opportunity to speak briefly prior to the vote. Candidates often focus on why they are running, or how they

## nning fair elections?



believe they will contribute to the community.

Depending on the association's bylaws, some owners may be disqualified from serving on the board. For instance, owners who are severely delinquent in the payment of assessments may not be eligible to serve as a director. Owners who are engaged in adversarial actions against the association may also be disqualified. In some instances, board members already elected to the board may be subsequently disqualified from serving the remainder of their term in the event they fail to regularly attend board meetings, or if they fail to meet other requirements.

Owners, candidates, or board members who feel that an individual is not qualified are free to campaign, promote and discuss with other owners who they feel is best suited to serve the community.

#### Focus on Community Success

Successful communities and their boards of directors often share many of the following characteristics:

- Board members have diverse backgrounds and experience.
   Board members are representative of the various cross-sections of owners in the community;
- The Board includes owners that have lived in the community for a lengthy time as well as new owners;
- Board members understand and are familiar with the documents governing the community;
- Board members know and embrace their duties in combination with, and in light of, the character of their community,

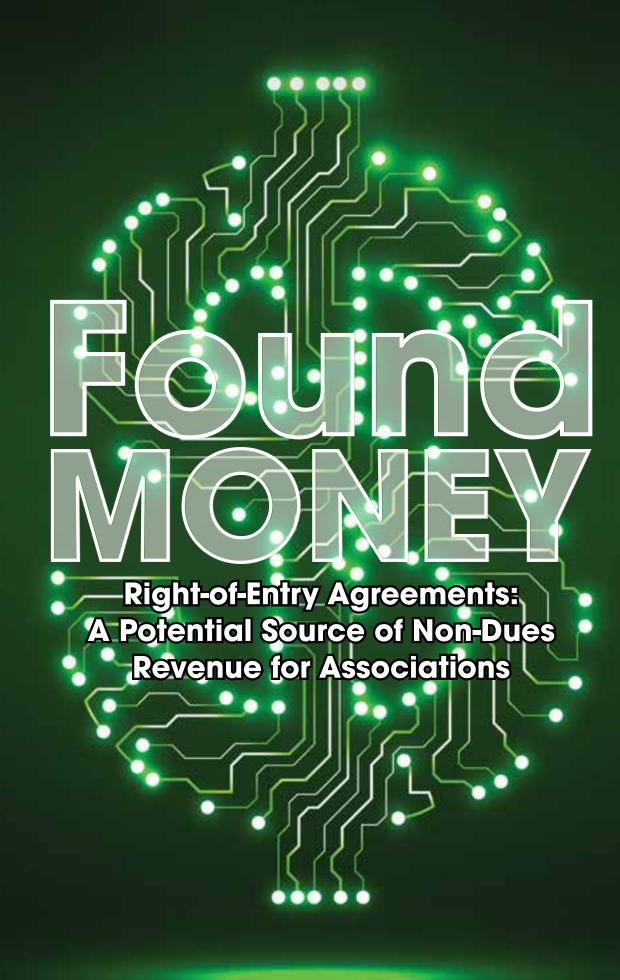
- Board members "serve" the community, not themselves or special interests;
- Board members are open-minded, willing to listen, study and consider ideas and perspectives of other owners and board members;
- Board members encourage others to participate in meetings and events;
- Personal interests and personalities are set aside;
- Decisions and actions are in the best interests of the community, its owners and residents; and
- Board members understand and seek opinions and advice from owners, other board members, the association's manager and attorney, and other professionals.

#### How does it work in your community?

Are your elections and campaigns fair? If not, consider focusing on the success of other communities. In this regard, guidelines or policies adopted by the board may aid in setting/changing election and campaign expectations.

Election guidelines and procedures may help to ensure a level playing field, promote transparency, and provide clarity regarding the election process. Consult with your community's professionals for more details. A

This article was contributed by Jerry Orten and Aaron Goodlock, HOA attorneys with the community association law firm of Orten Cavanagh & Holmes LLC.



By Adam Balkcom
President of Broadband Planning
www.broadbandplanning.com

ssociation managers and boards often don't realize that common-interest communities have the right to be compensated when Cable and Internet (broadband) providers run wires through private roads or common areas to reach individuals' homes or units.

Broadband providers pay local governments for access to run lines under public roads or piggyback along power lines. But once these lines reach the boundaries of a commoninterest community, providers enter---often without permission or compensation to the association—via private roads, walls or other common elements.

