

community interests

WHAT OUR INDUSTRY IS TALKING ABOUT

WHAT HOMEOWNERS NEED TO KNOW

NOVEMBER 2017



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The CAI-Nevada community would like to send our thoughts and prayers to the victims, their families, and the over 22,000 concert goers of the 1 October shooting at the Route 91 concert held in Las Vegas.

An enormous THANK YOU goes to all of the First Responders, Police, Fire, EMT, and EMS workers who, without regard for themselves, ran towards the danger, while people were running away.

Along with the First Responders, a huge thank you must go out to the many civilians who provided assistance, at the scene, to so many people seeking shelter and medical attention.

Using whatever means of transportation available - cars, trucks, and cabs - individuals helped others get to safety and to hospitals for serious medical attention. These people continued to return to the area until they were no longer permitted.

And let's not forget those unsung heroes, the Doctors, Nurses, Hospital staff, all of the blood donors who stood in line do their part, the businesses who offered their services to the victims and their families, and the hotels who offered hotel accommodations to victims' families.

The Las Vegas Community has come together making **# VEGAS STRONG**.

Our community will continue to need support. If you or anyone you know is searching for guidance, please contact the Vegas Strong Resiliency Center, located at the Lied Ambulatory Care Center, at 1524 Pinto Lane. Hours of operation are from 10 a.m. to 7 p.m., Monday through Friday.

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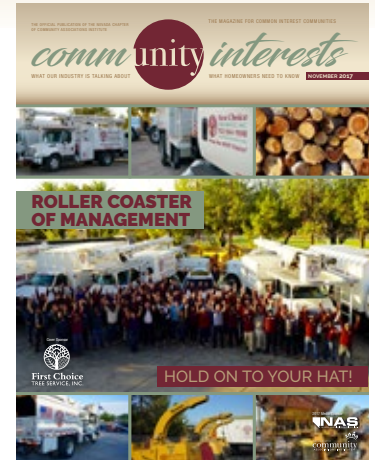
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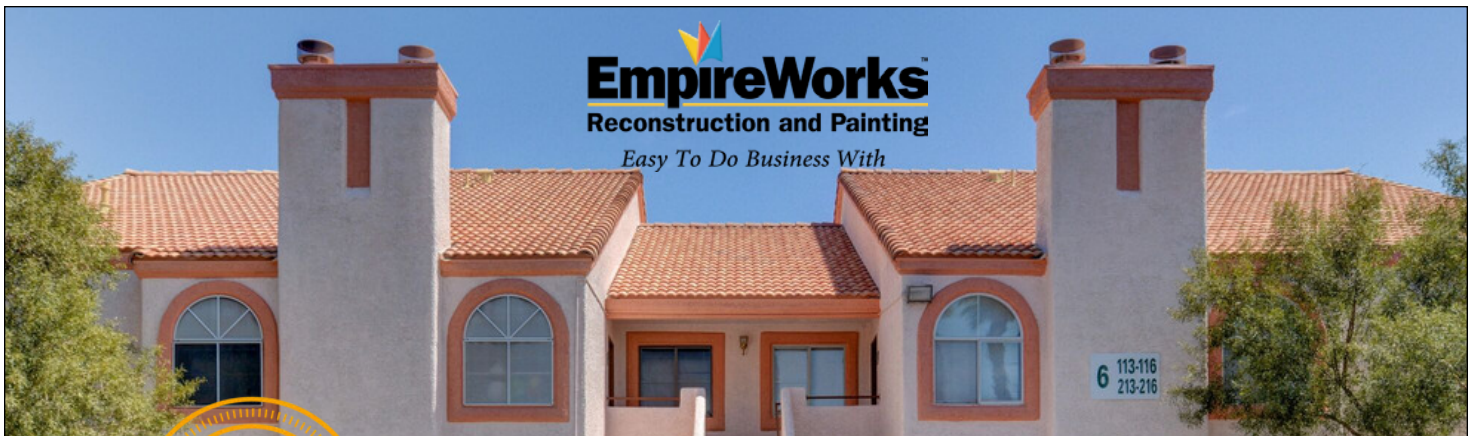


Harry "The Happy Homeowner"

Hi, my name is Harry and I am so excited that I will be joining the *Community Interests* magazine, beginning in January 2018.

