

THE OFFICIAL PUBLICATION OF THE NEVADA CHAPTER
OF COMMUNITY ASSOCIATIONS INSTITUTE

THE MAGAZINE FOR COMMON INTEREST COMMUNITIES

community interests

JANUARY 2018

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FACING THE FUTURE

DEVELOPING LEADERS



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5:15 p.m. Registration

6:00 p.m. Awards

7:30 p.m. Dinner

***9:00 p.m. Hosted Cocktail &
Dessert Reception***



community interests

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Hess Design Studio • www.HessDesign.net

Subscription Information

Subscriptions are available for \$36 per year. For more information, or to subscribe call CAI at 702-648-8408 or via e-mail at marketing@cai-nevada.org.

Magazine Deadline

Community Interests deadline for advertising or editorial submissions is the 20th of each month, 40 days prior to publication. Example: submit article by April 20 to be included in the June issue.

Correspondence

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Facing the Future



Adam H. Clarkson, Esq., NVEBP, President, 2018 CAI Board of Directors

Happy New Year!!! I hope everyone had a safe and happy holiday season, enjoyed with family and friends.

It is an honor to serve as your Chapter president for 2018. We have an excellent board of directors that is focused on the continued success and improvement of our Chapter. To our outgoing directors, Norm Rosensteel and Michael Schulman, Esq., thank you for all you have done for the Chapter. To our new directors, Cheri Hauer, Esq. and Michelle Turner, welcome to the board. To our outgoing president and new vice president, April Parsons, thank you for selecting me to continue with our vision for the Chapter.

In the early fall of last year, I had the privilege of meeting with the magazine committee during their planning session for the upcoming year. With the help of the committee, I developed my goals for our Chapter into this year's theme, "Facing the Future." Thank you magazine committee for your help with this and for all that you do!

As a theme, "Facing the Future" may be construed to mean a lot of things, but we have three main focal points in mind. First,

"Facing the Future" means developing new leaders within the Chapter on every level that will ensure our Chapter successfully continues long into the future. Second, "Facing the Future" means bringing and nourishing fresh ideas in all aspects of our Chapter's operation to ensure our Chapter presents the very best opportunities for all our members that continue to keep them involved. Finally, "Facing the Future" means improving participation through improving everyone's understanding of the well-established benefits of the Chapter and building on that established framework.

In keeping with the theme, our board and committees have taken steps toward Facing the Future that we hope you will find beneficial this year. The Northern Nevada Committee and the Social Committee have been reconstituted to develop new leaders and bring fresh new ideas to Chapter events. The Golf Committee has selected a new course this year for the Southern Nevada tournament, The Revere Golf Club, so mark your calendars for April 27, 2018. The Gala Committee is bringing us back to The Smith Center with new ideas that promise an even greater experience than last year, if that's possible, so mark your calendars for March 2, 2018. (Also, it will be James Bond themed, you're welcome). New materials have been developed to assist our committees in coordinating with our excellent executive director team to allow our committees to make the most out of their work over the year. The Membership Committee is looking at new ideas to boost our membership in 2018.

While we were enjoying the holidays, the Events Committee was already hard at work lining up speakers and events for the first quarter, which look exciting! As noted above, the Magazine Committee white-boarded the plan for 2018 in the fall of 2017, and that plan is going full speed ahead. Both the Northern and Southern Nevada Education Committees have committed themselves to developing and providing programs for both homeowners and managers that will keep you coming back for more. The CA Day Committee is preparing for a follow-up performance to last year's event, which was one of its most successful in recent history.

Finally, while 2018 is not a legislative year, it is imperative that we prepare now to be ahead of the curve in 2019. Our Legislative Action and Political Action Committees are hard at work raising funds to protect all of our interests at the legislature. If you are not already a member, please join our Grassroots group to receive information on how you can support our interests.

Thank you to all our committee chairs, co-chairs, directors, and executive team who make our Chapter so great! It's going to be an exceptional year for CAI and I look forward to facing the future with you!

Adam H. Clarkson, Esq., NVEBP

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It's January 2018. Already! Here We are, Facing a New Year, Facing the Future!



Vicki Niggemeyer, DCAL, Community Interests Magazine Committee Chair

Adam Clarkson, our 2018 Nevada Chapter president, has chosen the theme: Facing the Future. Every new year finds us at that same vantage point of thinking about the year ahead. But this year, in CAI, we not only want to think about 2018, but the big picture of the future as well. The future of our HOA communities and especially the future of CAI.

As we all know, in order to have a bright future, we need to plan. We need realistic goals to develop new leaders. We need to introduce new ideas that promote fresh energy and enthusiasm. We need collective efforts to inspire participation today, tomorrow, and into the future.

With a new year upon us, *Community Interests* continues to evolve, making changes and focusing on today and the future. We will continue offering articles that pertain to the monthly theme; watch for the "On Topic" graphic to read themed articles. Harry the Happy Homeowner has joined *Community Interests* with a monthly column addressing your questions along with items of interest to - yes, you guessed it - homeowners! Our goals are: continue our commitment to excellence; provide articles of interest that

are substantive, relevant, and interesting; and serve you, our readers, to the best of our ability.

So, as we start another year: join a committee, write an article, pass along any ideas that will promote CAI, tell your friends and neighbors about CAI, purchase a subscription to *Community Interests* for someone you think would benefit from it (it's only \$36 for one year). In other words - make 2018 the best year ever for CAI by elevating your efforts as an enthusiastic ambassador, advocate, and promoter for CAI. Help ensure a bright future for our organization and all common interest communities.

Happy New Year everyone!

Vicki Niggemeyer, DCAL

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industry in Nevada, the United States, or anywhere else in the world. CAMs have the knowledge on statutes, the licenses necessary to operate the HOAs, and the expertise to tackle the day-to-day challenges that arise within their assigned associations and teams. Board members ensure the associations remain financially solvent by evaluating financial policies, approving budgets and contracts, and reviewing financial reports, in addition to a list of other essential responsibilities of which I do not have the space to present.

CAMs and board members have worked tirelessly, side-by-side with the support of other community volunteers, management companies, and industry partners to create our booming industry. With a boom on our doorstep, I propose a question: Will managing be enough, or is it time to shift our focus to leading? The answer isn't up to me as the author of this article. It is up to you. To lead or not to lead... that is the question.

To Lead or Not to Lead

A manager is a person responsible for controlling or administering all or part of a company or similar organization – the day-to-day. A leader is a person who leads or commands a group or organization – the big picture. I believe it is time to move beyond putting out fires and work instead on prevention through leadership.

Leadership is a choice, not a title. The common misconception is that the title one holds determines whether they are or aren't a leader. True leaders understand that titles only provide the opportunity to lead and are not required to be a leader.

Community association management needs a few great leaders to lead us into the next phase of our growth.

The Evolution of Leadership

Leadership, like most things, has evolved. Some common characteristics of effective leaders have been to be...