#### What Is a Right-of-Entry Agreement?

A right-of-entry agreement is a contract that gives a broadband provider permission to place lines and equipment on common-area property within a community to offer its service to individual homeowners. The contract stipulates how the cable provider will compensate the association for using its property and how the provider will place and maintain its equipment and wiring. In most communities, the wires and equipment are already on the property and a Right-of-Entry Agreement is giving permission for it to remain.

Compensation usually is a one-time up-front payment that can range from \$500 to \$150,000 or more, depending on the community's size. In some cases, the association receives a small share of the revenue generated from residents' cable subscriptions. Contract terms can be from five to 10 years, and agreements can be renegotiated for additional compensation at the end of each term.

Some communities purchase services for all residents in the community at a rate that can be as much as 40 percent less than what an individual homeowner might pay. This is called a bulk cable or Internet agreement and is most commonly found in high-rise condominiums. An association can negotiate bulk rates for any level of cable and Internet service; residents who want more---beyond the bulk services— pay for upgrades individually.

Every association, including condominiums, townhomes and single-family gated communities, should have a right-of-entry agreement. Single-family home communities on public roads don't qualify for these agreements; however, because providers already have permission from local government to use public roads for access.

#### Status and Terms of Agreements

Managers may want to find out if their client communities already have right-of-entry agreements with their cable providers. If they do, it is important to check the status and terms of these agreements. Some agreements can have tricky cancellation policies or autorenew clauses that may prolong terms for little or no future compensation.

If no agreement exists, talk to the association board about entering into one. Residents will see no changes in their service or rates, and a right-of-entry agreement with one provider won't prevent other providers from offering residents their services.

When an association enters into a right-of-entry agreement for their community, the residents will see no change in their service or how much they pay. If a future provider wants to enter the community, a right of entry agreement in no way stops them from coming in and providing their service to the residents.

#### **What Exclusive Marketing Means**

Marketing is the only exclusive aspect of an agreement. Most right-of-entry agreements include some sort of marketing clause that permits the provider to use the association's newsletter or website to promote services to the residents.

Of course, the terms of any marketing clause and the agreed-upon compensation are unique to each community, but it's important that the association board determines and controls when, where and how marketing reaches residents.

In many cases, compensation in right-of-entry agreements is tied to the language about marketing. If negotiated correctly, the marketing portion of the agreement will have little to no impact on the board or community. Some providers use this feature only to block other providers from marketing within a community.

#### A Consultant's Value

Managers needs to know what agreements exist that can affect the communities they manage. They also should have copies of those agreements.

"Just as it's important for an association to hire a qualified landscaper or pool maintenance company, it's also important to hire a specialist to negotiate a community's right-of-entry agreement and manage the provider's activities within the community after an agreement is signed."

Just as it's important for an association to hire a qualified landscaper or pool maintenance company, it's also important to hire a specialist to negotiate a community's right-of-entry agreement and manage the provider's activities within the community after an agreement is signed.

Researching whether a right-of-entry agreement exists, negotiating a new agreement with providers or monitoring an existing agreement can be time-consuming. Managers and management companies shouldn't hesitate to reach out to broadband consultants.

A knowledgeable consultant can provide the status of right-of-

entry agreements for all associations in a management company's portfolio. And, when negotiating new agreements, consultants have access to in-depth knowledge about providers, the most beneficial terms, compensation thresholds and what marketing will look like after an agreement is signed.

Some consultants achieve increased negotiating power by grouping individual associations with other common-interest communities.

Make sure the consultant you select specializes in homeowner associations and will provide guidance on marketing requests and technical issues in the agreement.

#### Benefits of Agreements

Whether or not a right-of-entry agreement is in place, broadband providers will enter a community. An association that has an appropriate agreement in place will be compensated for this access and have the ability to control providers' actions within its boundaries.

A transparent right-of-entry agreement can ensure that any association receives generous compensation, and the association manager or management company will look like a hero for creatively boosting the association's non-dues income. •

Adam Balkcom is President of Broadband Planning, a national advocate for homeowners associations with broadband providers. He served as president of an Atlanta-area homeowners association for more than five years.

#### FOR MORE INFORMATION

Cable and Internet Providers: Rights, Technology and Revenue is an on-demand webinar that details how managers and board members can control the on-site activities of service providers, take advantage of new technology and generate revenue for communities. Earn one credit hour for recertification or share with board members. Available at www.caionline.org/webinars. Member price: \$69.