I am always happy to share my knowledge, homeowner tips, and answer your homeowner association questions. We want to hear from you!

Submit your HOA related questions for Harry at marketing@cai-nevada.org



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The Roller Coaster of Life!



Vicki Niggemeyer, DCAL, Community Interests Magazine Committee Chair

I haven't been on a roller coaster for many years. I gave that up when the ride that once left me feeling exhilarated suddenly left me sore to the bone for hours afterward!

On the other hand, the roller coaster of management isn't something I know of first hand. However, listening to my friends talk about the highs and lows, the ups and downs, the speeding up then slowing down is suggestive of a wild, wild ride! So hang onto your hats!

with just those two; you will find several fine articles in this issue that pertain to the roller coaster of management!

November finds us celebrating another Thanksgiving Day. Even though we are still raw from the tragic event on October 1, there are many things we can all be thankful for: the lives that were spared due to the quick actions of police, first responders, off duty personal who were there and kicked into action, bus drivers, truck drivers, and all those who put themselves into danger to help others. Also for the many residents of Las Vegas who gave their time and homes to help families of the victims. And then too the thousands of people who have donated money to help such a worthy cause. Tragedies like this are deeply horrifying to all of us; and yet, we were also witnesses to the goodness of mankind.

Chuck & I both wish all of our CAI friends a blessed and joyful Thanksgiving.

Vicki Niggemeyer, DCAL

This month's issue reflects on many aspects of management within an HOA that testify to the roller coaster ride (exhilarating and/or bone wearying) that our community managers experience. As usual, Dr. Robert Rothwell has some words of wisdom for all of us in *OMG ... What Did I Get Myself Into? Distinctions of Governance Versus Management* by James Mayfield is another excellent article about the differences between governing and managing. Don't stop



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OMG ... What Did I Get Myself Into!

By Robert Rothwell, Ph.D., DCAL

“Everybody wants to get into the act!” Remember those famous words said by Jimmy Durante many years ago? Us older folks remember! LOL! He hit the nail right on the head ... everybody has something to say ... something to do ... some particular cause that is more important to them than everything else.

This is good! Can you imagine a society in which nobody cared about the things *happening* around them and *affecting* them? We'd be in a real mess!

We could be in that same "mess" if we turned our backs to things that were done on our behalf and for our protection. Imagine a manager who has twelve associations and eleven of them are great, but one is very challenging. How does this manager manage this "challenge" without allowing this one community to take all their time, energy and spirit from other associations? *"What did I get myself into?"*

This situation hits the nail on the head, doesn't it? *"What did I get myself into?"* are words every manager utters at least once during their professional career ... a career that can be very challenging.

Being "challenged" can be a wonderful opportunity to grow in your profession, if it involves issues you haven't dealt with before (just to mention a few) such as neighbor disputes that require your skill as a mediator (in board hearings), or financial issues that require astute budgeting and planning.

Certainly one of the biggest "challenges" for a manager is to treat each association as if it were the only one ... "Number One!" And we know, as far as each association is concerned, it is "Number One" ... and none of your other associations exist. The last thing your associations want to hear you say is, "you're not the only association I manage," which is verrrrrry tempting to say when one particular association is loading you down with a 'to-do' list a mile long. *"What did I get myself into?"*

Managers are a funny lot! You are, for the most part, people pleasers! That's why you're in this business. Saying "no" just isn't easy. But what can you say when one association is draining you dry? Sometimes you just have to step up and ... nicely ... bring them back to reality. *"What did I get myself into?"*

But be careful ... if the "challenges" are adversarial, a manager can be at risk for burnout or breakdown or both. *"What did I get myself into?"*



So ... how do you handle the 'adversarial' type of challenges? If you have been in the business for any length of time, you are going to encounter people who simply aren't nice. "What did I get myself into?" Hopefully, they are few and far between. If they are homeowners, you should tell the board president about any unpleasantness, using the most professional manner you can muster.

There is never, ever, a circumstance that warrants a manager taking any kind of abuse, verbal or otherwise. Most board members are outraged when they hear of their manager being subjected to this kind of treatment, and will take steps to guarantee it is stopped. If the abuse is coming from a board member, you must be sure that the board president is aware of it.

Previously I was directing my thoughts about managers and the 'rollercoaster ride' every one of them goes through.