- Visionary
- Accountable
- Committed
- Innovative
- Collaborative
- Decisive
- Empowering
- Confident
- Honest
- Results Oriented

These attributes are requisites for good, effective leaders, but are not enough by themselves. With the challenges the HOA industry will face over the next 10 years, we will need to be led not by good leaders, but by great leaders. Great leaders embody all the characteristics previously mentioned, in addition to the following five key attributes.

Think "BIG"

Thinking big takes being visionary to an entirely different level. A good leader can see into the future, where the community or organization is headed. A great leader not only sees into the future but also believes, wholeheartedly, that achieving the vision is possible, and is willing to do what is necessary to turn that vision into reality.

Let's use the topic of training as an example. Training has historically been focused solely on manager certification and recertification which is essential to operations, per the law. A big thinker asks, "What about the other associates and volunteers who support us? Don't they need education and support to grow and develop professionally to keep up with the demands of their responsibilities and to keep us relevant?" The big thinker is right. Without training, associates and volunteers are left to their own devices to grow and develop. This is very risky behavior for any organization or community with plans to grow and change with the times.

Providing training for all positions beyond job training, soft skills, leadership, and personal development should be commonplace in our industry. Unfortunately, it is not. The big thinker takes the risk to design and implement these training programs regardless of the impact to his/her bottom line. In fact, doing so will come at a price with very little immediate return. The big thinker has seen the future and understands that sacrifices made today will pay big dividends in the future. The big thinker's organization/community will benefit greatly by having associates/volunteers who are engaged and equipped to handle the ever-changing demands of our industry, while years down the road, their competitors are kicking themselves for not thinking bigger. Thinking BIG sets your organization and communities up for success today, tomorrow, and forever.



Be Intentional

Great leaders are intentional. Everything they do is on purpose, literally. To be intentional, one must define their intentions and purpose. With great leaders, nothing happens by chance or accident. These leaders believe that everything happens for a reason and that the plan they begin with is never the plan that will get them where they want to go. It's merely a starting point. As plans change, because they always will, they adapt with the understanding that anything worth having requires a challenge. These leaders are calculated and strategic in their thinking. They don't get down in the weeds. They have defined purposes and are focused on the big picture. These leaders are guided by a specific mission which assists them in maintaining intense focus and the ability to easily share their vision with others.

Elon Musk, founder of Tesla, is a prime example of focus and intentionality. Every venture he embarks on revolves around his vision to change the world and humanity.

Emotionally Intelligent

Great leaders know their EQ, Emotional Quotient. Like an IQ which is related to intellect, EQ is directly related to emotions and how they affect everything they do and everything that happens around them. Good leaders are self-aware, but great leaders are self-aware, great self-managers, socially aware, and great relationship managers, all of which characterize a great leader with a high EQ.

Great leaders understand that leadership is constantly evolving and that emotions do have a place in our organizations and communities. Gaining a clear understanding of how and why, in addition to striving to improve their EQs despite old belief systems, are the signs of a great leader who understands that all things change, nothing remains the same.

Learn to Ask "Why?"

Great leaders understand that asking the right questions is critical to their success. Asking, "Why?" stimulates their own growth as well as the others around them. Challenging answers to seek a clearer understanding stretches the leader's followers to make sure they are fully versed on the topic and/or task at hand. Asking "why?" helps great leaders understand the status quo, challenge it at times, and create the new status quo when necessary.

"Why?" helps great leaders ascertain relevance in policies, practices, procedures, and laws. Failing to ask "why?" may result in the status quo remaining the same, when, in fact, it is outdated. Great leaders understand that asking "why?" will set them apart from good leaders while recognizing that it will require more time, work, and effort.

Understand Example and the Power of Influence

Great leaders understand they are the example for their followers. Nothing is good for them that is not good for everyone else. They are not above the law and practice what they preach. Great leaders use their influence in a positive way to inspire and motivate those around them. They work to earn the respect of their followers rather than demand it based on their title. They are extremely persuasive and only use this influence to move their organizations/communities closer to their goals.

Closing

In closing, great leaders are an embodiment of all the characteristics I've shared. They understand "why" others follow, and have a goal to be followed because of who they are and what they represent. Their keen awareness, coupled with the appropriate actions of being mission driven, inspired, big thinking leaders will be the key to their success and ours as an industry. These great leaders will be responsible for being the model for future great leaders for years to come.

There is no doubt, we will face daunting challenges in the coming years; with great leaders and their leadership we will be successful, together.

Recommended reading: *Emotional Intelligence 2.0*, Jean Greaves and Travis Bradberry; *No Excuses*, Brian Tracey; *Start with Why*, Simon Sinek



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HARRY THE HAPPY HOMEOWNER

Disclaimer: Answers provided to questions about governing documents, NRS statutes, or any other legal matter are not in any way represented as legal advice.

Hi Harry. We recently had a board member resign. Our next board meeting is three months from now. Can our Executive Board just appoint someone now? — Short 1

HHH: Hi Short 1, Some associations may have different protocols for filling board vacancies. Check your association's governing documents, they should outline the procedure for filling board vacancies. Your bylaws should state the procedure the board follows for these types of vacancies.

Do not confuse this with the procedures for removal of a director, as these differ from resignations.

When in doubt, or if you are not sure how to interpret the wording in your governing documents or NRS, I would recommend that you consult with your HOA attorney for clarification. 

Have questions you need answers to? Send your questions to me at: marketing@cai-nevada.org.

Hi Harry! I knew it was there. It always is! I know the person never cleans up after his dog. I've complained to the management company and they can't do anything without proof. So, I got him this time, on security video. I'm giving the video to the management company and, hopefully, they can fine him, since it is a matter of health and safety. I hope that not following the rules backfires on him.

Is there anything else that can be done to get these people to clean up after their dogs? — Pooped

HHH: Hi Pooped, you're frustrated, I would be too. Finding pet waste is common in many communities. You might feel like picking it up and rubbing it all over his front door ... but DON'T DO IT, don't be a stinker (no pun intended). That would only give you temporary satisfaction, but it will not stop the problem.

But seriously, sending the video to the management company, and waiting for the compliance process to run its course, can take a little time. A person cannot be fined until a hearing before the board is held.

Here is another road you can also try; contact the City Animal Control Division, they can send the person a warning letter, and if it continues they could also be fined.

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Anticipate and Prepare for the Future



By David Justin

First of all, Happy New Year and I hope everyone has a great 2018!

The theme of this month's magazine is Facing the Future. Part of Facing the Future includes anticipating the needs of an upcoming year. One of the best ways to do that is to have a checklist.

Charlie Munger, the billionaire vice chairman of Berkshire Hathaway, talks about checklists nineteen times in his book *Poor Charlie's Almanack* and how powerful a checklist can be in setting yourself up for success.

In aviation, a preflight checklist is a list of tasks that should be performed by pilots and aircrew prior to takeoff. Its purpose is to improve flight safety by ensuring that no important tasks are forgotten. Failure to correctly conduct a preflight check using a checklist is a major contributing factor to aircraft accidents.