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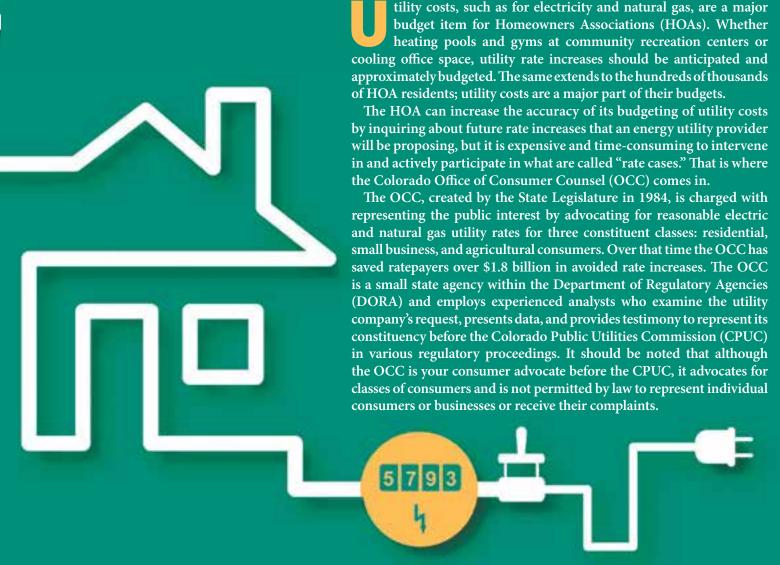
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#### Natural Gas and Electric Utility Costs to Your HOAs and their Membership

By Cindy Schonhaut Director of the Colorado Office of Consumer Counsel Utility cases before the CPUC cover many aspects of a utility's business including rates, service quality, renewable energy, terms and conditions of service, and other matters. The OCC's goals include reducing utility rate increases and ensuring that electric and natural gas utility rates, regulations, and policies are equitable. Through this advocacy the OCC promotes affordable, high quality, safe, and reliable utility services in Colorado.

When electric and natural gas utilities are proposing to raise rates, the CPUC invites consumers to send in written comments and typically holds meetings around the state for public input. The OCC can educate your HOAs and residential members about the issues being addressed and future public meetings in your area where you can express your concerns and comments about proposed changes in utility rates and services.

I would encourage you to contact the OCC regarding concerns you may have concerning your HOA's electric and natural gas utilities services, and how we can work together to keep utility rates reasonable. You can learn more about the OCC at our web site, located at: https://www.colorado.gov/dora/office-consumer-counsel You can also contact the OCC at: 303-894-2121, or via our website at: DORA\_ConsumerCounsel\_Website@state.co.us ?



## HOA Management with Military Precision & Care

by Philippa Burgess, Editorial Committee Shaker Painting



**John Garvin,** Market Director, Denver Office of RealManage

ealManage manages over 850 associations nationwide and is continuing to grow at a record pace. According to John Garvin, Market Director in the Denver office location, the company was recently included on the INC 5000 as one of the fastest growing companies in America.

The company was founded by Wade Myers, who in 2002 he had a vision of fusing the best technology with the best people in HOA management to create what RealManage is today, and John confirms that commitment, "has led to our record setting growth".

John brings with him a strong background in leadership with over 9 years of experience as an Intelligence Officer in the U.S. Army. He is a combat veteran with two deployments to Afghanistan and a graduate of Texas A&M University. John was impressed with Wade Myers from the outset, referring to him as "one of the smartest people I have ever met and his drive is one of the main reasons that I joined RealManage". He recounts, "When I was leaving the Army I really wanted to join a company where I knew that my voice could be heard, and the leaders of this company have been great about being adaptive and improving to accomplish our goals. There was no way I could ever work for a company where I just punch the clock and never try to improve to fix problems."

Expanding on the company's deep connection with hiring former military personnel, John expands, "RealManage has a core set of values that is very similar to the Army: Integrity, Respect, Selflessness, Personal Relationships, and Always Improving. As for why RealManage loves hiring military, the answer is simple—study after study has shown that military veterans are incredibly successful in whatever career field they choose, and they have the discipline to complete the job when it comes to going the extra mile."

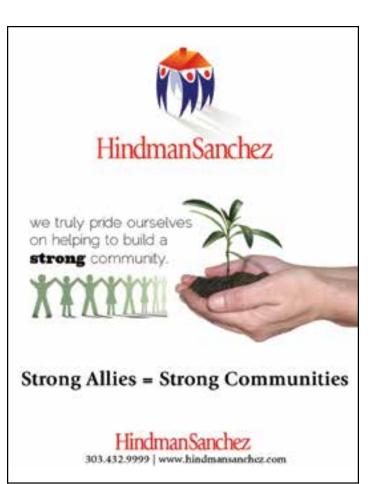
The size of the company and the company's culture offer many benefits to HOA residents. John believes, "One of the benefits is the diversity of the skills of everyone on the team. As a result, we can tackle almost any issue. Just last week I was working on a deal with an association where the community member spoke Mandarin, and the company's president told me about another teammate who was fluent in Mandarin and could reach out to that homeowner. That conversation just made everything click."