But, as we say in the military, "LISTEN UP!" Now I am directing my thoughts to homeowners and board members, and the way you interact with managers.

Working with a manager to oversee *how* your commUNITY is run can be frustrating to those who lack a clear understanding of the purpose and role of a manager. Whether you are new to living in a commUNITY association or have lived for decades in an area overseen by a board and a manager, understanding how a manager serves your commUNITY will help you see added value, will help you make smarter decisions, and will help you and your neighbors get the most out of this important partnership.

I'm going to share three key pieces of information that will give you a clearer picture of how your manager fits into your association, and, as a result, provides management tools that will help your commUNITY association succeed.

Read them carefully ... reread them ... read them a third time, and put them into practice!

1. Your manager and your board of directors *work together* ... in UNITY... but have different abilities and functions. Your commUNITY board represents the members of your commUNITY, both literally and figuratively. Your board is comprised of residents who volunteer their time to oversee the running of your commUNITY. You all elect the board members who best represent your interests and share a common vision for where your commUNITY is headed. On the other hand, your manager is considered an 'outside vendor' who possesses an overall knowledge and experience in the legal requirements and the day-to-day operations that help a commUNITY function smoothly. Most managers have significant experience handling the various kinds of "challenges" associated with overseeing a commUNITY. In short, your board of directors establishes the rules and the direction of your commUNITY, while the manager advises the

board on business issues and carries out the board's decisions.

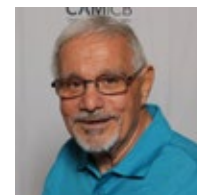
2. You, your manager, and your board of directors have the same goal: to protect the property values and increase the enjoyment of your commUNITY. Even though you serve different functions, you, your board, and your manager work together to achieve the same objective. Your board of directors establishes and maintains a vision for your community, while your manager offers advice to achieve that vision in a way that makes the most economic sense while staying legally compliant. Your board of directors established rules and regulations that they think will most successfully maintain and/or increase your commUNITY value. They use the manager's expertise to help guide that process, to provide input into precedent and other legal compliance considerations, and to add suggestions that the board might overlook. Even though the manager offers input based on experience and knowledge that guides your commUNITY toward success, ultimately the responsibility for all decisions rests on the shoulders of the board of directors.
3. In order for a commUNITY to thrive, there must be clear communication and an ongoing partnership between residents (this includes renters), the board of directors, and the manager. Clear communication between these three groups is the grease that keeps the machine running smoothly.

Wonder why I keep capitalizing UNITY? ... because *everyone* must work together in UNITY to achieve the desired goal, which is the success of your association!

If you, as a homeowner, are dissatisfied with the way your commUNITY is being governed, you have the ability to influence it! Your commUNITY is governed by people just like you! Their role is to make decisions that are in the best interest of the entire commUNITY, not just the interests of a few. Attend board meetings ... ask your questions ... offer your opinions ... volunteer to be on a committee to oversee decisions about which you are passionate ... run for elected office yourself. Through your personal participation, you have a greater ability to shape the direction of your commUNITY.

A successful commUNITY is comprised of residents, board members, and managers who take their roles seriously and understand how each *compliments* and *complements* the others.

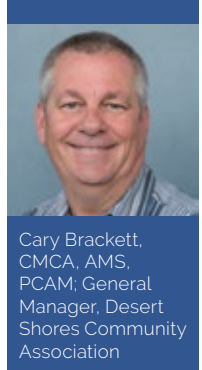
It's a *rollercoaster ride* ... but the rewards far outweigh the "challenges" ... ask any successful manager or board member! They've learned to put UNITY back into commUNITY! 🌟



Robert Rothwell, Ph.D., DCAL, CAI National Board of Trustees Nominating Committee; National Chapter Liaison Committee; President, The Village Green HOA

Portfolio vs Onsite: Managing the Differences

By Cary Brackett, CMCA, AMS, PCAM



Cary Brackett,
CMCA, AMS,
PCAM; General
Manager, Desert
Shores Community
Association

In the world of HOAs, we frequently hear the terms self-managed vs professionally managed or portfolio manager vs onsite manager. You might think the pairing is automatic; if a community is self-managed then they must have an onsite manager and if a community employs a management company then it must be a portfolio manager. In many cases that's true, but not always, and it comes down to personal choices for communities and the boards that oversee them.