Checklists are being used every day to keep people safe, maintain budgets, and increase profits. What kind

of checklists can you use at your community to make it better and safer every day?

The first thing to do would be to decide what tasks need to be checked: daily / weekly / monthly / quarterly / annually.

Next, you should work the checklists forward and backward to make sure your time is spent efficiently.

In accounting, you know that you're going to have a yearend financial review of some kind that is an "annual" event. What do you need to do every quarter to get ready for the annual review? What do you need to do every month to get ready for each quarter? What do you need to do every week to get ready for each month? What do you need to do every day to get ready for each week?

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If you just work the checklists forward and do 365 daily checklists, but you don't think about what needs to be checked and reviewed weekly, monthly, quarterly, and annually, then you will be inefficient with your time and you will not really have an accurate idea of where you are at on any given task.

Work any checklist – or problem – forward and backward. This will help you find solutions and smooth out potential wrinkles ahead of time.

By working checklists forward and backward, asking yourself what are the most critical pieces of data you want to understand and track at every milestone, you will be able to make informed decisions throughout your fiscal year.

Maintenance of the community is another wonderful place for checklists. Liability runs rampant throughout communal areas of a community. Using a checklist means that someone puts their signature on a piece of paper knowing that the checklist gets reviewed; that results in an increase in the power of accountability. I know that whenever I have signed a checklist saying something is clean, complete, or safe means that if an issue comes up later then my job is on the line if I wasn't honest when filling out the checklist.

Here are just a few examples of how checklists can be utilized to make your community safe while maintaining budgets and minimizing costs: using checklists to make sure the community grounds are cleaned and maintained; using a checklist to ensure playground equipment is in good working condition with no cracked or chipped parts that could hurt a child; using a checklist to make sure all landscaping sprinklers are operating properly and are not a tripping hazard; using a checklist to make sure all exercise equipment in your community clubhouse is maintained; using a checklist to make sure all community lights are in working order; using a checklist to follow up on warranties to make sure routine maintenance is performed at minimal costs instead of expensive replacement costs.

You'll get to decide what you want to track daily, weekly, monthly, quarterly, and annually. By doing so you keep Facing the Future in a way where you'll be more prepared for curve balls that you didn't anticipate because you have everything else running smoothly because you setup a system to collect data, review the information, and make informed decisions.

The old saying that "failing to plan is planning to fail" is 100 percent true. Using a checklist in your professional and personal life will help you plan so you can be safe, focused, and on track to achieve your goals as you keep Facing the Future! Have a great 2018 everyone! 🍀



David Justin, Sales Manager, Robertson Installations

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Planting The Seeds Of Success

By Dawn Osterode, CMCA, AMS, PCAM, RS

As community managers, we are always planning for tomorrow, but while we are busy looking into our magic ball on what that tomorrow will look like, sometimes we need to stop and look behind us as well. We all know that community management is not for the faint of heart. Finding that diamond in the rough to polish and shine requires a time investment to nurture and develop that talent for long term success. Society has become more technology dependent; however, the human factor in our unique industry is an extremely valuable commodity for client service and long-term retention. So, how do we project our needs and define a plan to develop the dynamic community managers of tomorrow?

Many of us come from different industry backgrounds and utilize those talents in our profession. Although our vocation requires specific training and development, there are specific skillsets that are essential to building a strong, confident, and career focused manager.

At the top of the list is communication! As the centerpiece to the organization of a common interest community, we are the centralized communication for the operations. Within our team environments, our support staff is key to ensuring our success in this area. However, we often can find our future candidates entering our industry in one of these vital roles. We all encounter communicators in our day-to-day lives too. Think about your personal experiences with individuals in the real world and you might be surprised how often you encounter a potential

candidate in another industry who would be a great asset in a management development program.

Once we are able to ensure a message can be clearly communicated, we then move onto problem solving. Over the years, a community manager will gain strength and speed in this skillset, as you build confidence and a knowledge base on resolving the unique challenges our clients encounter. This is where your senior managers can mentor the next generation, while in turn, these fresh minds can open up new avenues of perspective to find alternate resolutions to a problem. Shadowing seasoned managers is the best way to develop your NextGen manager pool. Make sure those manager candidates are physically positioned in the office environment near a seasoned manager so they can listen and learn.

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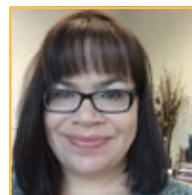
I think we have all heard the adage, practice makes perfect, right? How often does your team role play common scenarios? Leadership cannot always be at every board meeting or encounter with a client, but by utilizing role play scripts on board meetings, conflict resolution with a homeowner, vendor, or board member, will benefit not only the most seasoned manager, but enhance the skillset of your current staff and empower those who show the signs of becoming your next managers of tomorrow! I can't remember how many times I've heard that a community manager is a jack-of-all-trades, but master of none. Exposure to all aspects of situations you can be exposed to in the "hot seat" as a community manager is truly priceless!

It is important that, as an industry, we work on identifying those individuals who possess the necessary skillsets as a base and properly nurture and develop them to be successful for a long career in this industry. Once we identify that unique candidate, even though we want them to be self-sufficient quickly, throwing them into the fire too soon, or without sufficient preparation, will only lead to disaster. As I watch our license numbers increase into the thousands, it makes me realize how much turnover our industry has had from the improper preparation of new managers.

Those of us who have stayed the course, and have the abilities to lead and mentor our NextGen manager pool, should take the time to invest in their success. Together



we need to make time to develop the talent of tomorrow and support one another in this dynamic and ever challenging industry! 🌱



Dawn Osterode, CMCA, AMS, PCAM, RS, Associa Sierra North & Associa Reserve Studies Nevada.

A promotional graphic for the 'm-206 Financial Management' course. It features a map background at the top. The title 'm-206 Financial Management' is in large yellow and black text. A green location pin graphic contains the dates 'January 18-19 at the Gold Coast Hotel' and the text 'coming soon'. To the right, there is a blue header 'LEARN HOW TO BUDGET AND MANAGE YOUR ASSOCIATION'S MONEY.', followed by a paragraph describing the course. Below that, it says 'ADVANCE REGISTRATION IS REQUIRED' and provides a link to register. At the bottom, it lists 'OFFICIAL 2018 SPONSORS' as COIT Cleaning & Restoration and Sperlonga Data & Analytics, along with the Community Associations Institute logo.

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So, You Think You're a Leader. Think Again!

By Robert Rothwell, Ph.D., DCAL

Over the past few decades, one of the most important contributions that psychology has made to the military and ultimately to the field of business (because the military is "big business") has been determining the key traits of recognized leaders. Psychological testing has been used to determine what characteristics are most common among successful leaders. This list of characteristics can be used to help managers and board members gain insight and develop their own leadership skills.

The increasing rate of change in the business environment is a major factor in this new emphasis on leadership. In the past, managers and board members were expected to maintain the 'status quo' in order to move ahead. Now, new developments have made it necessary to expand this narrow focus. Now, leaders are visionaries. They are both learners and teachers. Not only do they foresee changes in society, but they also have a strong sense of ethics and work to build integrity in their organizations.