RealManage is a proud member of CAI and they have found the association to be a great asset. John completed his M-100 through CAI and regularly attends events and trainings. He adds, "I think everyone needs a resource to turn to when they don't know exactly what path to take. In the Army I had a variety of doctrine and publications as well as experienced soldiers who could give me advice. That same principle applies with the CAI in that it has been a remarkable resource in giving us training materials, educating us on new laws, and giving us a remarkable pool of people who have been there."

In terms of the HOA opportunities in Colorado and RealManage's growing presence here, John attests, "This is an incredibly exciting time. Our next goal is to continue our growth in Colorado Springs where we as a company have strong military roots. I currently have friends stationed at Fort Carson, and the President of RealManage, Christopher Ayoub, went to college at the Air Force Academy there. For us it is just an overall great city to work in."

As for HOA communities and CAI-RMC and CAI-SOCO Business Partners, John extend the invitation to learn more about RealManage and to reach out to them saying, "We love working with new people, whether that is new associations or new business partners. If our company sounds like someone you would like to work with, just head to our website and reach out to us and we are more than happy to connect with you!" RealManange can be found online at www. RealManage.com and on Facebook, LinkedIn and Twitter.

John concludes, "The RealManage difference is delivering HOA Community Management with military precision and care." 🏚





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### Boutique Company Dynamic Customer Service

by Sam Kimbrell, Editorial Committee Techem Water Services, Inc.



Matt Egan, Market Director, Denver Office of RealManage

&M Properties was founded by Matt Egan, its current President and Property Manager. Matt's journey to HOA management had an almost, "excuse me", type genesis. He was not in the industry when he purchased a condominium and was asked to join the HOA Board of Directors. As the community grew, it became obvious that the board needed management assistance. Matt had been doing much of the management as a volunteer when he was asked to become a paid manager. Matt's own HOA, became his first client. From that humble beginning, A&M began to grow, primarily by word of mouth.

The primary goal of A&M was to bring high touch, personal service to the industry and to smaller buildings and communities. A&M now serves small communities and larger high rise properties of a hundred or more residents but the original goal hasn't changed. There's no interest at A&M, in becoming a mega management company. A&M continues as a boutique company. It serves a variety of relatively small properties and communities, providing high touch, personal service.

The company culture at A&M can be described as "counter cultural". It's a team environment. In a smaller company, a team approach is vital and A&M epitomizes that approach. "We all get along in our space", Matt says. "We all work together and have each others' backs. There are always issues and problems with property management so we don't need problems within the company. The approach is to find a way to be responsive to customer needs even when those needs are unreasonable. That's the world we live in. It comes with the territory," Matt points out. "So we all have to work well together".

There are a couple of non-negotiables at A&M. Responsiveness to the needs of the HOA and to individual owners, within the

