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CHAPTER PRESIDENT

CAI's New 'Grassroots Initiative'

by Paul Terry, Esq.

There has been some confusion in the community over how someone can get involved in CAI's new **Grassroots Initiative**. To alleviate some of that confusion, your Board of Directors is pleased to present this description of the various roles in the **Grassroots Initiative** and how **you can get involved**. The **Grassroots Initiative** is divided into three groups: the Grassroots Committee ("GRC"), the Participants and the DCALs.

The **Grassroots Committee** ("GRC") is a committee of the Chapter charged with *recruiting, organizing and educating homeowners* to deliver the legislative message developed by the Legislative Action Committee ("LAC") to our legislators. The GRC has no authority to develop legislative agendas or responses to bills introduced into the Nevada Legislature.

The GRC consists of representatives of management companies. Each of those representatives is charged with reaching out to other managers in their company to recruit homeowners. The GRC has an Executive Council consisting of a small group of managers who wish to be active in the organizational efforts of the GRC. The Executive Council is open to all members of the GRC who wish to participate at that level. The Executive Council is subdivided into three smaller groups: Events Planning, Communication and Accountability.

The **Grass Roots Participants** are the *homeowners who are recruited and who participate* in the **Grassroots Initiative**. The Grassroots Participants will fall into two categories.

The first category will encompass most of the Participants. **For the most part, these Participants will be emailing their legislators, and the time commitment is relatively limited (but the impact is enormous).** They will be expected to contact their legislators in the pre-February time frame to deliver the message, which the LAC develops. If there is specific legislation that the LAC wants addressed, they will deliver that message. Otherwise, their message will be generic - "I live in an HOA and I am happy. How are you going to vote when HOA issues come up?" Once the legislative session begins, they will be available to write emails and make telephone calls to specific legislators, typically on one of the Judiciary Committees, as directed by the LAC. The Participants will be provided with the names and addresses of the legislators identified by the LAC and guidelines for the proper form of emails sent to legislators. Both homeowners and vendors (who are also homeowners) are encouraged to participate in this category. Donations to support the **Grassroots Initiative** are always welcome.

The second group of Grassroots Participants will be asked to travel to Carson City to testify. It is anticipated that this will be a small group of approximately 25 to 30 individuals so that there

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MARY RENDINA
CHAPTER EXECUTIVE
DIRECTOR

Executive Director's Message

We, as a chapter, have been blessed in a number of ways!

But we could not celebrate our blessings and successes without recognizing the tireless effort of our volunteers and committee members.

As I sit down to write this, I am happy and proud that, for the second consecutive year, our CAI Nevada Chapter has been recognized for having the largest corporate team at the 'Candlelighters for Childhood Cancer' 5 K Run. This is a major accomplishment considering our competition included several hotel/ casinos and large corporations in the Las Vegas Valley.

In addition, our members in Northern Nevada recently assisted their local food bank on a project and they too will be participating in a charity 5K event in an effort to raise awareness of the importance of organ and tissue donation.

I, personally, would like to extend a heartfelt 'thank you' to all who have in the past or are currently serving on our committees.

"Volunteers are seldom paid, not because they are worthless, but because they are PRICELESS!"

— Author Unknown

I am equally impressed by the enthusiasm of our committee volunteers as they strive to surpass the goals that were attained by their predecessors. Many of our members have even reached beyond their own committees to assist other committees. That spirit of generosity and 'cross-pollination' has created unity and harmony between committees as they work together in helping each other succeed.

I would be remiss if I did not mention the members of our CAI Nevada Chapter Board of Directors who also donate countless hours to serve our members.

So, as we gear up for 2013, I would encourage you, if you are not already volunteering on one of our many committees, to please consider joining one.

You may find you just might get more than you give!

Warm Regards,

Mary Rendina

Looking for Community service Hours? Please consider helping any of our Ordinary People Extraordinary Measures Awardees or contact the Community Outreach Committee for other worthwhile organizations.

Kim Amato, **Baby's Bounty**, babysbounty.org
Marcus Mitchell, **Stomach Cancer Relief Network/PayIt Forward**, SCRNET.org and GuyNSinCity.com
Barbara Pinocchio, **Moms on the Run**, MomsontheRun.info
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Volunteering: Life Changing Decisions

by Christian Diamandis CMCA, CM

There are a lot of forms of volunteerism, but this article will be confined to my experience with volunteering in my community and how it escalated.

I have worked with volunteers on boards and committees and I have been a volunteer for my community board for over 7 years now. I have become what I refer to as "a lifer." It is addicting once you get involved ... being a responsible party, making weighty decisions affecting people's lives while trying to keep the good of the community and the big picture in mind ... it is a good exercise in human relations and humanity.

Being a social animal is not easy. You can be taken advantage of if you are not careful or you can let your position of power go to your head. Frankly I have seen some who outright abuse their position. I constantly remind my boards

and myself the meaning of "fiduciary." "Fair, but firm" is an expression one of my Board presidents likes to use regarding his Board's treatment of the membership. I agree with that approach. He also says "you can do anything you want if you are willing to pay the consequences." I have to agree with that one too, but I do not like the implications given today's volatile world disorder. Volunteering certainly can have its advantages and its pitfalls where community governance is concerned.

I got involved with community governance and then community management because of weeds: weeds I did not see by the way. Having moved to Las Vegas from Vermont, I had no idea what an HOA was or that it could directly influence my life. Then I got a letter about weeds! I did not think anything grew in the desert so I was amazed that someone cited me for having weeds in my yard. I had to look real



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I got involved with community governance and then community management because of weeds: weeds I did not see by the way.
.....

closely before I realized there were some weeds mixed in with the rockscape. Well, I wanted to find out more about this "Board" that had cited me for inconspicuous weeds, so I went to a meeting and then I ran for office. Another Board member suggested I look into Community Management since we had some problems keeping a good community manager on our account. The rest is history and in my case, being from a small community, I may be "a lifer" on the board by default since the community is content with the way things are. That is a curse of being a good volunteer: others learn to depend on you. So for me, volunteering lead to a new career, a career that lead to other forms of volunteering.

My wife works in the accounting department for another large community management company. They have a lot of land and they have volunteer days to clean up some of their open spaces and preserve the pristine desert. I naturally was volunteered to help in these endeavors. I never have shirked physical labor. Growing up, I always did my weekend chores while my brothers escaped to their friends' houses. I look at my wife volunteering me for landscape duty along the same lines as my chores growing up and I do enjoy the new people we meet while making a difference for the environment. This community management volunteerism led to becoming a volunteer for the Friends of Red Rock Canyon and my wife and I do similar physical labor for that organization a couple of times a year. I do not know why we do it sometimes, but it always turns out to be a rewarding experience and a good physical workout.

My job has led me to my most recent volunteer endeavor ... serving on the magazine committee for the Nevada Chapter of CAI. I have to say that it is for selfish reasons I volunteered for this committee: to help earn the necessary points towards my PCAM designation. That said, there is nothing wrong with my motivation, as volunteering does not have to be selfless. I have met some excellent people working on this committee and I think my input has helped our team ... and that is satisfying on many levels. This experience has also been a good experience and introduction to the many facets of what CAI does.

To sum up, by volunteering I have learned much and grown exponentially as a person and I plan to continue the trend. I hope to meet some of you out there on the high road along the way.

Remember, living is not the destination ... it is the journey. ●

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ROBERT ROTHWELL, PH.D., DCAL PRESIDENT OF VILLAGE GREEN HOA, TREASURER OF NEVADA CHAPTER CAI, AND A MEMBER OF CAI INTERNATIONAL CAVC.

Some Advice for Volunteer Board Members

by Robert Rothwell, Ph.D., DCAL

A few months ago a homeowner, in a different community association than mine, called me asking for advice about problems he was having with his association's Board of Directors. He was very frustrated because the Board would not make decisions, even decisions concerning issues that would be a long-term benefit to the community. He said that four of the five members of the Board were recently elected and, among them, there were clear personality conflicts. These conflicts were minimizing the Board's effectiveness. The situation was so bad that even the Board members themselves acknowledged their dysfunction.

After he spilled his guts and gave me an overview of the problems, I asked him a question: "what system of governance do they use?" He didn't have any answer!

I suggested that if his Board were to adopt some form of governance system using 'policy driven' directives, it could effectively address the problems he described and could help the Board members connect better. It could also help to build a stronger Board, not to mention that it could eliminate the Board's tendency to micromanage. In other words, a good governance system would set a clear line of distinction between what the Board does and what the Management Company does.