Raymond Cattell, Ph.D., D.Sc., a pioneer in the field of personality assessment, developed the "Leadership Potential Equation." This equation, which was based on a study of military leaders (I was a participant in that study), is used today to determine the traits that characterize an effective leader.* They include:

- **Emotional stability.** Good leaders must be able to tolerate frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with anything they are required to face.
- **Dominance.** Leaders are often times competitive and decisive, and usually enjoy overcoming obstacles. Overall, they are assertive in their thinking and in their attitude in dealing with others.
- **Enthusiasm.** Leaders are usually seen as active, expressive, and energetic. They are very optimistic and open to change. Overall, they are generally quick and alert and tend to be uninhibited.



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“ Overall, leaders are larger than life in many ways. Personal traits play a major role in determining who will or who will not be comfortable leading others. ”

- **Conscientiousness.** Leaders are often dominated by a sense of duty and tend to be very exacting in character. They usually have a very high standard of excellence and an inward desire to do one's best. They also have a need for order and tend to be very self-disciplined.
- **Social boldness.** Leaders tend to be spontaneous risk-takers. They are usually socially aggressive and generally thick-skinned. Overall, they are responsive to others and tend to be high in emotional stamina.
- **Tough-mindedness.** Good leaders are practical, logical, and to-the-point. They tend to be low in sentimental attachments and comfortable with criticism. They are usually insensitive to hardship and, overall, are very poised.
- **Self-assurance.** Self-confidence and resiliency are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally secure and free from guilt and are usually unaffected by prior mistakes or failures.
- **Compulsiveness.** Leaders were found to be self-controlled and very precise in their social interactions. Overall, they were very protective of their integrity and reputation, and consequently tend to be socially aware and careful, abundant in foresight, and very careful when making decisions or determining specific actions.

Beyond these basic traits, today's leaders must also possess traits that will help them motivate others and lead others in new directions. Leaders must be able to envision the future and convince others that their vision is worth following. To do this, they must have the following personality traits:

- **High energy.** Long hours are usually a prerequisite for leadership positions. Both remaining 'alert' and staying 'focused' are two of the greatest obstacles every leader will face.
- **Intuitiveness.** Rapid changes in the world today, combined with information overload, result in an inability to "know" everything. In other words, reasoning and logic will not get you through all situations. In fact, leaders are learning to use their 'intuition' and trusting their 'gut feeling' when making decisions.
- **Maturity.** To be a good leader, personal power and self-recognition must take a back seat to the importance of developing your employees. In other words, maturity is based on recognizing that more can be accomplished by 'empowering' others than can be by 'ruling' others.
- **Team orientation.** Leaders today put a strong emphasis on teamwork. Instead of promoting a 'me/

you' relationship, leaders create an 'us' relationship that fosters team unity.

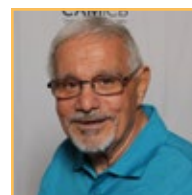
- **Empathy.** Being able to "put yourself in the other person's shoes" is a key trait of leaders today. Without empathy, you can't build trust ... and without trust, you will never be able to get the best effort from your employees.
- **Charisma.** People usually perceive leaders as larger than life. Charisma plays a large part in this perception. Leaders who have charisma are able to arouse strong emotions by defining a vision that unites and captivates them. Using this vision, leaders motivate employees to reach toward a future goal by tying the goal to substantial personal rewards and values.

Overall, leaders are larger than life in many ways. Personal traits play a major role in determining who will or who will not be comfortable leading others. However, it's important to remember that people are forever learning and changing.

Opinions vary as to whether leaders are born or developed. Whichever you believe, circumstances and persistence are major factors in developing any leader. So, if your goal is to become a leader, work on developing those areas of your personality that you feel are not 'up to par.' For instance, if you have all of the basic traits but do not consider yourself very much of a 'people' person, take classes or read books on empathy. On the other hand, if relating to others has always come naturally to you, but you have trouble making logical decisions, learn about tough-mindedness and how to develop more psychological resistance.

Just remember, anyone can do anything they set their mind to! 🌟

*Handbook of Multivariate Experimental Psychology (1988)



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

Charity Bowling Gallery

Did you miss your Prom? CAI celebrated the 80s and relived Prom Night at the Annual CAI Charity Bowling Tournament at The Orleans. Thank you to all our team sponsors and team members for donating new bikes and gift cards to Chet Buchanan and the Annual Toy Drive to benefit Help of Southern Nevada! Congratulations to BELFOR Property Restoration for High Team Score! Totally!





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Bicycle Drive Gallery

It was a very cold and windy 40 degrees but Gaby, Beto of KRT Fitness & Patio Concepts, and Chris were happy to deliver 18 bikes and \$800 in gift cards to KLUC's 98.5 Chet Buchanan's Toy Drive this morning benefiting Help of Southern Nevada. Thank you for donating: Affordable Striping, Amaya Roofing, John Aylor, Esq., BELFOR Property Restoration, CCMC, First Choice Tree Service, Gothic Landscape Management, Integrated Landscape Management, KRT Fitness & Patio Concepts, LandCare, MK House Consulting, Inc., Par 3 Landscape, PRS Roofing, Roofing Southwest, Sherwin-Williams Paint Company, The Clarkson Law Group, The Snow's, TSI, Unforgettable Coatings, Inc., Western Risk Insurance Agency and Wolf Rifkin, Shapiro, Schulman & Rabkin, LLP.



Association Giving Gallery

Caughlin Ranch Homeowners and Staff provide Christmas gifts for 100 (anonymous) little Angels from a local elementary school with at risk kids whose parents are unable to provide for them for various reasons. We also took on 25 Seniors working with Washoe County. The response was so overwhelming that we had to rent a 12' box truck in order to deliver all the gifts!



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What to Watch for in Pine Tree Pests

By Mike Cooper

As we recently passed the holiday season, many families had gathered together and headed to the local nursery or Christmas tree lot to pick out that perfect Conifer just right for their home. Meanwhile, local arborists, horticulturists, and other tree specialists are looking into other species of pine trees in Las Vegas and surrounding areas that have been under attack by the Mediterranean Pine Engraver (*Orthotomicus erosus*).


This invasive pest has been devastating to many pine trees throughout our valley. The Mediterranean Pine Engraver is usually a secondary pest to pine trees that are under stress for several different reasons such as drought, improper irrigation, and landscape conversions that have removed a large quantity of absorbing roots. They also infest fallen pine trees and firewood. The male first colonizes the trunk or branches and is usually joined by two females that lay several eggs after mating. The larvae from the hatched eggs feed in the phloem tissue. Authorities have set traps around town to monitor the population. As more research and data is collected, we will be able to learn more about this pest and how to control it.