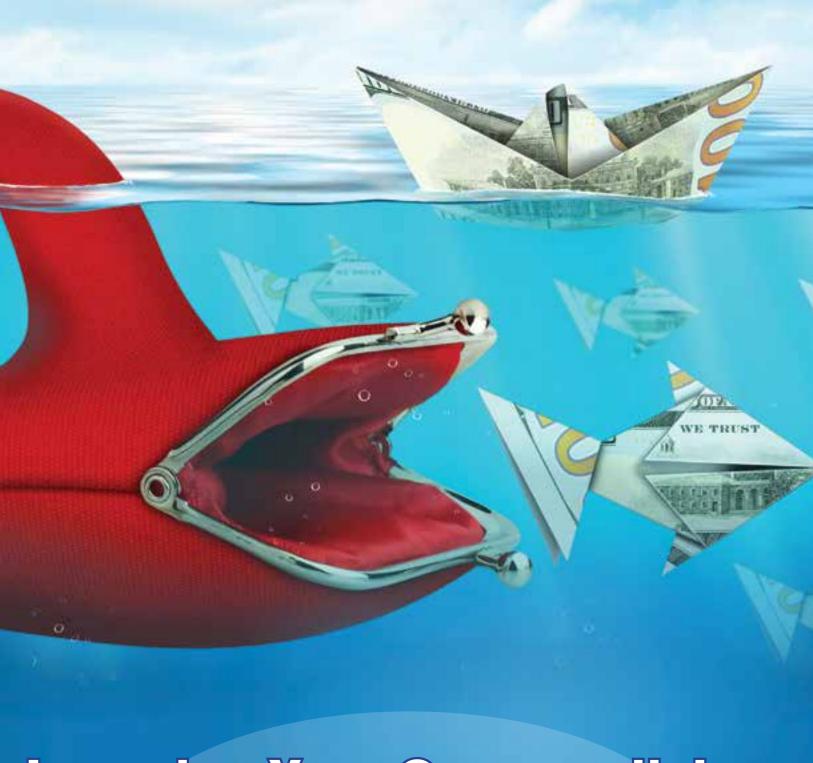
confines of reasonableness is primary. If property well being is compromised, the team mobilizes to address it immediately. "Our goal is to take responsiveness to a new level, balancing economics and reason", Matt says. "The balance is in preserving HOA financial assets while responding to maintenance or repair issues in a timely fashion." Having a stable of highly qualified and responsive vendors is vital to A&M's success. "We live in an on demand world. Everything is supposed to be instantaneous so it's a challenge to be able to deliver on that", Matt says. "On demand can only go so far. We want to provide excellent service and we're being compared to our competitors on a daily basis but there's a balance to be struck between responsiveness and financial considerations for example."

## "I'm excited about it and I think we're well positioned to raise the bar in terms of service to our customers." —Matt Egan

The industry is dynamic and 2016 will bring changes. Manager licensing will take hold and there are other changes that will affect HOAs and Managers. A&M will have to respond to these changes as other management companies will. "The message I'd like to get out is that I'm optimistic about the future of the industry," Matt says. "Construction defects legislation is changing the industry. Manager licensing may well bring a changing of the guard in terms of what we do and how we do it. Customer expectations are dynamic so those who recognize it and can respond positively will be in a position to take advantage. Managers have to be professionals that are proficient in the areas of legalities, insurance, liability, and reserves. These are real issues that require professional expertise from the management side. I'm excited about it and I think we're well positioned to raise the bar in terms of service to our customers."

There's an old adage that says, "Bigger isn't necessarily better." A&M is proving it's true in their case. 🚹





## Lowering Your Community's W/ATER COSTS

### A Conversation With Denver Water

by Sam Kimbrell



n August 4, 2015, I sat down with, Jeff Tejral, Manager of Conservation and Travis Thompson, Senior Media Coordinator with Denver Water.

#### Question:

Denver Water supplies a significant portion of the metro area population with water. We read a lot about water today and the lack of water. Are there real water shortages in the Denver metro area?

#### Answer:

Our current supply is adequate. The State Water Plan provides a good guide that, when followed, helps keep the metro area population from water shortages. The plan has three pillars: conservation, new supply and reuse. All three are important. The plan helps us determine how much water we need and where we need it. In recent years, we've focused on improving our reuse. The South Platte River is a major source of water for Denver but we have to have alternative sources in case that source is diminished or interrupted. We get about 50% of our water from the Colorado River and while many of our reservoirs are adequately supplied at present, we continue to consider ways to increase our potential supply.

#### Question:

I would think the average citizen may not give considerable thought to how much water he uses each day. What is the average daily personal use of water? Is it increasing or decreasing?

#### Answer:

We would like to see personal usage be around 30 gallons per person per day. It is often higher. With the advent of low usage fixtures like toilets and shower heads, we are seeing the daily per person average usage decline slowly. Community Managers can do the math and determine what their communitys' per person average usage is. It's a good number to know and to know if the usage trend is increasing or declining. We work with HOAs to help them be aware of their water usage levels. We like to target outside usage at about 18 gallons per square foot per season. Less is better but that's a doable number and a good target.

#### Question:

It's fundamental economics that the shortage of any necessary commodity will drive up its price. Are price increases of Denver water related to shortages?

#### Answer:

Our price increases are related more to infrastructure repair and replacement. We maintain about 300 thousand miles of service lines and much of the system is approaching and exceeds a hundred years old. It's very expensive to maintain and very expensive to

update and replace. We want to be able to continue to provide the highest quality product and to do that we have to have an adequate and viable delivery system. Repairing, updating and replacing infrastructure is the source of some of our price increases.

#### Question:

Who are the big water users in the Denver metro area? Is it agriculture, business, residential usage? What percentage of total water usage does the top user category account for?