If any Board does not use a coherent system of governance, it is inviting a difficult struggle that will be tiresome, frustrating, self-defeating and ultimately lead to Board Members getting involved in the day to day operations of the association ... a duty that is the responsibility of the Management Company. If this happens, it means that the staff of the Management Company suffers from the additional burden of producing results amid the chaos and confusion caused by the Board. The Management Company would likely be asking "who's my boss today; a board member, the entire board or an individual homeowner?"

Whether elected or appointed, Board members have certain duties under law ... obligations to other members of the association ... and a certain amount of self-discipline when they agree to put on the Board member's hat.

Ultimately, this homeowner/Board member did convince the board to adopt a system. The Board did the right thing and, by doing so, effectively sent a message to the homeowners that they take seriously the duties and responsibilities of being Board members. Adopting a governance system 'set the Board's practices in stone,' sending a clear message to the homeowners and Management Company that the Board's job is to govern and the Management Company's job is to manage.

When Board members act and perform in a leadership role on behalf of their members, there are some simple, yet powerful concepts necessary for good governance ... the role of the Board is 1) to represent the members or

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He said that four of the five members of the Board were recently elected and, among them, there were clear personality conflicts. These conflicts were minimizing the Board's effectiveness. The situation was so bad that even the Board members themselves acknowledged their dysfunction.
.....

homeowners; 2) to lead the association and 3) to evaluate performance using a sound governance system.

The first question a Board should ask itself is 'who owns us?' ... who are our members, what are their needs, and what results do they expect from us? This simple, yet profound standard of accountability must be the main focus of Board members. A simple, yet effective way to determine member's needs might be through member surveys, which give a Board some knowledge about members' views and values when they are making decisions on their behalf. The answers the Board receives from these surveys will lead them to determine what results and priorities should be established for the association. The board will no longer be asking "what are we doing?" but "what are the results."

The next step is that the Board should delegate the implementation of its policies to the President and Management Company and set up boundaries within responsible, reasonable and verifiable standards for the Management Company to achieve the Board's defined results. Remember, the board governs and does not

manage the day-to-day operational aspects of achieving the already established desired results.

As the President of the Board and the Management Company get to the task of implementation, the President will then be able to report back to the Board about not only how they interpreted the Board's policies, but also how they achieved the results for the community association. This is where it can determine if the President has reasonably met the Board's defined expectations.

This process clarifies 1) the role of the Board, 2) the expectations of the President and 3) the expectations of the Management Company, along with reducing liability, improving accountability, and increasing transparency for the members.

What is best of all? The Board can now report back to the homeowners about how it has achieved the best results on behalf of its members, making the loop of accountability complete. The association then becomes better by having both engaged, active directors and satisfied members. ●

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Stepping Up and Stepping Out

by Andrea Chestnut

We are approaching a time in our country when history will be made once again. Not because we will elect a president, but because we have the freedom to elect our president. Now before you stop reading, let me assure you this is not a political commentary about the right to vote. It is, however, about the right to volunteer. The right to say, "Yes I will. I will give of my time, energy, talents and resources."

I recently spent 14 days out of the country. A few of those days were spent in Paris, France, with the bulk of my time spent in the inspiring country of Israel. There is nothing like leaving home to get perspective on life at home. I started thinking about the aspect of volunteering and how volunteering changes lives. Our country was built and continues to be supported by people who are willing to volunteer.

Volunteers are often in the background of our lives bringing about the changes that others only talk about. Who do you think of when you think about being a volunteer; who has set the bar for you? There are many reasons for stepping up and stepping out as a volunteer. What is yours? Can you see the big picture? Can you put the needs of others before your own? If you answered yes, then you are most likely already volunteering in some capacity somewhere.

In this issue of *Community Interests*, the focus is volunteering and the purpose of such an action. Without the volunteers of the Magazine Committee there would be no magazine. The growth and changes you have seen this year in the magazine have been possible because of the committee of volunteers that make up the

Magazine Committee. It is a pleasure to say this has not only been a committee, but a team; a team of people supporting and working toward a common goal of excellence. Always looking toward the next step, while building on lessons learned and seeking to understand ideas and concerns of the moment. Stepping up and stepping out is what every volunteer decides at some point to do. People volunteer for many reasons; however at the core of each volunteer lies one desire: to make a difference.

Make a difference is what each member of the *Community Interests* Magazine Committee has done. The volunteers behind each issue of *Community Interests* are a unique group of people that give freely of their time and skills. Christian Diamandis, brings a 'think outside of the box' approach that makes us all take a second look at what we are doing. Courtney Murphy, is a go 'til the need is met volunteer, only asking what can I do to help? Deborah Iossa, is one of our newest committee members and is willing to take action on whatever she is asked to do. Harry Ben-Zvi: when Harry writes for the magazine or encourages others to provide articles, only the best will do. Jeff Pope, our interviewer extraordinaire, sharing his past experience of being a reporter and writer. Lindsay Williams, always full of energy with a make-it-happen attitude in every way. Robert Rothwell, who approaches the editing of every article presented for publication tirelessly and enthusiastically. These are the volunteers that are behind each issue of your *Community Interests* magazine. This group has stepped up and stepped out in every way. How will you make a difference? How will you step up and step out? ●

RANDOM THOUGHT

"Be of service. Whether you make yourself available to a friend or co-worker, or you make time every month to do volunteer work, there is nothing that harvests more of a feeling of empowerment than being of service to someone in need."

—Gillian Anderson



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Why Am I Volunteering My Life Away?

by Sara E. Barry, PCAM CMCA

I was asked by a member of our Chapter's Magazine Committee to consider writing an article on volunteerism, as I saw it, and share some of my views on the same, since it appears I never stop.

Back in my early years in Nevada, I was selected to receive an award at that year's Chapter Annual Awards Banquet. What could that award be that I felt I needed to bring it to your attention? What was the essence of that award?

It was something like an "Ever Ready Bunny Award" because I was told that, from the committee's point of view, I keep going and going and going and going. I actually received a little pink bunny with the battery attached. I am sure that some people would just like me to just keep going and go away, period, but that won't be happening for a while, fortunately or unfortunately depending on your point of view.

The award could have been meant as an insult, who knows? ... but I was honored to be recognized as someone who was volunteering so much of my time to improve the industry that has been an important part of my life for more than 30 years.

I started out my college career planning to be an elementary school teacher like my mother. After I had my first child, however, I decided that if I was so impatient with my own child, teaching others might not work. Little did I know that adult education would appeal to me so much later in life!

As most of you know, I owned a small management company (as compared to today's mega companies) for a long time and dedicated my life to my clients. I sold my company to get my life back as I was working 7 days a week for 12 - 15 hours a day.

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When I sold my company, I decided that whatever position I took in this industry, it would be all about helping Community Managers do their jobs and making their lives easier. I hope that you feel that I have succeeded in doing that ... as I have definitely tried.

Since CAI's Mission Statement is about education, I feel strongly that education helps to make a manager's job easier when working with educated members of a Board versus uneducated members of a Board.

Can that education be challenging at times? Yes! Managers do not have a lot of time to go to every class offered in this industry. At times, they only find time to get the minimum number of hours necessary to keep their license ... 18 hours over a 2-year period. Many of our prestigious DCAL members go to every class offered in their attempt to learn as much as they can to fulfill their fiduciary duties as directors. They learn new information at all of these seminars, some of which the manager may not be aware. I used to love when my directors would bring me new information, which I checked out to ensure they heard correctly, but loved that they learned and were able to better fulfill their roles as fiduciaries.

Since I learn something new at each seminar I attend or facilitate, whether teaching or as a student to keep my Community Manager license up to date, so, too, do our DCAL members learn a lot by attending any seminar available to them.

On a personal note, most people are VERY surprised to hear that I am an introvert and self-conscious when I am in front of a group. Can you imagine the energy it takes for me to get in front of a group?

However, there is nothing more rewarding for me than hearing a word of appreciation from someone I have touched or helped to solve an issue or issues. Have I been tempted to take my toys and go home at times? Yes, but as I mentioned before, that won't be happening for a while!

CAI has quite a few committees and is always looking for help on those committees. Consider giving back like I have. It can be very rewarding and the relationships you build when working with fellow volunteers can last a very long time.

You get out of any organization what you put into it. Give your 'all' ... freely! Try it ... you'll like it! ●

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Giving Back

by Andrea Behrens, DCAL

Author Marianne Williamson said: "Nothing liberates our greatness like the desire to help, the desire to serve."

When I reflect upon what is great about our community, I think about the individuals I have met who call Nevada home and help their neighbors by volunteering. This includes people I've encountered both in my personal life and in my work at Nevada Association Services, Inc.

Our company realizes that people don't just reside in homes or buildings; they live in communities. Since our company is part of this community, we have always emphasized 'giving back' and 'volunteerism' as a priority – both directly through our company and individually through our involvement in community events. I can't think of a better reason to volunteer than to connect with people who live in my community.