It may be obvious, the difference between self-managed and having a management company, so I will concentrate on portfolio managers and onsite managers. Each community is unique, and so is its manager; or maybe I should say, each community is unique in how it's managed.

It may come down to size as many smaller communities simply cannot afford to have a dedicated onsite manager. But, even with that said, I've seen communities with less than 200 units have an onsite manager if only on a part-time basis and more often than not, self-managed. Most small or mid-sized communities that seek professional management will in most cases get a portfolio manager; that is, a manager who manages multiple communities as part of his or her portfolio. I've seen or heard of portfolio

managers managing anywhere from 4 to 20 communities, the most I've ever managed was 12.

The number of communities for which a manager is responsible mainly depends on the size of the communities and the type of manager. I'll speak more about types of managers a bit later. An association may prefer an onsite manager or direct employee, but this is more expensive and generally done in larger communities with more amenities. Being an onsite manager generally means you have staff and day-to-day maintenance responsibilities. Being an onsite manager allows you the benefit of concentrating on one community and being able to develop a professional relationship with the board and residents. You can easily be more involved in the planning process, overseeing major projects, and put your game plan into play.

Differences really become more noticeable when you think about the type of manager you want or have: an executive manager or an administrative manager. Portfolio managers tend to be more administrative and have the experience of juggling an unimaginable number of problems and constantly putting out fires. They also tend to have resources within their organization to assist with accounting, compliance, HR/payroll, training, legal, and have boards that are or need to be more involved in the day-to-day decision making process while the manager carries out those decisions. The onsite manager is generally more of the executive manager taking on many of the responsibilities of the corporation while being overseen by the board. Depending on the structure and policies set up, the onsite manager should handle all daily decisions not unlike the CEO of a major corporation, while the board sets policy, which is also known as Policy Governance.

Having been both an onsite and portfolio manager, I can say they both have their advantages and are both necessary to fill the various needs of our industry. When identifying a manager for your community, please decide first which type of manager you are expecting; administrative or executive. Then choose onsite or portfolio based on what the expectation is and what is reasonable for the community. It's important that you answer these questions first and understand what the expectation is so that you and your community are not disappointed with the results. 

Looking for CAI Love Stories

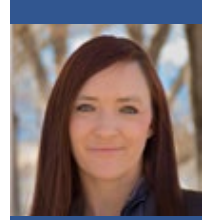
Did you and your significant other meet through CAI? Do you have a "good" CAI love story? If so, *Community Interests* magazine wants to hear from you!

Tell us how you met through CAI. Were you on a committee together? Did you meet at a CAI event? When did you meet and how long have you been together? A photo of the two of you would be welcomed.

Our February 2018 issue will feature CAI love stories. Please keep your story to 300 words or less, include a photo if possible, and send to Chris Snow at marketing@cai-nevada.org. The deadline for your love story is December 20, 2017. Thank you! 

The Joys of Being a Community Manager

By Tonya Gayle, SCM, CMCA, PCAM, DCAL



Tonya Gale, SCM, CMCA, PCAM, DCAL. Is the owner of EPIC Association Management and member of the Membership Committee.

I know what you are thinking – are there really joys? Trust me when I say that, “yes,” there are joys, good times, laughs, and all around great attitudes in and around the association management industry. However, being a community manager is definitely not for everyone. Let’s start from the beginning...

I remember being new to the HOA industry. It was different from my prior career of construction monitoring and consulting, although, with the heavy construction defect lawsuits running through the HOA industry, there were many areas that intersected. I started in compliance, handling violations and correspondence from homeowners. As a newbie, you are green and want to believe everything that the homeowner tells you over the phone or by email. You would not expect people to lie to you on a regular basis; when in fact, it happens more often than we would like to admit. **The first piece of advice to people just getting into the industry: do not trust, always verify!** This will help cover you, your company, and your association from any potential liabilities.

As time went on and I jumped from administrative assistant to community manager, there were fewer phone calls from homeowners and more from the board members. One would think the board members would be easier to handle and talk to. Well, that was not always the case. Many board members are not educated in their role as an HOA board member and simply go with the flow. They question everything and expect their managers to have all the answers. **The second piece of advice: educate yourself in every way you can.** Attempt to educate your board members as well. CAI has so many great classes for managers and board members and the few hours a month spent learning will allow you and your associations to thrive. Education, education, education!!