#### Answer:

We don't serve agricultural users so they are not a factor. Single family residential is our number one water usage category. That category accounts for about 50% of inside and outside water usage. That said, multi-family usage is another higher user category and commercial would be in the mix also. Multi-family residential has considerable potential to reduce waste and increase conservation. Awareness campaigns can assist in that effort and sub-metering may be the greatest contributor to usage reduction.

#### Question:

Denver Water has implemented its "use only what you need" and its "you can't make this stuff" conservation campaigns. Are those programs increasing awareness and conservation?

#### Answer:

Those campaigns have been very successful. We designed a good deal of humor into them and they were also intended to engage our customers in the effort to conserve and to reduce usage and especially waste. The goal was to raise awareness, provide alternatives to excess usage and waste and to provide practical and effective tools to reduce consumption. We've raised awareness and encouraged our customers to move to low usage toilets and shower heads etc. We're providing financial incentives in the way rebates to encourage the transition to low usage fixtures as well. The campaigns are working and doing their part certainly. They are key but again they are just one example of the multitude of things we're doing to encourage lower usage and waste reduction.

#### Question:

When did Denver Water begin requiring water sub-metering of multi-family communities and what has been the benefit of that?

#### Answer:

It's the City and County of Denver that has the requirement to sub-meter all new construction. They are the only municipality in the greater metro area that is requiring sub-metering at present. Sub-metering works best when it's done at the time of construction but seeing HOAs retrofit their communities is very pleasing also. Denver Water installs one meter per structure and we can separate irrigation usage from personal usage but we know that sub-metering reduces waste and helps conserve water by reducing personal usage. Our customers are assets. We need to stay close to our customers

and sub-metering helps us do that. It's a program that works for everyone and organizations like BOMA, (the Building Owners and Managers Association and CAI, (Community Associations Institute) and other associations are good partners in that effort.

#### Question:

Denver Water and some of the associated water and sanitation districts offer a financial incentive to multi-family communities that retrofit water sub-meters to individual users within the community. Can you talk a little about that and explain how it works and if it is proving to be a good conservation tool?

#### Answer:

We offer a \$40.00 rebate per installed sub-meter to both inside and outside users. We offer it on new construction and retrofit applications. The exception would be regarding new construction within the City and County of Denver. They require sub-metering of new construction so we do not incentivize what they require obviously. The rebate can be significant for some of the larger HOAs who sub-meter. For example, a 400 unit community that retrofits sub-meters to each living unit would be eligible for a \$16,000 rebate which is significant. We cooperate with a number of other associated water districts to provide the rebate as well. The City of Lakewood and the North Washington Water and Sanitation District would be two examples of that. There are a number of other districts eligible for the rebate as well.

#### Question:

What would be the more important and more productive measures that multi-family communities can do to reduce usage and conserve water?

#### Answer:

Certainly sub-metering would be significant and I think HOAs can do a number of things to improve conservation and reduce their usage and water costs. Knowing the gallons per person for inside usage and the gallons per square foot for outside usage would be

helpful in terms of recognizing that usage is too high. That's the first step in terms of implementing changes that will bring usage down and closer to the appropriate averages. Community Managers can get with Denver Water to look at usage and consider options for bringing usage down if it's too high. They can install the 1.6 gallons maximum usage toilets which would be helpful. There is a rebate for that change as well. Low usage shower heads and faucets are helpful in reducing usage and waste. The key here is to know your usage numbers. Regarding outside usage, it takes time to change the approach to landscaping. It's vital that there is cooperation among boards of directors and residents to lower usage without big losses of landscaping. Taking the long view, thinking through the types of reductions that make sense for each community and implementing those over time are helpful and allow residents to adjust to the changes.

#### Question:

We've seen the advent of Xeriscapes over the past couple of decades. Are Xeriscapes finding more acceptance and have they helped conserve water in meaningful ways? Are they a useful tool for multi-family communities to employ to conserve water?

#### Answer:

Landscapes or Xeriscapes may use excessive amounts of water or they may not. Landscaping is an area that needs to be thought through in terms of aesthetics and water usage. Watering on a schedule may not be needed because different landscapes need different amounts of water and there are timing differences as well. Turf and plant alternatives can make a big difference. There are dog runs and other amenities to be considered both in terms of desirability and water usage. Some amenities require considerable maintenance and water while others are more maintenance free and require less water also. Planning is a key. Landscape architects can provide good advice regarding alternatives and help determine which alternatives make the most sense in each situation.