.....
When I reflect upon what is great about our community, I think about the individuals I have met who call Nevada home and help their neighbors by volunteering.
.....

According to a Blackbaud 2011 survey, the main reason people donate their time and money is because they "felt a personal or emotional connection." Other reasons include being asked by a friend or family member; to benefit a local community; or a desire to be part of a company or group team. Volunteering in America lists the top categories for volunteering as religion, education and social.

I strongly believe that while many individuals and business owners want to give back and be volunteers, there is doubt in their minds that individually they can make a difference, especially if their time is limited. There is so much one can accomplish even by donating just one hour.



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If you're looking for ideas on giving back or volunteering, Nevada GIVES is an excellent resource for opportunities to give back and find philanthropic resources, charitable practices and local nonprofit events statewide. To quote from its website, "Whether you are an individual, business or nonprofit, you play a vital role in increasing philanthropy in Nevada." For more information, visit www.nevadagives.org. You can also "like" Nevada's Big Give on Facebook to stay up to date with community events throughout the year.

Actions as simple as selecting vendors, purchasing gifts through non-profits or attending events that support charities can be a great way to contribute to the community. Our company has supported Opportunity Village for a number of years by using their shredding services and sponsoring a tree in their annual 'Magical Forest.' When we host educational seminars, we often invite attendees to bring items that we donate to area non-profits, such as the Three Square food bank.

We were proud that a group from our office joined the CAI-Nevada team for the Candlelighter's Cancer Research event and we will also have a team for the upcoming bowling tournament in November, which will help support Red Rock Elementary School.

There are so many ways to give back; it can be a bit overwhelming. That's why I suggest anyone looking for

opportunities to give back make their first call to CAI-Nevada.

Many of our team members play active roles on CAI-Nevada committees and support chapter events. We encourage all CAI members to do the same. We've been a CAI-Nevada sponsor for 12 years now and currently have employees involved on the Membership, Education, Community Outreach, Golf, CAI Gala and Legislative Action Committees.

Having been a member of many committees over the years myself, I currently enjoy my work co-chairing the Membership Committee and being active on the Education Committee.

CAI's Community Outreach Committee is a special one and does amazing work. One of the huge benefits of our CAI Nevada membership is that CAI organizes 'giving and volunteer opportunities' through the Outreach Committee year-round. Yolaunda Erskine of our office is active on this committee this year.

Isn't it time to give some thought to giving back? ●



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LORRIE OLSON, CMCA®, AMS®, PCAM® IS THE GENERAL MANAGER / SUPERVISING COMMUNITY MANAGER FOR CAUGHLIN RANCH HOMEOWNERS' ASSOCIATION AND IS ALSO A NORTHERN NV COMMITTEE AND GRASS ROOTS COMMITTEE MEMBER

Marilyn Brainard, DCAL

Recipient of Two CAI National Awards at 2012 National Conference

by Lorrie Olson, CMCA®, AMS®, PCAM®

It was a known fact that Marilyn was slated to receive the CAI National "Outstanding Volunteer Service Award" at the 2012 National Conference in Las Vegas in May. The fact that Marilyn also received CAI's most prestigious and coveted National "President's Award" was a huge surprise to everyone in attendance, including Marilyn and Mr. Bill Brainard, her devoted husband of 56 years.

Marilyn and Bill relocated to Sparks over 14 years ago from western Los Angeles County after raising two boys. They lived in an association that was not required to collect assessments or enforce covenants. They attended the first homeowners' meeting of the Wingfield Springs Community Association. There began Marilyn's interest in community associations.

Before we get back to the future, we need to delve into Marilyn's past. She taught elementary school for six years before retiring to become a volunteer and advocate for the Los Angeles Public School District, the United Way and Volunteer League of San Fernando Valley. Marilyn assisted in developing the "After School Enrichment Program" for Knollwood Elementary School; she received the Gold Key Award from the Los Angeles United Way, and was instrumental in establishing a joint-venture community center. Marilyn has also been and still is very active in politics; volunteering her time to support the candidates, ballot questions and bills she believes will best benefit her community, state and country.

Marilyn is a past Board Member and Officer of CAI Nevada and past Board Member and President of the Wingfield Springs Community Association. Marilyn is serving the 6th year of her 2nd three-year term on the Nevada Commission for Common-Interest Communities and Condominium Hotels (CCICCH) while also serving on the CAI Government and Public Affairs Committee. Marilyn is chairing a special task force of this committee to revise CAI's public policies, which offer direction to the state LACs. The all-volunteer committee finds the process very time consuming. Marilyn is the homeowner representative on the Federal LAC.

She has been re-appointed to the National Nominating Committee to assist with this year's CAI National elections.

I was fortunate enough to work with Marilyn as her Community Manager while she served as President of the Wingfield Springs Board of Directors. She has been my professional mentor, teacher and advocate for whom I owe a great deal of appreciation and respect. She made me want to be a better manager. She is the type of person that you never want to disappoint. She strives for perfection and expects nothing less from everyone with whom she works. I am honored to say she and Bill are beloved friends.

It was truly an honor to be present at the awards ceremony to witness CAI National show its appreciation of Marilyn's time, efforts and dedication to the industry. In case you did not know, Marilyn may be the first homeowner volunteer to ever receive the Outstanding Volunteer Service Award; we know it's the first in over twenty years.

I would like to conclude by letting Marilyn know how very proud we are of her accomplishments, how very honored we are to work with her, and how very appreciative we are of her hard work and dedication to our industry. The world is a far better place with Marilyn Brainard in it. ●





ERIC THEROS, CAM IS
COMMUNITY MANAGER
AT COMMUNITY
MANAGEMENT GROUP

CAI Community Outreach Committee Leads the Way In Fighting Childhood Cancer

by Eric Theros, CAM

On September 8, 2012, the CAI membership came together in full force at a 5K event hosted at Mountain's Edge to show their support of the Candlelighters. The Candlelighters organization was founded to offer support to families struggling with and affected by childhood cancer. Everything is offered to these families including counseling, food, and rental assistance or anything a family whose life is up in the air could possibly need.

The CAI Community Outreach Committee spearheaded the gathering of the most massive team possible by reaching out to every CAI member through luncheons, e-mails, phone calls and simple word of mouth.

The HOA industry as a whole has gotten pretty banged up in the media over the past few years, and it was time to remind people across the valley that those living in HOAs are the heart and soul of decent communities. What better way to do this than to support such an amazing organization that not only could use our help, but would keep every penny earned here to help families of Southern Nevada.

The team started growing beyond our wildest dreams and the donations began pouring in.

Management companies were sending mailers inviting homeowners to join and donate while business partners were rallying teams together and spreading the word as they networked through the valley. All of the CAI membership got behind the cause and worked as a single cohesive unit for a common good cause.

On the day of the event, the 'CAI – HOA CHAMPIONS' team was exactly that ... CHAMPIONS!

The team that started in a committee of 20 grew a team to 180 members, making it the largest team in the entire city. To put the size into better perspective, the second largest team was over 60 members smaller than our team. Team Captain Eric Theros of the Community Outreach Committee was presented with an award on stage for having the largest overall team in the entire event. The plaque is on display at our CAI Office. The team was identified by the signature lime green CAI visors worn by the members who were seen everywhere during the event. The team actually grew so large so fast towards the end that the visors ran out before more could be ordered and made in time!



The success of the team this year was possible thanks to many donations and members working together to raise money for this amazing cause. 'CAI – HOA CHAMPIONS' was not only the largest overall team, but was the NUMBER ONE corporate fundraiser in the city as well with OVER \$7,000 RAISED! In 2012, CAI team raised just over \$5,000.00. The goal set for 2012 was \$6,000.00. To surpass those totals by over an additional thousand dollars would never have been possible without the support of so many wonderful, caring people in our Community Association industry.

Capping off the event, the Candlelighters kids were all brought up on the stage. "Candlelighters kids" are the children who have battled or are battling cancer and who had previously been or are currently being helped by the organization.

The speakers blared R. Kelly's hit "The World's Greatest", and the children and staff of Candlelighters did a special group synced dance to the song. This performance brought it all together and reminded every single person

in the audience why they were really there. It wasn't about green visors or trophies or publicity or recognition ... it was for the little girl in the front row with no hair on her head but a huge smile on her face in appreciation for what everyone came together to do.

In an industry that can often get so competitive and so hectic, it was truly heartwarming to see how many people in the CAI family came together for the event.

While the real winners were the children and their families, the industry as a whole, as well as each one who participated in the event by either walking or donating, won the feeling you get when you know you not only did something good, but you did something truly great.