The first time I had an association come to me and tell me they were looking at other management companies I was heartbroken. The time and energy I had put into ensuring everything was done quickly, cost effectively, and efficiently meant nothing to the board because they felt their monthly price was too high. The industry as a whole is constantly turning over from one manager to the next, one management company to the next, and even one business partner to the next. Some associations are always looking for the cheapest price where others are more concerned with education and knowledge instead of the bottom dollar.

As a manager, you will have to learn to handle dealing with just being another employee of the association in most cases. Simply try to work hard, be aware of what is in the management contract, follow the contract to a tee,

and be as cordial as possible. You can only do what you are capable of and some board members or management companies will expect too much for too little.

We are up to advice item number three: do what you know in your gut is right! Even if you are having a client leave, do not take it personally. Handle the transition as though you may ultimately get that client back at some point. Trust me when I say it works! I have personally had three of my clients leave over the years for financial or board personality reasons and have come back after terrible experiences elsewhere. It’s like the old saying: “treat others how you would want to be treated.” To me, these are rules to live by and they should be to you as well.

As an owner of a management company, I know how truly difficult it is to not only be a business owner but a manager. I have seen so many managers come and go through the industry over the years. Some got greedy and allowed the money to mean more than their ethical responsibilities to their associations. Some could not handle the stress that is placed on them from their associations or management companies. Others had so much potential and were so great they moved on to bigger and better things.

It is very hard to find a good manager, one willing to dedicate him or herself to the clients and be happy to go to work most of the time. Being a community manager is not like a roller coaster ride; it is like free falling after jumping out of an airplane and hoping your parachute will open. You never know what you are going to walk into on a daily basis and you are expected to handle it with poise and grace no matter what.

My final piece of advice: stay true to yourself and be your best YOU. If you can keep your cool, do your job fully, and learn to prioritize required actions, you will be fine. This can be an amazing career choice, one where you can grow with endless possibilities. It is up to you to decide what you do with the potential inside yourself. Good luck!! 🍀

Distinctions Between Governance And Management

By James Mayfield



The roles and responsibilities of governing bodies and management groups are different.

NRS 116 and NRS 116A attempt to define the different roles and responsibilities by statute for common interest communities (CIC) in Nevada. Yet, many members of CIC boards seek to use their positions to improve the management of the CIC, and many community association managers (CAM) frequently assume the governance authority of the board in areas such as legal compliance, resource allocation, and establishing policy.

The purpose of this article is to provide definitions for governance and management that can be used by CIC boards and CAMs to set boundaries between their respective governance and management roles and responsibilities. These boundaries are intended to help both boards and CAMs focus on their assigned roles in a properly governed and managed CIC.

Definitions

Governance is the process of providing strategic leadership and oversight to an organization. It includes:

- Employing and supporting a CAM;
- Defining expectations for and assessing the performance of the CAM;
- Establishing policy and strategic plans;
- Authorizing and allocating resources;

- Fiduciary accountability for the organization;
- Communicating with unit owners.

Management is the process of directing the use of organization resources to effectively achieve approved outcomes. It includes the authority and accountability for all operational functions, including:

- Organizing, directing, and evaluating employees' performance and the performance of a management company, if one is used;
- Establishing effective financial processes (e.g., financial reporting and purchasing) and internal controls;
- Developing draft budgets for board approval and administrative compliance with adopted budgets;
- Ensuring legal compliance;
- Assuring compliance with CIC governing documents, board policies, and directives.

Simply stated, the difference between governance and management is the difference between establishing what to do versus how to do it.

Consequences of Blurring the Lines Between Governance and Management

Most unit owners that seek to be a member of the board have backgrounds in management and are experienced in running organizations. In addition, persons frequently run for the board of directors to fix a problem. But, when governors of an organization seek to direct its employees and conduct operations, their ability to provide independent, objective oversight of the organization is diminished. The direct involvement of board members in directing employees also leaves employees uncertain from whom to take direction and undermines the authority of the CAM, thus weakening the board's ability to hold the CAM accountable for the management of the CIC.

The flip side of this coin is that CAMs and management companies frequently assume governance roles of the board.