# 7 Tips for Managing a Painting Project Successfully



by Cory Johnson, Operations Manager—Zenith Home Finishes

have been in the painting industry for 13 years, with the last 7 of those years as one of the owners and operations manager of Zenith Home Finishes. In that time I have managed and produced thousands of jobs ranging from a single bedroom re-paint, the full interior and exterior of a multi-million dollar home, as well as a Walmart. These are my 7 best tips for hiring and working with vendors.



 Set detailed, realistic expectations with your vendor during the estimate, not after the job has started.



2. Always request as detailed a work proposal as possible. A fully written up bid will ensure that there are no surprises about the scope of work when the job gets underway.



3. Always make sure the vendor has up to date insurance and licensing.



4. Set realistic expectations for job completion, quality and scope of work with your property owners. Managing expectations on both sides of the relationship will make your life much easier.



 Don't expect that you can always get the highest quality at the best price, done tomorrow. Usually you can only get two out of the three of these things.
 For example, you could agree on a great price from a highly reputable company but it could take about 3 weeks to start.



6. Be up front about your needs and concerns about the project or working with contractors. Everyone wants a good quality job at a great price, but taking the time to define your other concerns will make your experience 10x better.



Do not go with the cheapest bid, it will end up costing you more in the end.
 You will spend more time and energy managing the cheapest bidder. It is the cheapest bid for a reason.

The best contractors will be trustworthy, have a good line of communication and deliver what they promise. Remember this when thinking of your current vendors or when hiring new ones.  $\spadesuit$ 

## 2016 Event Calendar

#### January

21-22 • Thur-Fri

M-360: Leadership Practices in Building Community • Greenwood Village

#### **February**

4 • Thur

Night at the Avalanche • Pepsi Center, Denver

26 • Fri

Inaugural Bowling Classic • Celebrity Lanes, Centennial



2-5 • Wed-Sat

M-100: The Essentials of Community Association Management • Thornton

10 • Thur

Lunch & Learn—Legislative Update • Location TBD

10-11 • Thur-Fri

M-205: Risk Management • Greenwood Village



6-9 • Wed-Sat

M-100: The Essentials of Community Association Management • Denver

22 • Fri

Spring Showcae & Trade Show • Colorado Convention Center, Denver



4-7 • Wed-Sat

CAI National Conference • Orlando, FL

17, 18, 19, 25

Mountain Education Lunch and Learns

17 • Glenwood Springs, 18 • Edwards, 19 • Frisco, 25 • Steamboat Springs

24 • Tues

Lunch & Learn • Denver



9-10 • Thur-Fri

M202: Association Communications • Denver

**14 • Tues** 

**Association Leadership Series** 

24 • Fri

Annual Golf Tournament • Todd Creek, Thornton



11-12 • Thu-Fri

M206: Financial Management • Breckenridge

23 • Tues

Lunch & Learn



7-10 • Wed-Sat

M-100: The Essentials of Community Association Management • Denver

13 • Tues

**Association Leadership Series** 

19 • Mon

Mountain Conference & Trade Show • Vail Marriott Resort and Spa, Vail

#### October

12 • Wed

Mountain Education Roundtable • Frisco

20-21 • Thu-Fri

M-203: Community Leadership, Thornton

25 • Tues

**Lunch & Learn** 

#### November

TBD

Fall Conference & Trade Show

#### December

**TBD** 

2016 Gala & Awards Banquet



Issue	Topic	Article Due Date
March	Insurance/Risk Management	01/22/2016
April	Volunteerism	02/19/2016
May	Community Liability	03/18/2016
June	Association Communications	04/22/2016
July	Celebrating Community	05/20/2016
August	Industry Trends	06/17/2016
September	Financial Management	07/22/2016
October	Community Leadership	08/19/2016
Nov/Dec	Year in Review	09/23/2016



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### Welcome New Members

**Charles Anderson** 

**Cathy Baker**—Highlands Ranch Community Association **Amanda Benavidez**—

Touchstone Property Management, LLC

Sherry Bond—Colorado Association Services-Lakewood

Paule Brown—Greeley Community Management, LLC

Jordan Carpenter—Colorado Association Services-Ft. Collins

**Stephanie Chartie** 

Julie Denny

Debra Dickinson—

Association and Community Management

Rayleen Dugas—Hammersmith Management Co.

Edwin Escobar—Association and Community Management

Ashleigh Gomez

Phil Goyen, CMCA—East West Resorts

Daniel W. Green-Inn at Lost Creek

Peter Grimes Hershberger

Joshua Johnson—Elk Construction

Jeff Keener—Touchstone Property Management, LLC

Melissa Kohl

Andrea Laca—Hammersmith Management, Inc.