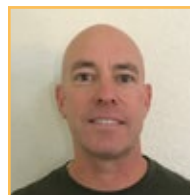
Below are three examples of damage to area pines by this pest. If you see any of this in your pine tree canopies contact an arborist immediately.

Many people ask what proactive ways they can keep their trees and shrubs from insect infestation and diseases that are common in the valley. My first suggestion would be to educate yourself. This can be achieved by meeting with a landscape consultant or an arborist with some general knowledge on the plant material we have on our properties. There are also several classes and workshops offered throughout the year for homeowners and property managers to attend. Most insect infestations and diseases are secondary challenges from things like poor planting procedures, improper irrigation, improper pruning, and not sanitizing pruning tools. Selecting a reputable landscape company should save you some of these headaches at

the time of installation. As trees grow taller and mature, a professional tree company with certified arborists on staff is highly recommended.

Weekly inspections conducted by yourself or your landscaper can detect any infestations or signs of disease before they get out of control. Proper fertilization is also recommended at specific times of the year. Our native desert soil lacking in organic matter, nutrients, and unbalanced PH are unfavorable conditions for plant material in our landscape environment. Deep root fertilizing, soil drenching, and foliar fertilizing are preferred over granular fertilizers due to our compacted soils and caliche.

Mulching around trees and shrubs is also very beneficial to maintaining their health. Mulching maintains soil moisture, improves soil biology and fertility, inhibits certain plant diseases, and provides nutrient rich humus as it decomposes. Getting outside and working with your plant material is not only beneficial to your landscape, but also a healthy way to work with nature. 



Mike Cooper, Certified Arborist, First Choice Tree Service





Today and Tomorrow, Face to Face ...

Read What Active CAI Members Have to Say

By the *Community Interests* Staff

At the beginning of any year, there is typically a sense of freshness and anticipation about what lies ahead. The future. It's an exciting time. But, that excitement is often understood in different ways depending on an individual's experience and knowledge. The views of a parent are nearly always different from the views of a teenage child. Likewise, in the business world, the views of a 20-something will most likely be different from those of a 50-something.

Thinking about 2018 and our new theme, Facing the Future, *Community Interests* magazine staff thought it would be interesting and instructive to discover the thoughts of some of our members about CAI today, tomorrow, and beyond. We chose two community managers, two business partners, and two homeowner/board members one of which is new to CAI and one with years of experience. The same questions were given to each of our respondents.

Here are their thoughts about CAI today, tomorrow, and beyond.

Homeowner/Board Members

Marilyn Brainard, DCAL, Experienced HOA board member, Wingfield Springs Community Association, Northern Nevada

Q: Why are you involved with CAI as a Homeowner Member?

A: I firmly believe that CAI cares about those of us who choose to live in a common interest community, no matter when you become a part of a community association. As a "senior volunteer member" of CAI, I also value it more each and every day residing in a CIC. Our interests are at the core of why CAI even exists. If not for our homeowners, where would the community managers and business partners even be relevant? We are the glue that binds management companies and business partners to our goals. Our challenge is to help our owners appreciate and understand why their involvement makes a difference. CAI understands why it is imperative that our community association boards elect educated, responsive owners who understand the impact of proper governance. This goal is a challenge being confronted on an almost daily basis to identify those volunteer owners.

Q: Do you get fresh ideas for your role from other CAI members; is the networking factor a valuable resource for you?

A: This is a gift that never fails to assist! Every education class/workshop reveals yet another idea/response on how to meet challenges in our own communities. If we don't get together and honestly share our challenges and achievements, how can we expect to progress?

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: In 2014-15, I served on a panel as part of the COMMUNITY NEXT 2020 AND BEYOND National CAI Initiative. Part of the many results is to recognize the need for financial and structural stability of associations. Another prime need identified was the need to identify resources for older residents wanting to "age in place," coupled with the challenges to fund that choice have not yet been identified. If community associations want to assist the owner, CAI national and local/chapters must help identify possible resources to achieve that end.

Charlene Lundquist, new board member, The Village Green HOA, Henderson

Q: Why are you involved with CAI as a Homeowner Member?

A: I live in The Village Green Community and when I became a board member, the budget incorporated CAI membership automatically. I did not know the value and wealth of information of CAI until I attended the classes and luncheons. Being a part of CAI inspires me to participate more in my community with pride, helps create a positive atmosphere, and protects and preserves the beauty of our property and value. Receiving the education from the CAI workshops has motivated me to get more involved and share some of the responsibility because it's partnership.

Q: Do you get fresh ideas for your role from other CAI members; is the networking factor a valuable resource for you?

A: I appreciate the seasoned CAI members for all they do and the wonderful classes that educate on the operation of a board and community. The magazines are a bonus; *Community Interests*, *Common Ground*, *CAI*, and *Fast Tracks*. There are some interesting articles that are very beneficial which I incorporate into my life and community. The wealth of knowledge, resources, and networking are all positive ideas to apply every day for success.

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: There is a rapid growth rate of gated communities which will need board members and managers to run the operations of the community. CAI is the ultimate JACKPOT of knowledge, publications, training workshops, networking, and current updates on NRS 116 and Legislative Action Committee that apply to our community. The workshops will help educate and give tools that will build confidence and leadership to perform duties needed to be successful.

Managers

Larry Wodarski, Experienced Manager, Incline Property Management, Northern Nevada

Q: How did you become introduced to the HOA Industry as a career?

A: In a previous profession I was a district director of a federal agency whose mission was regulated by Chapter 13 of the Code of Federal Regulations. Having spent 14 years executing my responsibilities in compliance with Chapter 13 of the Federal Code, the transition to NRS 116 was a natural and complimentary one.

Q: Do you get fresh ideas for your role from other CAI members; is the networking factor a valuable resource for you?

A: While every association is unique, there are many day-to-day occurrences that are common. Trading information and current situations with other CAI members, even at the coffee break during our CE classes, can often be an excellent way to gain insights as to how others approach similar problems.

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: The HOA phenomenon will continue to grow nationally, as HOAs, in many ways, benefit the municipalities where they are located; HOAs often relieve cities, towns, and villages from road and other maintenance responsibilities. Consequently, management companies will be challenged to continue to meet this growth and to enhance their own efficiencies through technology and an ever expanding and educated workforce. Having the CAI as the center point of training, continued education, and new products and innovations are key to those who serve this industry.



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Jacob Hardin, New Manager, Epic Association Management, Las Vegas

Q: How did you become introduced to the HOA Industry as a career?

A: In 2013, I received a call from Raynie White, the owner of Ideal Community Management to come down and interview for the maintenance coordinator job and to work under Patrick Pernyak. I spent three years with the ICM team before moving on to work under Tonya Gale at Epic Association Management.

Q: Do you get fresh ideas for your role from other CAI members; is the networking factor a valuable resource for you?

A: The current system for networking and holding events for vendors and managers to attend is a good one in my opinion. A great resource to use is social media such as Facebook groups or LinkedIn.