Thank you to every single team member and supporter of this year's event. All the children definitely hope to see each and every one of you again next year! ☺

 For more photos, visit our Facebook page! Search CAI Nevada.





JEFFREY CUFUADE IS AN ARCHITECT OF IDEAS ... CUSTOM-DESIGNING AND PRESENTING ENGAGING LEARNING EXPERIENCES.

Seven Beliefs Volunteers Need

by Jeffrey Cufaude

So much of what happens in a days work is unproductive politics and posturing.

Here are seven fundamental beliefs or commitments that every volunteer in every community association needs to practice in order to build a great community.

BEING OPEN, HONEST, AND DIRECT WITH OTHERS.

Far too much time is spent in dealing with anything but the truth, because some people see being open, honest, and direct as being too risky. I understand that thinking, but the only way to overcome it is to start being open, honest, and direct. Perhaps, then, others will realize that doing so will not lead to immediate rejection, and they too might even try doing the same.

WHAT OTHERS DO IS THEIR BUSINESS.

What is it about some people that makes them spend so much of their attention and energy worrying what others do? Of course, we might all have opinions about the best way for someone to do something, but it is their responsibility, not ours. We can suggest, and in some cases even direct, how others approach a task. In the end though, as long as their work gets done, how others do what they do really is little of our business.

WE ARE ALWAYS IN A POSITION TO DO BETTER.

Continuously trying to improve can get old after a while, but we can always improve on what we are doing and how we do it. To suggest otherwise, limits individual creativity and stifles progress. Good community associations celebrate the group's successes and individual

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accomplishments that regularly occur along the long road to high achievement. But even superstars know their star can shine a bit more brightly with additional effort.

PEOPLE ARE PUT INTO POSITIONS FOR WHICH THEY LACK THE REQUIRED SKILLS OR TALENT.

Call it the Peter Principle, the Pam Principle, or plain idiocy, but far too many people get moved into positions for which they are not a good fit. I've seen too many talented individuals in one job get promoted to management positions when they would have been better left as a doer. Community association politics often lead to decisions that make little sense in terms of true talent.

THE METHODS WE USE TO DO OUR WORK ARE EVER CHANGING, EVER IMPROVING, EVOLVING REGULARLY TO IMPROVE THE WORK BEING DONE.

Control freaks find this one a bit difficult to swallow. I'm all for structure when structure helps get the work done. But the work we do changes as does the environment in which we do it. Given those realities, it only makes sense that a community association's structure and processes remain fluid and regularly evolve to match the new work that needs to be done. In some community associations though, such a suggestion would be pure heresy. Without their clipboards and stopwatches and violation notices, they wouldn't know how to get through the day. Enough already. Redirect all that energy to build a caring community!

WE PRESCRIBE TRUST IN, AND ASSUME THE BEST ABOUT, OUR COLLEAGUES UNTIL PROVEN WRONG.

Some people have been "burned" too frequently in the past. This hinders them from approaching new folks with anything less than a wary eye. Understandable? Absolutely. Fair? Hardly. Carrying the mistrust resulting from a relationship with another person into your relationship with me is not the way you and I are going to develop the ability to work together. I am not the problem ... so don't approach me as if I am. Sure, you don't know whether I am going to be like your 'worst nightmare' from the past or your favorite friend. Why not assume it will be the latter? It's a prophecy more likely to come true if you do.

TAKING TIME TO THINK.

Probably one of the greatest perceived luxuries I now have is longer and more frequently available blocks of time to read, reflect, and think. While my current professional role certainly affords me more of this than the average person, having them as a large part of my weekly work schedule was a habit engrained in me by my earliest teachers. When you take the long view of progress, you realize there are many windows of opportunity, not just one window. As such, you value growth and innovation over time and not just today or this week. Accomplishing continuous growth and development requires ongoing reflection and reassessment. Committing the time for such activity should be seen as an honorable trait in all individuals. ●



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TONYA BATES, CMCA, AMS IS THE SUPERVISING COMMUNITY MANAGER WITH EQUUS MANAGEMENT GROUP

Volunteering to Help Solve Hunger

by Tonya Bates, CMCA, AMS

Thirteen was a lucky number for the Northern Nevada Food Bank on September 5th when thirteen CAI members and family members showed up to help sort and organize food products for seventeen rural counties spread across very long distances in northern Nevada and the Eastern Sierra. Annually about 11,000,000 pounds of food are provided to member charitable organizations and to mobile pantry trucks offering direct service to the hungry.

A network of partner agencies places their orders for specific food groups. Then, volunteers sort the orders into individual boxes weighing about 30 pounds each. They are loaded into refrigerated delivery trucks of varying sizes and delivered to drop-off points, many in supermarket parking lots.

Last year about 4,000,000 pounds of fresh produce was processed in the 60,000 square

foot facility located in the Reno-Tahoe Industrial Park east of Sparks.

Area seniors, infants and children to six years of age are helped by donations from the federal government in a separate program, also operated out of the warehouse.

Our host for the evening, Gary, told us he estimated the thirteen of us processed about 7,000 pounds of food in our two and one-half hours of work.

We also learned that \$.88 of every \$1.00 goes directly to programs that feed hungry people.

Obviously, we agreed that our time was very well spent! ●



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No, you don't need to go a casino or buy a raffle ticket or risk any of your money. This one is **EASY!**

The Membership Committee is having a membership drive. **From August 1 – October 31, the person who recruits the most new members will win the top prize of a \$500 gift card!** The second place winner will receive a \$200 gift card.

Recruiting new members puts some money in your pocket; but also, just think how appreciative the new members will be when they see how beneficial it is to be a part of CAI. Lets make this the greatest membership drive ever!

Anyone who has renewed between January 1 and October 31 can win too! They will be entered in a drawing to win one of two \$150 gift cards.

Be sure your name is listed as the recruiter on the application and to copy marketing@cai-nevada.org for tracking.

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August 1 – October 31 **MEMBERSHIP DRIVE**





CAI Nevada Chapter Members' Brag Page

EILEEN MCKYTON EARNS CERTIFIED MANAGER OF COMMUNITY ASSOCIATIONS®

Eugene Burger Management Corporation (EBMC) is pleased to announce that Eileen McKyton, DCAL has earned the Certified Manager of Community Associations® (CMCA®) certification. The CMCA® is a national certification program designed for managers of homeowner associations and recognizes individuals who have demonstrated the fundamental knowledge required to manage community associations. The CMCA® certification is awarded through CAI's affiliate, National Board of Certification for Community Association Managers (NBC-CAM). Ms. McKyton is a provisional community manager with EBMC. ●

If you have anything you want to share, please submit it by the 5th of each month so it can be included in the next magazine. Anything received after the 5th of the month may not make it into the next magazine, but will appear in the following issue. Please submit your items to info@cai-nevada.org or fax to 702-240-9690.

Upcoming Events

Southern Nevada

OCTOBER	10/2	Manager Class	CAI Training Center	9:00 am
	10/9	CAI Nevada Chapter Board Meeting	Gold Coast Hotel	1:00 pm
	10/9	Las Vegas Monthly Luncheon	Gold Coast Hotel	11:15 am
	10/19	CA Day Tradeshow	Gold Coast Hotel	4:00 pm - 7:00 pm
	10/19	Las Vegas Manager Breakfast at CA Day	Gold Coast Hotel	8:00 am
NOVEMBER	11/13	CAI Nevada Chapter Board Meeting	Gold Coast Hotel	1:00 pm
	11/13	Las Vegas Monthly Luncheon	Gold Coast Hotel	11:15 am
	11/14	New Member Breakfast	CAI Training Center	9:00 am
	11/17	Las Vegas Homeowner Seminar	CAI Training Center	9:00 am
	11/27	Las Vegas Manager Breakfast	CAI Training Center	9:00 am

Northern Nevada

OCTOBER	10/24	Northern Nevada Manager Breakfast	Peppermill Hotel	9:00 am
	10/25	Northern Nevada Homeowner Seminar	Peppermill Hotel	6:00 pm
NOVEMBER	11/15	Northern Nevada Homeowner Seminar	Peppermill Hotel	6:00 pm
	11/16	Northern Nevada Manager Breakfast	Peppermill Hotel	9:00 am

All Dates and Events are subject to change or cancellation.