Marla Ann LaFore, CMCA-

Colorado Association Services-Lakewood

Van Hampton Lewis—Heather Ridge South

Dylan Lucas—ECO Roof and Solar

Elena Lugo—Colorado Association Services-Lakewood

Kevin Lym-HOA Simple, LLC

Charles R. Miller

Mark Nickel-Wildernest Property Management

Gary Nickell—Scott's Roofing LLC

Alexander Phannenstiel—Hammersmith Management Co.

Annette N. Pintado-Mile High Management Group, LLC

Mrs. Sheri Renaldo—Village Management Software

Jan Rider, CMCA

**Suzanne Sandifer—**A.C.C.U, Inc.

Al Smith—Rescon

Gretchen "Demi" Smith, CMCA—Wright Real Estate, Inc.

Peter Silvester—East Quincy Highlands II

**Adrienne Marie Vesey** 





Find out what to expect and what paths to take!

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March 10, 2016 CLAC & DORA Legislative Update

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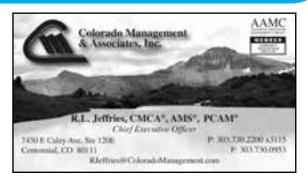
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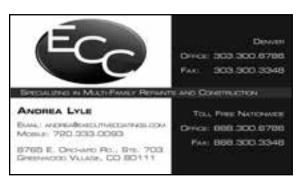


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Do you dream of writing interesting articles? Are you an artist with passion to share? Do you love meeting new people? Like getting involved in causes bigger than your own? Enjoy organizing the details? Get a kick out of public speaking?

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.

We couldn't do it without our volunteers!

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Alicia Granados agranados@ppbi.com (303) 910-7863

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ricardo@weststarmanagement.com (720) 941-9200

Mark Richardson mrichardson@4shoa.com (303) 952-4004

#### **HOA COUNCIL**

Iim Walters

JimW@myroofreps.com (303) 242-6952

#### MOUNTAIN EDUCATION

Murray Bain

murray@summithoaservices.com (970) 485-0829

#### **MEMBERSHIP**

**David Ford** 

dave@matrix-bc.com (303) 298-1711

Wes Wollenber weswollenweber@colo-law.com (303) 451-0300

#### MOUNTAIN CONFERENCE

Steve DeRaddo

sderaddo@peliton.net (303) 771-1800

Mike Kelsen

mike@aspenrs.com (303) 790-7572

#### **NOMINATING**

Ginny Zinth, CMCA

gzinth@moellergraf.com (720) 279-2568

#### **MEDIA & MARKETING**

Andrea Daigle

adaigle@ochhoalaw.com (720) 221-9780

Danielle Holley

dholley@hearnfleener.com (303) 933-6652

#### **FALL CONFERENCE & ANNUAL MEETING**

Mark Payne, Esq.

mpayne@wlpplaw.com (303) 863-1870

**Bryan Farley** bfarley@reservestudy.com (303) 394-9181

#### **ATTORNEYS**

Rich Johnston

rjohnston@tobeyjohnston.com (303) 799-8600

Lauren Holmes

Lholmes@ochhoalaw.com (720) 221-9780

Kim Porter

kporter@lanskyweigler.com (303) 297-1900

#### **EDITORIAL**

Jessica Meeker

jmeeker@bensonpc.com (720) 221-9770

Maggie Bolden mbolden@palaceconst.com (303) 698-4145

#### **ACTIVITIES COMMITTEE**

**Ieff Powles** 

jeffp@centurycommunities.com (303) 770-8300 ext.164

**Aaron Goodlock** 

(720) 221-9787 agoodlock@ochhoalaw.com

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#### CAI-RMC EVENT CALENDAR

JANUARY			MARCH	
21-22 Thu-Fri	M-360 Leadership Practices in Building Community Sheraton • Greenwood Village		<b>2–5</b> Wed–Sat	M100—The Essentials of Community Management DoubleTree • Thornton
FEBRUARY			Lunch & Learn—	
4 Thu	CAI-RMC Group Night with the Colorado Avalanche Pepsi Center • Denver		10 Thu	CLAC & DORA Legislative Update TBD
<b>26</b> Fri	CAI-RMC Inaugural Bowling Classic Celebrity Lanes • Centennial		10–11 Thu-Fri	<b>M205—Risk Management</b> Sheraton DTC • Greenwood Village

For the latest information on all our programs, visit www.cai-rmc.org!

Don't forget to register for events—it helps us place food orders and make sure that we have adequate space.