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: I hope in the near future we can integrate more technology into the meeting and election process. We have a very old and archaic system for the nomination and ballot process where associations are spending an unnecessary amount of money on envelopes and postage when more than 75 percent of owners don't even turn in a nomination form or ballot, therefore wasting time and money.

Business Partners

Ron Wright, Experienced Business Partner, Mike Menath Insurance, Inc., Northern Nevada

Q: Why are you involved with CAI as a Business Partner?

A: I got involved with CAI around 2000 when a manager told me about CAI and what they did for the industry. I was on the Nevada CAI board from 2002 to 2007 and I saw and participated in CAI's efforts to provide top notch education to managers, board members, and homeowners.

Q: Do you get fresh ideas for your role from other CAI members, is the networking factor a valuable resource for you?

A: Networking is important. I want to know CAI vendors, homeowners, board members, and managers. That's the fun part of my job. And, it helps me to help them get the best insurance for their associations and prepare their associations for dealing with any day-to-day insurance issues.

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: I think the biggest challenge to the HOA insurance industry is going to be the aging of our communities,

especially condo's. As buildings get older we are going to see more and more damage occurring and the boards will want to, 1), do their due diligence to maintain the property and prevent damage, and 2), let the unit owners know what the HOA policies are going to cover and what the unit owners need to cover so that when the claims occur there is coverage on either the HOA policy or the unit owner's policy to take care of the damage. Claims management and restoration will always be an imperfect and at times messy process. But, we hope that we can alert those unit owners who do pay attention to what the HOA policy covers, and what needs to be covered on their personal insurance policy. I do want to end by saying that risk management and prevention of damage through maintenance of the property is always the first and most important concern.

David Justin, New Business Partner, Robertson Installations, Las Vegas

Q: Why are you involved with CAI as a Business Partner?

A: As a new business partner, my company wanted to get involved with the Las Vegas community and introduce ourselves to the HOAs in the Las Vegas area. CAI has a full calendar of events where they organize charitable donations for the Las Vegas community that we are looking forward to participating in.

Q: Do you get fresh ideas for your role from other CAI members; is the networking factor a valuable resource for you?

A: Networking is a valuable resource for us because we know that it is hard for HOAs to find a specialty contractor that specializes in playground equipment, shade structures, sports equipment, and rubber play surfacing. You can search the internet or open the yellow pages and find electricians and plumbers extremely fast. Finding someone who specializes in what we do is not as easy. The best way we can help the HOAs of Nevada is to let them know that we are here to help when the HOAs are looking to improve their communities.

Q: What predictions do you have for the HOA industry in the future and can CAI help address them?

A: As more infrastructure in Nevada is completed, notably the Interstate 11 highway project linking Phoenix to Las Vegas to Reno, the entire state of Nevada will see consistent long term growth due to its proximity to California, the great weather, and the tax advantages. Growth means more homes and apartments which means more HOAs in the future. Challenges that CAI already addresses every day will guide new HOAs in the future. CAI will teach new HOA members the best practices for helping their communities both in the short term and the long term. 🍷



Making History

By Richard Salvatore, DCAL

Yesterday was history, tomorrow is the future, and the future is what we all make of it. With each day that passes, history is being made. Now it may not be the type that makes the history books, but all it takes is an idea, achieve a goal or a dream to making it happen. You don't have to be a major corporation or a scientist with a major breakthrough that will make history, we just need to keep looking ahead.

Let's take a look at a few of the things that many years ago we thought could never happen, and probably, so did the people involved in these things.

- In 1962, President Kennedy, when speaking at Rice University in Texas, stated his determination that the U.S. go to the moon and return safely by the end of the decade. With that dream, and a lot of work, the lunar module landed and took off from the surface of the moon in 1969.
- Who knew that the Star Trek series would give us so many things we use today? It gave us the phaser gun – today the taser; a computer that you can talk to and it will answer – today we have Siri, Alexa, and Google; the communicator – today the cell phone.
- The Jetsons talked to people on a video screen – today we have Skype, FaceTime, and video conferencing; the flying car – today there are manufacturers still working on that very concept, someday maybe.

The whole point is, you don't need a lot of money or some major degree to make a difference.

Each one of us has the ability to make our own personal history. Maybe you checked an item off your bucket list, bought your first new car – we all remember our first new car, being the first in your family to get a degree. There is

so much out there, you just need to remember to keep moving forward, achieve your personal goals.

As an HOA homeowner/board member, you may want to take advantage of the DCAL program, which helps develop and improve your leadership ability. As a community manager, you may have your sights set on the PCAM designation. As a business partner, the CAI networking is top notch for promoting business and getting to know others in the different fields.

The CAI committees are continually looking ahead, improving on what they do so as not to follow the old status quo, adding more interesting seminars, more fun events, coming up with more awards for members, advocating for legislation that best serves the entire CIC industry, and so much more.

The future is where your own history is made, take advantage of all the opportunities to achieve your goals. Start making history today. Reach for the Stars. Nothing is impossible! 🌟



Richard Salvatore, DCAL, is Co-Chair Community Interests magazine, President of Kensington at Providence HOA.

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The PCAM Experience

By Lori Martin, SCM, CMCA, AMS, PCAM

As Community Associations Institute (CAI) describes the PCAM designation, (it is) *“the pinnacle of community association management. The PCAM designation is the highest professional recognition available nationwide to managers who specialize in community association management.”* I recently earned my PCAM designation and want to share the experience with my fellow managers as I adventured through the exciting process.

After being a real estate broker in a dynamic market for 18 years, the market fell (as everyone remembers) back in 2008. My ethics did not allow me to sell houses to people who were not qualified for the home loan. It was time to get another job.

Still wanting to be close to an industry where my experience and knowledge could be used, I was lucky to obtain a job in the HOA industry for one of the largest communities in Nevada. Long ago, I had worked for a City Council as an assistant to the mayor and later became Deputy City Secretary for that municipality. I knew a lot about the structure of boards, large budgets, maintaining minutes and ordinances, organizing various affairs for the City Council, and how municipalities preserved and acquired their assets. The new job in the HOA industry was a natural fit for me and I embraced it.

Once I received my state of Nevada provisional license and joined CAI, I set a goal to earn all three designations – CMCA (Certified Manager of Community Association), AMS (Association Management Specialist) as well as the highest designation – PCAM (Professional Community Association Manager). It wasn't a small feat, but I was focused and could not wait to accomplish the goal. I began by setting timelines for the prerequisites goals.

I encourage anyone setting their sights on obtaining the PCAM designation to print-out the application and read through it now. It will help you make decisions on how to meet your goal early on. The application and brochure are located on National CAI's website.

Section I of the PCAM application gives you points towards the 125 points required to submit the PCAM application to National CAI. In Section I, you earn points for graduating college as well as obtaining the CMCA and AMS designations, a real estate or other type of license or certificate. Additionally, you earn 10 points for passing each of the six M-200 courses and the M-100 course. There are areas of the application where you max out in the number of points so you should be aware of those sections that limit points earned.