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NORM ROSENSTEEL

Share Your Life ... Save A Life

by Norm, Susan, Rachel and Lauren Rosensteel

It was the end of August 2007. Lauren Martelle had just come home from a weekend in Los Angeles with her family and wasn't feeling well. A few days later, in severe pain, she was admitted to the hospital. Some routine tests were run and she was sent home. Nothing wrong was found. Symptoms progressed and she got worse, Finally it was discovered that her liver was failing. Heavily medicated, she doesn't remember the air ambulance flight to San Francisco, where it was discovered she had a rare disease called Budd-Chiari Syndrome. This occurs in 1 of 100,000 people, when a blood clot lodges in the hepatic vein, blocking all blood flow out of the liver. We were told she needed a liver transplant right away or she would die. Lauren was 19 years old. Ten days after being admitted to California Pacific Medical Center, she received a new liver and a new chance at life after an 8 hour surgery on September 29, 2007.

5 years after the transplant, Lauren is leading a normal life. She graduated from UNR and has since married. In her words, "I am living a full and happy life. I would not be alive today if it were not for this incredible gift I have received. Not only have I been given this gift that has allowed me to fulfill my hopes and dreams, but also to explore what life holds for me in the

future. I'm excited to see what other adventures and opportunities are ahead."

Lauren has never met her donor family. They chose to remain anonymous. However, she has extreme gratitude, not only for her donor family, but for all the others who have donated to save lives.

Our family would like to thank CAI, the sponsors, and the approximately 35 participants between the CAI Champions Team and Team Lauren for their support for this very important event. Almost 500 people attended and although the total amount of funds raised has not been finalized, Sierra Nevada Donor Awareness organization also thanks everyone for their donations and participation.

The organization supports educational opportunities for individuals whose lives have been impacted by organ and tissue donations and provides support to individuals seeking or supporting organ transplantation and transplant recipients.

To learn more, visit the website at www.sierranevadadonatelife.com.

If you are not already a donor, you can register at www.donatelifenevada.org. ●



Thank you to those who participated:

Reno Green Landscape
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2 participants

Sheila Romero, WRRS&S
2 participants

Tom Dudley, Nigro Construction
2 participants

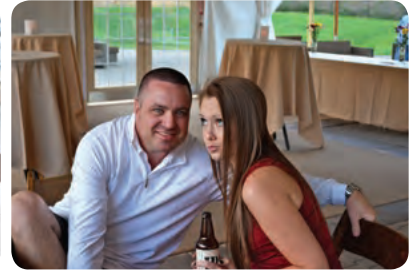
CAI
6 participants, including Jo

Groundskeeper
2 participants

Northern Nevada Golf

ON A WARM, SEMI-OVERCAST MORNING ON FRIDAY, AUGUST 17, THE NORTHSTAR AT TAHOE GOLF COURSE CAME ALIVE WITH CAI MEMBERS FROM ALL OVER NEVADA AND FROM NORTHERN CALIFORNIA FOR GOLFING, CAMARADERIE AND A LITTLE FRIENDLY COMPETITION. 21(?) TEAMS PARTICIPATED IN THE DAY FILLED WITH BUILDING RAPPORT AND TEAM SPIRIT WHILE THE PRE-PARTY THE EVENING BEFORE WAS A GREAT OPPORTUNITY TO MEET AND GREET WITH HOA MANAGERS, VENDORS AND BUSINESS PARTNERS AND OTHER PARTICIPANTS. TROPHIES AND AWARDS WERE HANDED OUT AT THE END OF THE GOLF TOURNAMENT JUST BEFORE THE CLOUDS BURST MAKING FOR BRIEF, BUT STUNNING AFTERNOON THUNDERSTORM TO END THE EVENT.

BY BECKIE RICHTER



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Ordinary People, Extraordinary Measures Luncheon

THE 'ORDINARY PEOPLE, EXTRAORDINARY MEASURES' EVENT AWARDED SIX EXCEPTIONAL NEVADANS WHO HAVE CONSISTENTLY GONE ABOVE AND BEYOND TO HELP THE SOUTHERN AND NORTHERN NEVADA COMMUNITIES. THE WINNERS WERE NOMINATED BY CAI MEMBERS AND OTHERS IN THE COMMUNITY AND WERE GIVEN A SPECIAL RECOGNITION DURING THE MONTHLY CAI LUNCHEON ON SEPT. 11, 2012 AT THE GOLD COAST. THIS MARKED THE INAUGURAL YEAR FOR THIS AWARDS CEREMONY.



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LESLIE JORGENSEN
IS ON-SITE OFFICE
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Political Signs

by Leslie Jorgensen

Recently, a resident came into my office asking if 'political signs' could be placed in 'common areas.'

The resident is a member of a political organization that asked him to place numerous political signs throughout the community association. An associate from the political organization, who insisted that any and all signs could be placed in the common area, as long as the resident places them, accompanied him.

I told the resident that I know signs are not allowed in the common areas and I thought one political sign per candidate was part of the statute.

I asked them to relax, have a seat and wait while I checked NRS 116.325. The associate was fidgety, as if he didn't want to hear the law. The resident was thoughtful and courteous and was happy to wait.

In checking further, I found my response was correct. I quoted the law to them, and even printed a few copies for them, so they could take them back to the political organization. The resident was very appreciative and couldn't thank me enough. His associate gave me 'dirty looks' because he didn't hear the answers he wanted.

NRS 116.325 Right of units' owner to exhibit political signs in certain areas; conditions and limitations on exercise of right.

1) The executive board shall not and the governing documents must not prohibit a unit's owner or any occupant of a unit from exhibiting one or more political signs within such physical portion of the common-interest community as that owner or occupant has

the right to occupy and use exclusively, subject to the following conditions:

- a) All political signs exhibited must not be larger than 24 inches by 36 inches.
- b) If the unit is occupied by a tenant, the unit's owner may not exhibit any political sign unless the tenant consents, in writing, to the exhibition of the political sign.
- c) All political signs exhibited are subject to any applicable provisions of law governing the posting of political signs.
- d) A unit's owner or an occupant of a unit may exhibit as many political signs as desired, but may not exhibit more than one political sign for each candidate, political party or ballot question.

2) The provisions of this section establish the minimum rights of a unit's owner or an occupant of a unit to exhibit political signs. The provisions of this section do not preempt any provisions of the governing documents that provide greater rights and do not require the governing documents or the executive board to impose any restrictions on the exhibition of political signs other than those established by other provisions of law.

3) As used in this section, "political sign" means a sign that expresses support for or opposition to a candidate, political party or ballot question in any federal, state or local election or any election of an association.

I am sure this question will be asked to other managers and Board members. Above is your answer. ●





CHRISTIAN DIAMANDIS
CMCA, CM IS WITH
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I Am Not a Lawyer

by Christian Diamandis, CMCA, CM

As a community manager, it has been drilled into my head that I am not a lawyer. Community managers are constantly reminded that we should not give legal advice, we are not insurance agents, we are not experts in any field and we should defer to the experts in all matters. This is good advice, of course, because documenting that you and/or your Boards are acting on expert advice will deflect responsibility should a decision have repercussions. That said, this mantra does not negate one's ability to comment on legal matters, insurance matters or any other matters. It simply means that you do not want to misrepresent yourself as an expert so others do not rely on your advice, should you be mistaken for giving any.

In Nevada every community manager is aware of the Higher Ground lawsuit currently underway. I am going to break it down from the layman's point of view. Adam's Law Group via their

complaint filed in early 2010 first notified me. I immediately contacted Adams Law Group plainly stating that if the association I manage mistakenly over collected from any of its members, the association would gladly make restitution. Needless to say I never heard back from them. I forwarded the complaint to the Association's insurance broker and found out after 2 years that it never got forwarded to the D&O carrier, but that is another matter. As I studied the case, it seemed to me that the charges were frivolous. The Association had done everything right: it created and followed a legal collection policy, it hired a Management Company and a Collection Agent, both experts in their fields, and it did nothing illegal or wrong as far as I could ascertain. Yet, a class action lawsuit was brought against them. I guess it is true that you can be sued for almost any reason.

I stated the lawsuit seems frivolous and that others more informed than myself have echoed that same sentiment. First: why a class action lawsuit? That suggests that all the Community Associations involved are somehow affiliated and they all worked secretly to overcharge their members. That is a ridiculous notion! Each community is an independent corporation, and while they may use the same management companies in some cases, and the same collection agents in others, there was no conspiring between any of them.

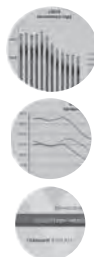
The crux of the lawsuit centers on whether collection fees are included in the super priority assessment. Other fees may be part of the litigation as well and in some cases there may have been other charges over the six/nine months that were paid erroneously, though not misrepresented. Since the collection agents were most directly involved, why Associations are named as sole defendants I am at a loss to know, but I am not a lawyer.