Their reasons for crossing the boundaries into governance can range from self-serving, to filling a void by a board that isn't governing, to believing their knowledge is superior to that of the board, to avoiding conflict. But when the CAM (or the management company that employs them) assumes governance of the CIC, the CAM has exceeded their statutory authorized responsibilities and undermined the ability of regulatory entities and the CIC unit owners to hold the board accountable for its governance responsibilities, and ultimately, its fiduciary responsibilities.

Effective Actions to Establish Clear Boundaries

Good separation of duties between governors and managers happen as a result of the establishment of methodologies to educate both entities in their respective duties and the establishment of strategies to ensure consistent, long-term implementation of the separation of functions. A "one size fits all" solution will not work in every CIC. Differences in the size and scope of operations of each CIC will drive the exact means used to establish effective governance and management. However, the following list of suggestions should help boards and CAMs set their respective practices.

Boards can promote effective **governance** by establishing:

- Written policies that endure from year-to-year, unless changed;

- Training and mentoring plans for new board members;
- Procedures to ensure that the CAM only receives direction approved by the entire board;
- Protocols to ensure that the board speaks with one voice when communicating with the CAM;
- A formal, documented review process for assessing the performance of the CAM.

CAMs can promote effective **management** by establishing written employee standards for:

- General behavior;
- Communicating with board members;
- Supporting committees and volunteer groups;
- Interacting with unit owners.

Summary

I hope this article encourages CIC board members and CAMs to engage in conversations and evaluate their respective roles in a CIC. 🌐

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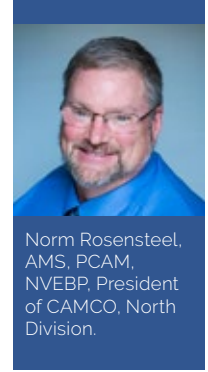
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By Norm Rosensteel, AMS, PCAM, NVEBP



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of CAMCO, North
Division.

Definition of micromanagement – management with excessive control or inordinate attention to minor details and can sometimes have a “bully” approach in the level of influence over the manager. We’ve all had them on our boards. We sometimes have them within the companies we work for and we are all too familiar with them. Why are people like this? Why do they insist on telling me, in minute detail, how to do my job? STOP IT, PLEASE!!!!

There are many reasons board members (and sometimes homeowners) try to micromanage situations and their managers.

- Sometimes a board has no clear policies or understanding of the roles and responsibilities of the board versus the roles and responsibilities of the manager.
- Many board members come from positions as managers in different industries in their professional lives, so they are used to being intricately involved in getting things done, rather than being policy creators.
- Some become accustomed to working under the assumption that if you want something done, the best way to accomplish that is to do it yourself.

- Fear and worry that things are not going to get done timely and properly.
- Issues with trusting their manager.
- The prior manager didn’t follow through on things, so board members have had to get involved to make sure things were accomplished.

So how do we, as managers, learn to shift our boards away from attempting to micromanage us? For me, the number one answer to this is trust, understanding, and communication. We must build trust with our board members. How? Do what you say you are going to do. Pay attention to all the details and make sure you are following up on everything you should be doing. Being a manager is a demanding profession and, let’s face it, some managers are better than others at making sure nothing falls through the cracks.

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One of my co-workers, in a blog he writes, quoted Steven Covey comparing building trust to a bank account. When you make small, regular deposits by fulfilling your role as a manager, you gradually increase your account (trust). When you make too frequent withdrawals (failing to follow through and fulfill your promises) your account can be "overdrawn"; you lose the trust of your board and you invite micromanagement by them. Most board members take their roles very seriously and recognize that, while they may delegate their authority to the manager, they are ultimately responsible for everything in the association.

Encourage your boards to adopt clear policies on the role of the board and the role of the manager. Typically, the board sets policies and the manager carries out those policies. Board members need to remember to LET THE MANAGER MANAGE. Managers need to remember that, ultimately, the board can delegate authority to the manager to carry out their policies, but they cannot delegate their responsibility.

It is also extremely difficult to earn the trust of a board that has had a manager who does little follow-up, or a succession of poor managers. The board members are forced into micromanaging because otherwise nothing gets done. "Has the tax return been filed? Oh, I contacted the insurance agent to make sure our renewal is being processed. I sat down with your accounting department today to make sure the changes were made to the financial reports that I requested."

It will take a long time to earn the trust of these people, but it can be done, if you:

- Under promise and over deliver consistently;
- Always stay a step ahead.