To meet the prerequisites, an individual is required to have:

- Five years of direct community association management experience;

- Successful completion of all six M-200 level courses (with the last Professional Management Development Program, or PMDP, course completed within the past five years) The M-200 courses are called PDMP courses as well as the other M-300 and M-400 courses. Only the M-200 courses are required for the PCAM designation;
- Successfully pass the CMCA examination administered by Community Association Manager International Certification Board (CAMICB).

Most all of the M-200 courses can be taken online, which is a plus. (M-202 Communications needs to be taken in person.) Also, you do not need to take them in a certain order. I decided to take what I presumed to be the hardest courses first – Financial Management (M-206) and Risk Management (M-205). By the time I took these courses, I discovered that I already knew a great deal about HOA finances and insurance and the courses just brought all my knowledge together. Once payment for the online course has occurred, you are given 120 days to complete each course; however, if you go through the course material for about 1-2 hours daily, you can complete it sooner than 120 days. Each of the M-200 courses costs \$459 if you are a member of CAI and \$559 for non-members. If you decide to attend a M-200 course in person, the cost is the same, but you may incur additional expenses for traveling.

Another item that needs to be addressed in your goal to obtain the PCAM designation is the expense. With each course ranging from \$459 - \$559, and possibly additional expenses for traveling to take a course in person, you will need to budget for the expenses, which is well worth it when you are done. Out of the six M-200 courses, I paid out of my pocket for three and the entity I work for paid for the last three. Continuing education is vital for a community manager, and I recommend managers ask their employer to contribute to the expense for making you a top manager in the profession. After all, you are a commodity for your employer, right?

The Application Process. During the time I was fulfilling the required M-200 courses, I printed the PCAM application and marked items off as I completed them, including the items in Section II. Section II of the application focuses on involvement with CAI and other industry-related programs. In this section, you can earn 55 points through things such as: attending the CAI National Conference;

participating in a National CAI webinar for a minimum of three hours; attendance at local CAI educational programs (one-day events and three-hour programs); attendance at CAI breakfasts, luncheons, and/or dinner events. Every time you attend a course for continuing education through CAI, you will note that on your application so that points are calculated accordingly.

Section II of the application also involves CAI and Industry-Related Organization Service. This area of the application provides points for becoming involved in your local or national CAI chapters. Serving on the various committees of our local chapter can earn you points. Asking to review the monthly magazine for our chapter or writing an article for the magazine committee earns valuable points as well. Other outside involvement in other organizations as a leader for a minimum of one year can earn 10 points too. In completing the application, the PCAM Code of Ethics are noted whereby each applicant agrees to abide.

A PCAM shall: abide by the governing laws of their jurisdiction and follow the current Standards of Practice; continue to be educated on matters that affect the industry; act in the best interest of the client; not make any misleading representations or statements to the client; not knowingly misrepresent the facts to the client; perform with professional competence; exercise due care and exhibit planning and supervision of a board of directors' policies; disclose possible conflicts of interest; provide written notice of compensation from any vendor to the client, if applicable; ensure homeowners have timely notice including their appeal rights; ascertain that proper financial accounting is conducted for each of the client's accounts; maintain records, files, and books; refrain from criticizing competitors and act in the best interests of the employers'; and conduct themselves in a professional manner at all times. We should all be following these Codes of Ethics anyway, so this part should be easy.

Once I completed all the prerequisites for applying for the PCAM case study, it was time to decide where and when I would participate in the case study once I was approved. Since I live in Las Vegas, and the 2017 National CAI conference was to be held here, I planned that I would take the case study in Las Vegas. I also thought it would be best to participate in a case study where I was observing and writing about a like-kind property I was already managing – a large scale association consisting of primarily single-family homes and recreational centers.

Well, that plan was skewed when I LUCKILY spoke to another PCAM in 2016 who informed me that there was a chance that the case study would be held in MY OWN NEIGHBORHOOD – and anyone who lived in the neighborhood was not allowed to participate since it would be unfair to the other candidates. I immediately contacted CAI National to find out when and where the next case study was to be held. I was told the next case study was in February 2017 in Hawaii, but they could not tell me what

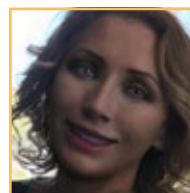
type of property it would be. It was later mentioned it was a high rise.

At first learning it was a high rise, I thought about changing locations until Cary Brackett, the same PCAM who gave the information about not being able to participate in the case study for your own neighborhood, stated that I should welcome doing a case study on a different kind of property than what I was familiar because I would learn MORE, and he was right. Once in Hawaii, seated in a room with all the other candidates, I soon realized I had made the correct choice. High rise association management was not completely different than what I was doing. There was equipment involved, budgets, reserves, governing documents, and happy homeowners all wanting the same – a pleasant, appealing home and an association that preserves and maintains the assets of their home.

How do you pursue the PCAM designation?

Be sure to complete the prerequisites. Then earn a minimum total of 125 points on the PCAM application, including:

- A minimum of 55 points in Section II;
- A maximum of 20 points is allowed for Professional Designations or Licenses;
- A maximum of 30 points is allowed for Formal Education;
- Complete the PCAM application. You may attached additional copies of each page if needed;
- Submit the nonrefundable application fee with the PCAM application;
- Member: \$195 (Individual Manager Membership);
- Nonmember: \$420;
- All applicants have one year from the date of application approval to complete the Case Study. Failure to complete a Case Study will require you to re-apply with payment. Your PCAM application must have been approved prior to you being able to register to sit for the Case Study. 🌐



Lori Martin, CMCA, AMS, PCAM, General Manager/COO Los Prados HOA and Golf Community

Impact of Online Package Delivery on High-rise Residentials

By Stanley Monsef

It's not just a holiday trend, online shopping has become an everyday occurrence. And it can present some challenges for those of us who live in a high-rise community.

It's been reported that sales rose from \$231 billion in 2012 to \$370 billion in 2017. In 2016, Laura Stevens of the Wall Street Journal reported that surveyed shoppers made 51 percent of their purchases on the internet. So, has there been an increase in package delivery during on the holidays? During the rest of the year? Are there problems that have developed because of an accelerated amount of packages from people doing shopping online? The answer is yes!

In a high-rise residential, provision for receiving postal mail is arranged in a secure mail room, generally within the building, though sometimes arranged in a fenced area outside and adjacent to the building. In either circumstance, every resident, including the postal mail person, is provided with a key for access to the mail room. Increase in volume of postal mail does not create a burden on the building manager, except for the inconvenience of mail-vehicle parking in front of the building for long periods.

As for package delivery, at the lobby an attendant accepts and signs for residents' packages delivered by carriers, logs the details, then contacts the recipient residents and informs them of their delivery. It is a general package collection policy and rule of a high-rise that the residents must pick up the delivery before the close of office. If the package is not picked up and the direct delivery of the package to the resident's door fails, then the package goes straight to the manager's office. This leads to a considerable volume of packages for which the front desk area or the manager's office does not have the storage capacity, consequently, handling of packages becomes a problem for the building manager.