The preliminary good news for the Associations is that the Court followed NRS 116 legal procedure and sent the matter to the Ombudsman segregating the cases so that the class action does not look likely to survive. A recent decision from the Ombudsman's arbitrator went in favor of the Associations on every count: The nine months super priority does



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not mean solely the amount of an assessment over nine months, but, includes attorney fees and other collection costs and fees. The amount is not "capped" either to the sum of nine months assessments and there is no need for an Association to file a civil action to collect these fees: pretty much a slam-dunk. Of course, there is an appeal by the plaintiff's attorney, so it is not over yet. In my personal opinion, and I am not a lawyer or a judge, the outcome of this lawsuit should be that the Ombudsman's ruling stands for each individual case and this action goes no further.

Recently a less well-known lawsuit was brought to my attention that is along the lines of the Higher Ground suit. Bank of America is bringing this lawsuit and it names primarily 'collection agents' as defendants. This suit also questions the super priority assessment and there may be other similarities, but, this suit also brings an interesting legal maneuver by the bank that is new. The Bank is alleging that it should have the right to pre-pay the super priority assessment even though they do not foreclose. Some collection agents have refused to accept such payments. Why would a bank want to do this and why is it important for the HOAs to know about?

My conclusion, and I am not a lawyer, is that this is a way for the bank to buy time to either renegotiate their loan with the present owner and/or try to find another solution to unload the property cost effectively while minimizing their responsibilities to the HOA. As a rule, HOAs do not like to foreclose: they do not want to own property because it is a liability. It is the same for the bank. By prepaying the super priority, the bank is giving the illusion that it is being responsible, which buys time. The bank does not want the responsibility of keeping up the property, paying assessments going forward from the nine months super priority while owning an empty house that can get vandalized etc. What I think the banks are doing is what some collection attorneys have recommended their HOAs do: rent the property while it is in their possession. The bank does not even have the problem of finding a tenant, the owner is living in the home already and the bank may easily negotiate an affordable rent until the short sale is finalized. This process could even save the owner's credit rating. So the bank ends up making money from the property while bilking the Association out of assessment income for an indefinite period of time if the Association does nothing.

When I heard about this maneuver by the bank I came to the conclusion that this is their answer to the legislature changing the super priority assessment from six to nine months. This change was meant to prompt the banks to act sooner, but there is always a loophole. I am recommending to my Boards that the Association's collection agent continue to foreclose on all accounts where the bank pre-paid the super priority assessment. Furthermore, I told the collection agent to let the bank know that the Association retains its right to foreclose and that any prepayment of an assessment is non-refundable. Of course, I am neither a lawyer nor a collection agent, so take it all with a grain of salt ... or ask an expert. ●

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JUDITH HANSON, DCAL IS A MEMBER OF SUN CITY ALIANTE, BOARD OF DIRECTORS AND VICE-PRESIDENT OF ALIANTE MASTER ASSOCIATION.

Building Communities

by Judith Hanson, DCAL

One of the required DCAL classes offered recently for volunteer Board members and homeowners by CAI Nevada was entitled "Building Communities." This class was written by the members of the Education Committee of our CAI Chapter and was taught by Katherine Wolfe, DCAL, PCAM; Lauren Scheer, DCAL, PCAM and Anne Calarco, DCAL, PCAM.

During this class, the history of the development and purpose of Homeowner Associations was discussed in detail. Do you know when and why the first HOA was established? Do you know when and where the first CC&Rs were developed? Do you know when and where the first homeowners elected their Homeowner Association Board of Directors? Do you know when and where the first master planned community was developed?

Do you know when and why the first HOA was established?

Some of the early communities were luxury subdivisions for the rich, designed to be exclusive neighborhoods, shielded from surrounding communities. They had their own private parks, lakes, and other amenities.

The first such development was in 1831 at Gramercy Park in New York. Developers in that area created a way for homeowners in that community to share in a piece of the amenities, but also to pay for these amenities through private taxation. Later in the 19th century, a developer in St. Louis took the concept one step further by providing street cleaning, snow removal and landscape maintenance.

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In a 2012 National Research Survey conducted by ZOGBY INTERNATIONAL, 70% of residents in Common Interest Communities rated their overall community association experience as POSITIVE, while 22% were neutral.

This same developer built four communities between 1891 and 1931. Because the communities took decades to complete, the developer needed a way to preserve consistency. Thus, Roland Park Company developed the CC&R concept in 1893. This was also when the first homeowner's board was elected.

The first Master Planned Community was developed in Irvine, California in 1959. It was incorporated later as a City in 1971.

Common Interest Communities were originally for the rich. But, in the course of time, Co-ops were developed, along with communities based on affordable housing. Since its beginnings, there have been many changes in the concept of Common Interest Communities. Even today, cities encourage developers to build Common Interest Communities since residents in those communities are responsible for streets, lighting, water, etc., thus freeing the city from these costs.

In a 2010 Gallup Poll, residents in Common Interest Communities were asked what special things they expected to receive by living in a 'community association.' The top three answers were Social Gatherings; a feeling of Openness in which residents of various cultures and family sizes could live together in harmony; and Aesthetics like parks, playgrounds, trails, etc. for the residents to enjoy.

In a 2012 National Research Survey conducted by ZOGBY INTERNATIONAL, 70% of residents in Common Interest Communities rated their overall community association experience as POSITIVE, while 22% were neutral.

In other words, residents expect their communities to offer more than neighborhoods with no community associations. ●



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CAI Nevada apologizes for the error and any confusion that it may have caused.



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FHA Releases Condo Update - CAI Areas of Concern Addressed

by Michael Hedge, Jr.

The Federal Housing Administration released a long-awaited revision of its condominium project approval guidelines on September 13th. The revisions to FHA condominium guidelines are contained in Mortgagee Letter 2012-18 and expire on August 31, 2014. FHA states it is making temporary adjustments to its condominium standards in response to market conditions.

CAI has the new guidelines, Mortgagee Letter 2012-18, under review. FHA appears to have been responsive to several key CAI concerns including delinquency rates, fidelity insurance coverage, the condominium project certification statement and limitations on commercial space.

Preliminary staff analysis shows FHA policy changes in the following areas:

1) Delinquencies—No more than 15 percent of units may be more than 60 days delinquent. The 15 percent limitation includes all units in the project and FHA will not consider any exceptions to this standard. Previously, the guidelines used 30-day delinquency as a threshold. The change to 60 days is very beneficial to community associations.

2) Employee Dishonesty Insurance - All new and established condominium projects with more than 20 units shall obtain and maintain employee dishonesty insurance coverage. The association's policy must:

a) Cover all officers, directors and employees of the association

b) All other persons handling or responsible for funds administered by the association

c) The coverage amount must be no less than three months assessments on all units plus reserve funds unless State law mandates a maximum dollar amount of required coverage.

d) If the condominium engages the services of a management company—

1) The company must have obtained its own fidelity coverage that meets FHA association coverage requirements; or

2) The association's policy names the management company as an insured; or

3) The association's policy includes an endorsement stating that management company employees subject to the direction and control of the association are covered by the policy

This is a substantial change to the previous requirements that required management companies to obtain separate fidelity insurance for each condominium.

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3) Project Certification (Appendix A) - FHA will require that the individual submitting a condominium project for approval certify that:

- a) To the best of their knowledge, the information in the approval request is accurate
- b) They have reviewed the project application and upon the advice given by an attorney it meets all State and local laws
- c) They have reviewed the application and it meets all current FHA condominium approval requirements, and
- d) They have no knowledge of circumstances or conditions that may have an adverse impact on the condominium project (construction defects, substantial operational issues, or litigation, mediation, or arbitration issues)

Previous guidelines required much more onerous project certification attestation that had put the individual submitting the project approval for the condominium at risk for legal liability.

4) Commercial Space Limitations - FHA will consider condominium projects with commercial space of between 25 and 35 percent for projects through the HRAP process only. FHA will consider, on a case-by-case basis, exceptions for mixed-use condominiums with commercial space of up to 50 percent, but requires substantial documentation for consideration. All exception requests must be submitted for review through the Philadelphia Homeownership Center.

CAI will publish additional information and guidance following a complete analysis of the guidelines. ●



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BECKIE RICHTER IS A COMMUNITY ASSOCIATION MANAGER WITH KENYON & ASSOCIATES, INC.

KELVIN VOELLER IS A SUPERVISING COMMUNITY MANAGER.

Who is the Northern Nevada Committee?

by Tonya Bates, CMCA, AMS; Beckie Richter; Valerie Hand, CMCA; Beckie Richter and Kelvin Voeller

The Northern Nevada Committee (NNC) is comprised of approximately 35 members who plan and organize each event in Northern Nevada. The events and programs in the north are 3 Quarterly Member's Breakfasts, 9 Homeowner/DCAL Classes; 9 Community Manager Continuing Education Classes; and 4 Fundraising Events. The fundraising events are a Bowling Tournament, Mini-Tradeshaw and the Golf Tournament.