It's very satisfying when a board member asks you to do something and you, as a manager, can say, "that is already complete and so are all the other follow-up items from last weeks' board meeting." If it's an important project, email updates to your board before they have to ask what the status is. With quarterly meetings, sometimes we can forget to communicate as much as we should; more frequent updates via email are important so that all board members know you are following up and making sure all tasks and projects are being completed in a timely and professional manner.

And remember, while micromanagement is not a disease, it is usually curable simply by doing your job the way it should be done and earning the trust and respect of the boards that you work for. 🍷


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Say "No" to Micro-Managing as a Board Member

By Donna Toussaint, DCAL

Being an HOA board member is a big responsibility. Most people get on their HOA board because they want to cure the ills in their community. One of the biggest mistakes board members can make is to try to get involved in their manager's day-to-day operation of the community. If your association has a community manager, getting directly involved in the daily operation is simply not your job. The board's job is to set policy, make financial decisions, and oversee the manager's performance. The board manages the manager, not the community.

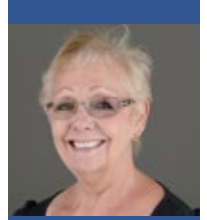
The first rule of successful board members is to let your manager manage and refrain from micro-managing your manager. In other words, when you have a question or concern, ask the manager about it or express any concerns you may have, but don't try to get personally involved in everything the manager is working on. The manager should perform the tasks for which he/she is responsible and the board's role is one of oversight to ensure things are getting done properly. And remember, it takes a vote of a majority of the board to define what the manager is required to do. No single board member is the "boss," including the president.

Communication between the manager and the board members is critical. The manager must keep all board members up-to-date on policies and projects that are currently being tended to. If this is not done, board

members may take actions without having all the facts, which can lead to serious problems.

When you have a portfolio manager, your association is one of several associations for which the manager is responsible. In some cases, board members may feel that their association isn't getting enough attention. If this happens, don't start off angry; give the manager a call and in a respectful manner just ask where your project stands. Instead of making allegations about a problem you noticed, just ask what is being done to address it. Let your manager know what you expect, and if you are not satisfied with the situation, ask for the matter to be placed on the agenda of your next board meeting.

Ask your manager to provide a monthly 'Action List' to the board explaining what each project is, who is responsible for



Donna Toussaint,
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Thank you for your service as a CAI board of director and President in 2017!

it, the expected start and completion dates, and the status of the project. 'Action Lists' make it easier for the board and the manager to work together because the board is informed about what is happening in the community and everyone can see how things are progressing. Everyone can be on the same page. The manager and the board must work as a team.

One of the biggest problems I see with boards and managers is a lack of communication. Managers often don't like having to give unpleasant news to their boards, and in some cases, they may not address the problem. This makes everything worse. Honesty plus transparency is the best policy. If problems or issues are not addressed, the board members get uncomfortable and may start micromanaging the manager. Like I said before, manage the manager, don't manage the community.


If you, as a manager or board member, have concerns - address them. Don't get angry. Treat everyone with respect. It is okay to disagree with one another, but it is not okay to be disagreeable. In many cases when we feel uncomfortable we react in a way that is not conducive to solving the problem.

One of the biggest problems between board members and managers is unreal expectations. This is where communication skills are so important. When there is a problem we sometimes assume we know what the situation is and take it from there, but often that assumption is incorrect due to a lack of information. Don't have

unrealistic expectations. When your board sets a policy make sure that policy is doable and enforceable. Once a decision has been made by the board, let the manager implement it - not the board.

The most important tool is communication. If you as a board member are unclear or unsure of something, ask for an explanation. In many cases, board members won't ask for various reasons and that isn't good. There are no dumb questions. It is better to ask questions so everyone is clear on the concept.

In a perfect world, all board members would be educated by taking educational classes. Board members who are educated make better decisions and are more confident in those decisions. An educated board would not micro-manage the manager because they understand everyone's role and how the system works. They also have a better understanding of the rules that govern them which allows them to avoid many pitfalls that can arise when board members accidentally make decisions that are unlawful or harmful to the community.

Giving directions and marching orders to your manager is not micro-managing; it is giving a clear and precise direction as what you expect them to do. This is the board's responsibility. Make sure there is a timeline for every project so you can evaluate your progress. Managers and board members who work together as a team make for successful associations and happy communities. 