In new high-rise residential buildings, many developers are making sure package rooms are part of the design, with an online communication system where they scan an incoming package and alert the resident to pick it up. Even so, things do get backlogged during holidays and at sales events, which obligates the building manager to consider bringing on seasonal helpers to assist with the intake and for organizing storage within the building.

Reportedly, at the national level, the number of daily packages delivered to cities' high-rise buildings has doubled in the past five years and continues to increase. This is due to residents doing online shopping from entities such as Amazon, eBay, Wal-Mart, Target, and other e-commerce stores. As much as high rise residents might prefer going to the local mall, many, notably young residents, shop online be it for groceries, clothing, toilet paper, toys, electronics and even big-ticket items like furniture. Consequently, building managers are grappling with how to meet the growing space demands for deliveries.

A survey indicates that about 5 out of 18 high rise residential structures in Las Vegas receive as many as 50-100 packages per delivery week, which represents 8-17 per delivery day. Handling of such volume at the lobby results in loss of productivity of building employees and increase in the cost of administration. Some are simply trying to figure how to handle the deluge of packages and taking a second look at their policies, especially as online shopping continues to grow. In a few existing walk-ups or non-doorman buildings, problems and solutions are trickier.

One solution to the mounting problem of package storage in the high-rise residential might be the design and construction of a suitably-sized room close or adjacent to the entrance of the building. This, of course, will generate an increase in the monthly association fee per unit, which unit owners who do not favor or engage in online shopping, might contest. Security and theft is an added concern for the building manager. ●



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Out Of Sight But Not Out Of Mind:

Reservoirs Play A Key Role In Valley's Water Delivery System

By SNWA

Here's something to ponder: What does a billion gallons of water look like?

Well, even though it's far less than the capacity of Lake Mead—the source of 90 percent of our community's supply—it still may be difficult to picture that much water in one place at one time. So, here's a mental image for you: 1 billion gallons of water would require nearly 30,000 railroad tanker cars—in a train stretching 340 miles, from Summerlin to San Diego—to deliver.

Fortunately, getting highly-treated water from Lake Mead to our community doesn't require a railroad. However, it does involve a complex network of enormous pumping stations, which can move 1.25 million gallons of water a minute, and a 6,500-mile labyrinth of water mains and service lines. Combined, these cogs in the water-delivery machine—much of which function without most of us even knowing it—bring water to your tap so you can take showers, brush your teeth, fill a sports bottle, make coffee, and irrigate your landscapes. In other words, they help bring life to the Las Vegas Valley.

As critical as these elements are to our water delivery network, they represent but a portion of what it takes to make sure we all have a reliable supply of drinking water. One of the most important components of Las Vegas' elaborate water system is the network of reservoirs, a

collection of nearly 80 concrete and metal behemoths that collectively stores nearly a billion gallons of drinking water—roughly the same quantity as in our imaginary train.


Discreetly tucked behind stucco walls in neighborhoods throughout the Las Vegas Valley Water District's (LVVWD) 300-plus-square-mile service area, these reservoirs do more than just hold water—they help deliver it, thanks to gravity.

With nearly 2,000 feet of elevation difference between the valley floor and the community's western edge, gravity can be an ally or an adversary. LVVWD engineers have harnessed its power to increase reliability and reduce power costs. The siting of the community's drinking water reservoirs is anything but random; choosing locations involves anticipating how many customers it will need to supply and, perhaps more importantly, the elevation of the homes and businesses being served. The LVVWD strategically positions reservoirs upgradient from customers, allowing gravity to push the water through the water lines and build pressure.

Capitalizing upon the valley's topography has two advantages. The first is decoupling water delivery from the community's electrical grid; because almost all customers are "gravity-fed," a power outage won't cause an immediate water service interruption.

The second is reduced energy costs, which directly benefit customers. LVVWD operations technicians fill the reservoirs during "off-peak" hours, when electrical costs are at their lowest, so that its energy use is minimal during the high-use morning and early evening hours. Given that treating and delivering water is the single greatest use of electricity in Southern Nevada, this small operational adjustment yields huge dividends.

Like all facilities, reservoirs have a finite service life. During the next decade, the not-for-profit LVVWD will invest \$600 million replacing and/or renewing water system components—including many of the community's water reservoirs—to keep water service reliable, expanding the water distribution system, and protecting water quality.

For more information about the LVVWD's infrastructure reinvestment initiative, visit lvvwd.com 



Board Leadership Development Workshop

LEARN HOW TO BE AN EVEN MORE EFFECTIVE BOARD OF DIRECTORS.

Education for homeowner leaders just got better. The new CAI Board Leadership Development Workshop teaches you how to communicate with association residents, hire qualified managers and service providers, develop enforceable rules, interpret governing documents and more. It provides a comprehensive look at the roles and responsibilities of community association leaders and conveys information to help create and maintain the kind of community people want to call home.

Community association board members and volunteer leaders step up to take on positions of service and responsibility. They're expected to anticipate issues, solve problems, meet the expectations of their residents and protect property values.

The workshop will teach you how to become a more successful board member and how you can recruit and support new volunteers. You'll learn the role of the board, the president and other leadership positions, and you'll identify effective ways to work with professional managers and service providers.

The workshop consists of five modules:

- Module 1: Governing Documents and Roles & Responsibilities
- Module 2: Communications, Meetings and Volunteerism
- Module 3: Fundamentals of Financial Management
- Module 4: Professional Advisors and Service Providers
- Module 5: Association Rules and Conflict Resolution

COURSE MATERIALS

The workshop includes a toolbox of support materials:

- *The Board Member Toolkit*, a best-selling book from CAI Press
- *The Board Member Toolkit Workbook*
- Brochures and publications, such as *The Homeowner & the Community Association*
- A copy of CAI's award-winning *Common Ground*™ magazine

In addition to a toolbox of support materials, each student receives a certificate of completion and recognition on the CAI website.



March 17th
8 a.m. to 4 p.m.
at the CAI office
in Las Vegas

*Advance reservations
required. Contact
admin@cai-nevada.org*



CAI Nevada Chapter Members' Brag Page

Two New Nevada Chapter Board of Directors Members....Welcome!



Cheri Hauer, Esq., Partner with Leach, Johnson Song & Gruchow, has been a CAI member since 2002. She first became a member in San Diego, moved to Las Vegas and renewed her membership here in 2007. Her role as a director on the BOD includes being the liaison to the Membership Committee.



Michelle Turner, CAI member since 2012 and member of the Northern Nevada Social Committee, was recently elected to the Nevada Chapter BOD. Michelle is the Marketing Director for BELFOR Property Restoration. She says being a member of CAI has been a great experience!

Congratulations to both Cheri and Michelle! 🎉

If you have anything you want to share, please submit it at least six weeks prior to the magazine publish month. Anything received after the 20th of the month prior to publication may not make it into that issue, but will appear in the following issue. Please submit your items to info@cai-nevada.org or fax to 702-240-9690.

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