Members are split between 6 sub committees: Education, Bowling, Mini-Trade, Golf and the Community Outreach. Due to the limited number of volunteers, often the homeowner, business partner and community manager members serve on more than one sub-committee.

NNC started 2012 with a Quarterly Members Breakfast. The guest speaker, Marc Hiscox,

focused on stress relief, relaxation and taught the attendees about different breathing techniques for creating well-being and meditation.

The 2nd Quarterly Members Breakfast focused on wildfire awareness and the upcoming changes in Washoe County Health Department Pool Code. Joan Presley, City of Reno Fire Marshall and Rod Rummel, Forester, the Nevada Fire Safe Council presented information on the recent wildfires in Northern Nevada. They offered the 'dos and don'ts' of fire safety to prepare HOAs for future fire preparedness. Wes Rubio, MPH, RES, Environmental Specialist, Washoe County Health Department provided a Q&A session to the attendees regarding the newly effective pool codes.

The 4th Quarterly Members Breakfast will be a follow up to wildfire awareness, with focus on community safety, escape routes, and prevention.

The NNC Bowling Tournament took place on June 22, 2012. Beckie Richter and team planned a terrific event, with a Black and White theme and awards for best dressed. The Grand Sierra Resort Bowling Alley was the place to be that Friday afternoon and evening. Over 24 teams of 4 filled the bowling alley, as both northern and southern Nevada members gathered together for fun, mingling and, of course, bowling.

With the NNC Mini-Tradeshaw scheduled July 20, 2012, it served as Northern Nevada's 3rd Quarter event. The Mini-Trade show is a mini version of Southern Nevada's CA Day. 26 Business Partners set up their booths to advertise their company's services and products. A Jeopardy style game show class on NRS 116 Legislative Update began at 9:00 a.m. and continued until noon. In the meantime the business partners had tradeshow booths set up adjacent to the class. The Tradeshow began at 11:00 a.m. for the public and continued until 2:00 p.m.

On August 17, 2012, the NNC Golf Tournament took place at Northstar at Tahoe. This event was hosted in conjunction with the Northern California CAI Chapter. Ron Wright and Kelvin

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Voeller shared the duties of planning the event as chair and co-chair.

The NNC Education began 2012 with re-organization; two of the Education Committees long standing members stepped down as Chair (Carol Hunter) and Co-Chair (Cathy Van De Bogart). Valerie Hand, Chair, and Tonya Bates, Co-chair, filled those positions. Together with a team of volunteers, they plan 17 classes in Northern Nevada.

Valerie brings over 20 years of management experience to the committee. Not only is she dedicated to her own continuing education, but she is also focused on mentoring both her staff and board members. Prior to being Chair of NNC Education, she also served as the Chair to the Bowling Tournament and currently participates in the Grassroots campaign to get everyone active in the political process.

John Walter, DCAL also assists with tracking the Board Members earning their Dedicated Community Association Leader distinction. John is extremely active in his volunteerism, writes articles, sends reminders to Board Members and of course tracks the status of DCAL education.

Without the hard work of the Education Committee, there would not be persons to volunteer at the registration table, nor announcement of speakers and future events. The Education Committee looks forward to seeing you at an upcoming class and is always seeking new volunteers. The meetings are held prior to the DCAL class so committee members are available to help facilitate the class.

NNC Community Outreach focuses on charities in the Reno/Sparks area. In past years, the volunteers under the direction of Brian DeLisle participated in the Angel Tree Program. Members of NNC meet at the local Kohl's department store to purchase gifts for disadvantaged children at Virginia Palmer Elementary School. In 2011, excess funds were applied to pay-off layaways at the local K-Mart store. KTNV, Channel 4 News recognized NNC for their charitable, holiday giving.

On June 14, 2012, business partners, community managers and their guests, joined together to volunteer 3 ½ hours of stuffing bags for the Food Bank of Northern Nevada. Volunteers met in the parking lot to enjoy pizza, then spent time stuffing food into bags to be distributed to local families in need. NNC Community Outreach will

The Chairs and Co-Chairs of all the sub-committees would like to thank all the volunteer helpers for their time and dedication to CAI Nevada Chapter Northern Nevada Committee. Without your gracious giving of time, knowledge and experience, many planned gatherings would not come to fruition. In recognition of our outstanding achievements the participants of all committees are listed below. Your enthusiasm in making every event successful is appreciated by all attendees.

NNC

Kelvin Voeller (Chair)	James Gibson	Keith Balsiger	Jill Goth
Beckie Richter (Co-Chair)	Sheila Adams	Crystal Adams	Dennis Mc Cormick, DCAL
Norman Rosensteel, PCAM	Sheila Romero	Adam Clarkson, Esq.	Danielle Rederford
Lorrie Olson, PCAM	Bryan Jerolaman	Stacy Brown	Kris Lindberg, CMCA, AMS
Brian DeLisle	Cathy Van De Bogart, DCAL	Joele Rogers	

EDUCATION

Valerie Hand, CMCA (Chair)	Harry Tolles	Danielle Rederford	John Walter, DCAL
Tonya Bates, CMCA, AMS (Co-Chair)	Pamela Gardner	Dennis McCormac, DCAL	Nevada Metherd, DCAL
Cathy Van De Bogart, DCAL	Darcie Conway	Rhonda Freih	Mari Jo Betterly
Anthony Marcin	Sharon Walsh	Bryan Jerolaman	
	Norman Rosensteel, PCAM	John Walter, DCAL	

BOWLING

Beckie Richter (Chair)	Stacey Brown (Co-Chair)	Kris Lindberg
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GOLF

Ron Wright (Chair)	Kelvin Voeller (Co-Chair)	Adam Clarkson, Esq.
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MINI-TRADESHOW

Valerie Hand (Chair)	Kelvin Voeller (Co-chair)	Tonya Bates	Beckie Richter
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OUTREACH

Brian DeLisle (Chair)	Tonya Bates (Co-Chair)	Joele Rogers	Beckie Richter
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continue to support this organization by conducting non-perishable food drives and volunteering to stuff bags on a quarterly basis.

In addition, the NNC Community Outreach will be sponsoring, the 2012 Donate Life Walk. This walk focuses on the importance of becoming an Organ Donor, while recognizing transplant survivors. Please save the date for September 16, 2012 and watch for more participation information coming soon.

In conclusion, NNC is an eclectic group of volunteers varying not only in job duties and titles, but also in personal lives. Many of the key leaders in the group balance their personal time, careers and civic duties effectively. NNC is able to achieve their goals and plans through continued guidance by NNC Chair and Co-Chair Kelvin Voeller and Lara Knipmeyer. With over 20 years combined experience in community management, facilities maintenance and committee leadership, Kelvin and Lara are able to guide the committee members to continued success.

The answer to "Who is the Northern Nevada Committee?"

We are the biggest little committee in the CAI Nevada Chapter. ●

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MICHELINA FOSTER,
CMCA WAS THE
MANAGER AT
BRAEWOOD ESTATES,
BUT IS NOW ENJOYING
RETIREMENT IN
GEORGIA.

The Hidden Side of Being a Community Manager

by Michelina Foster, CMCA

Individuals become community managers for a variety of reasons. In a lot of cases, the pay is good and, although the hours are long, if one is fortunate enough to have an assistant or is employed by a larger company, there are 'perks' to having others take up the 'slack' of the multitude of duties and incidents which sometimes seem to plague the day to day routine. No two days are ever the same.

Having a portfolio of associations can be maddening at times due to the extreme unrelated issues which arise within each community: Board problems, legalities, plumbing issues, what was floating in the pool, the torn tennis net, sprinkler heads missing, etc. At the end of the day, one feels like one has 'seen it all' ... and yet the very next day something new bounces right off the wall.

If a manager is 'on-site,' the problems and issues change gears. If the manager works for a management company, getting problems solved by various means can become cumbersome ... so-and-so is on vacation, the computer had a 'glitch', the kids are sick so she/he is staying home, the file is lost, we never got the invoice, the check bounced, the vendor had no WC insurance, etc.

Then there is the manager who works directly for a Board of Directors. The number of Board members can be 3, 5, 7, or 9. Heaven help the manager trying to get unanimity out of a Board of 9 ... or more. Egos get involved, personalities become aggressive or so passive as to be the immovable object. There is the matter of various Board Members who haven't a clue as to the state laws dealing with HOAs, and taking the training offered by CAI and other organizations is beneath them ... because they are a CEO in their own world (or mind.) People are people and the manager has to manage all of these crises.