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A very successful CA Day was recently held at the Gold Coast. Over 200 attendees started their day at the 2017 Legislative Update with speakers, Gayle Kearns, Esq., John Leach, Esq. & Michael Schulman, Esq. and then proceeded into the trade show with 70 exhibitors who participated in the "Decades" themed show. Congratulations to Gothic Grounds Maintenance, winner of the Booth Decorating Contest with their 1920's Speakeasy Theme! Thank you to all the attendees, sponsors, exhibitors and the CA Day Committee.

CA Day Gallery





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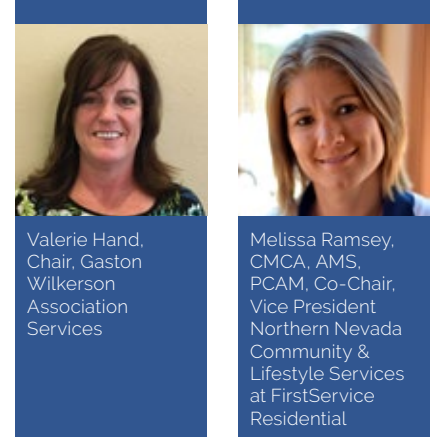
By Valerie Hand and Melissa Ramsey, CMCA, AMS, PCAM

We are proud to present to the Nevada Chapter a newly reformed Northern Nevada Committee. After some time off to recharge the batteries, we are back in action and ready to unite managers, board members, and homeowners in the north. The first meeting was held on September 14 with new ideas and concepts presented as we get things moving for 2018. If you are interested in participating, make sure to let us know so you can be added to the 'list.'

To accommodate the various schedules everyone has in this busy industry, we will be alternating the meeting schedule to try and get broader participation. Committee meetings will be at noon immediately following the managers CE classes on EVEN months and at 5 p.m. prior to the homeowner classes on ODD months. In the coming months, we will be looking for 'Team Leaders' to help drive the planning efforts of outreach, bowling, and golf. Stay tuned for more updates and announcements from the North!

If you would like to join or receive additional information, please contact Valerie Hand, Chair (vhand@gwascorp.com) or Melissa Ramsey, Co-Chair (Melissa.ramsey@fsresidential.com).

We look forward to seeing you! 🍷



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“And The World Will Be Better For This”

By Robert Rothwell, Ph.D., DCAL

This past week, 12 members of CAI Nevada and their friends distributed food to needy families at “The Food Pantry” inside Catholic Charities.

On Thanksgiving Day, 30 members of CAI Nevada plus their friends and family will spend their morning at the Catholic Charities Dining Hall feeding the homeless and those in need. It’s their way of saying, “We appreciate what we have. Now it’s time to reach out to those who need our help.”

“Admirable” ... “Inspiring” ... “Selfless” ... “Generous” ... “It is in giving that we receive.” This is the work of CAI members who offer their time to help those less fortunate!

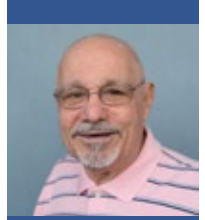
But did you know there are other members of CAI Nevada who prefer to remain nameless, helping the needy through Catholic Charities in other ways? Some examples:

Chandra no longer has to worry about being a victim of domestic violence. CAI members heard of her problem and knew that she and her family needed to escape that terrible situation. They immediately stepped in, finding her and her six children temporary shelter at Catholic

Charities. They arranged for “wrap-around” services, providing her with food, clothing, and financial counseling. They helped her enroll in a program for displaced homeowners that helps develop new skills and prepares them for a full-time job. And finally, through the “homeless to home” program at Catholic Charities, they set Chandra and her family up in a new apartment, keeping their family together and providing the necessary stability to transform lives lived in fear into lives based on love, independence, and purpose.

These same members, who prefer to remain nameless, realizing their work didn’t stop there, decided to help those less fortunate in another way.

They had heard that many elderly, on a very limited low Social Security income, sometimes have to decide to pay for necessary medications or buy food. Realizing “no elderly human being should ever have to face that decision” they quietly recruited other friends (some who



Robert Rothwell, Ph.D., DCAL, CAI National Board of Trustees Nominating Committee; National Chapter Liaison Committee; President, The Village Green HOA

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