But what makes a "Good" Manager? Yes, knowing the laws of the state and federal agencies, having a good memory for the CCRs dealing with homeowners, declarants, and policies, having memorized the Rules and

Regulations of the Community, a good insurance policy and agent in place, plus a minimum 'hands on' aptitude for repair of roofs, plumbing issues, concrete texture, lighting fixtures, lawn maintenance, tree removal, gate operation resets, pool drainage regulations, new referendums 'in the hopper' at the capital level, power/water/gas turn off valves, street drainage gutters, sewer pumps and their operation, high-rise elevators, and the knowledge that you will never know why water flows into and out of such odd places and directions. Fire does the same – hope you never have to go there!

But being a "Good Manager" has a hidden side, something beyond all the normal connotation. In stories of olden times there was a "Watcher", a "Dweller on the Threshold", a "Guardian of the City" ... this is the hidden side of a good manager. It is more than all the above. It is the awareness that as the manager, one has accepted the responsibility and the task of guarding the heart of the community – the homeowners. It is watching out for their way of life, their comfort, protection of their homes and property, and contributing positively to their daily activities. The elderly lady at the end of the block hears something that frightens her ... you listen ... then you check. She might be on to a problem and not even know it. The good manager has an inner 'sense' for the dynamics of the community he or she manages. The great manager is aware of the needs of the property and the homeowners ... and responds to these needs as time and finances allow. The exceptional manager truly cares for his or her charge – the community and the homeowners.

This is the inner joy of such a person ... may you, reader, be blessed with this inspiration. ●



BARBARA WESTHOFF, CIRMS, IS AN ACCOUNT EXECUTIVE WITH CAU

Countdown to the 2013 CAI Gala

by Barbara Westhoff, CIRMS

The 2013 CAI Gala will take place on Saturday, January 12, 2013 at the Treasure Island Hotel & Casino. This year's theme is "Elegance through the Ages." The Gala Committee has been meeting since April to put together another outstanding evening to recognize and honor those managers, management companies, Board members and associations in the Homeowner Association Industry in Southern and Northern Nevada for their outstanding achievements and contributions.

Information is available on the Gala website: www.cainvgala.com which contains detailed info on the Venue, Sponsorship and Ticket Registration, Invitation, Nominations, Nominee List and Attendee General Information. ●

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Continued from page 4

are always several Participants who are available to travel on short notice. These Participants will receive increased training so they are prepared to testify before and answer the questions of legislators.

DCALs have also assumed a critical role in the **Grassroots Initiative**. For those of you who do not know, DCAL stands for Dedicated Community Association Leader. This is a CAI recognition earned by homeowners who are active in the governance of their associations and who have taken numerous classes to improve their contribution to their communities. The DCALs provide support to the GRC, taking on many of the tasks that the managers simply do not have the time to do. The DCALs are also available to attend Board meetings to talk with Boards about participation in the **Grassroots Initiative**.

In the early stages of its organizational efforts in each legislative cycle, the GRC will focus on reaching out to homeowners, educating them on their role in the lobbying process and organizing them to be ready to respond when the LAC needs them to deliver a message. These efforts will be largely guided by CAI National's templates for grassroots lobbying.

As the legislative calendar approaches February in odd years (which is when the Legislature convenes in Carson

City), the LAC will begin to provide information on specific pieces of legislation and on legislative strategy for the edification of the Grassroots Participants.

The GRC is also developing, with the assistance of the DCALs, a chart of legislators and the districts in which they serve. This chart will be used by the Grassroots Participants to determine who their legislators are. The GRC is also working on developing a chart of which district every HOA in the state is located in. The chart will also attempt to determine who the management company for each HOA is, so that the companies that manage HOAs in key districts can be contacted by the GRC and encouraged to recruit homeowners in those HOAs to deliver the LAC's message.

Anyone wishing to participate in the **Grassroots Initiative** is encouraged to contact Mary Rendina (info@cai-nevada.org) or Chris Snow (marketing@cai-nevada.org) at the CAI Office (702/648-8408). We can only be successful if enough people participate! ●

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Save Money or Save that Tree?

by Andy Belingheri

We are always looking for ways to pinch pennies and tighten our economic belts. One common approach many HOA communities will consider this year to reduce landscape costs is converting turf to xeriscape. While it is imperative to contain costs, it is equally important to avoid shortsighted attempts to save money.

Sadly too often, ill-informed board members approve (and sub-par contractors perform) turf conversions that cause considerable harm and damage to an often overlooked but high value asset – our trees! A large, mature shade tree can be the MVP of any landscape. Trees provide shade, cooling, beauty, and wildlife habitat to the hot, dry desert we live in. The value of a large shade tree doesn't end there – the replacement price of a mature tree can exceed \$20,000! Not only is it smart to preserve these valuable trees, but it is also the **responsibility** of adept boards, association managers and landscape professionals to protect these high value assets.

As trees adapt to growing in a lawn environment, they begin to rely on the uniform, frequent distribution of water and heavy amounts of fertilizer applied to lawns. Additionally, the lawn and thatch layer help buffer the extreme temperature we experience in the Las Vegas Valley. Once established and happily growing in a lawn, any disruption to this environment (i.e. converting turf to xeriscape) can adversely affect tree health leading to stress, insect and disease infections, severe decline and eventual death. Discouraged? All is not lost! It is possible to save money by removing turf and increase the value of your landscape by protecting valuable trees. The key to success is simple: protect the root system and provide adequate irrigation coverage.

It is paramount that we understand the vital role of tree roots and the importance of protecting them.

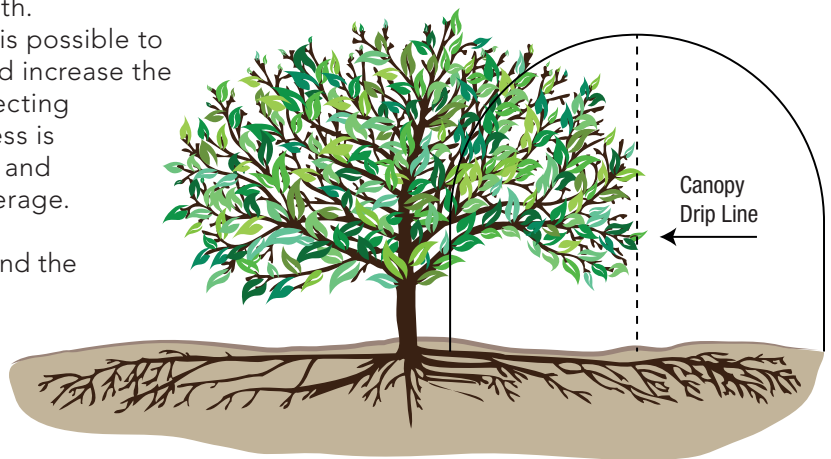
Tree roots store the energy needed to produce foliage, absorb water and fertilizer, produce important hormones,

and act as an anchor to stabilize the tree. **Contrary to popular belief, trees in urban landscapes do not have deep 'tap roots.'** The majority of tree roots are found in the top 6 to 18 inches of soil. These roots consist of large perennial roots and smaller, short-lived feeder roots. The larger perennial roots stabilize and support the tree. The smaller feeder roots absorb water and nutrients and make up the majority of the root system near the soil surface. Feeder roots extend well beyond the tree's drip line (see diagram) and are mixed with lawn roots.

What are the consequences of damaged or cut-off tree roots? Water and nutrient supply is eliminated, the tree's stability is compromised, and the result is decline, underperformance, and possible death of the tree. Protecting a tree's root system is crucial when converting from turf to xeriscape.

However, even when tree roots are left undisturbed the potential for great loss remains. With the lawn removed, roots left in the soil no longer have a temperature buffer and, more important, no longer have a water source provided by the lawn's sprinkler system. It is vital that the new irrigation system provides coverage to the entire root zone and deliver adequate amounts of water to meet tree needs.

Tree Water Use



Tree roots can extend 1½ to 4 times beyond the Canopy

.....
Sadly too often, ill-informed board members approve (and sub-par contractors perform) turf conversions that cause considerable harm and damage to an often overlooked but high value asset – our trees!

The following recommendations will help ensure success:

1. Deeply irrigate trees during the entire conversion process to reduce stress and help ensure a successful transition.
2. Identify and protect major roots near the soil surface. Removal of roots should be kept at an absolute minimum. Trenching under the canopy should be avoided, if possible, to minimize root damage. Consider tunneling under roots.
3. Turf in the tree root zone should be removed carefully. This is best done using herbicides, a dethatcher, or a lawn mower to scalp the lawn to bare dirt. Heavy equipment and construction traffic will compact soil, crush roots and cause mechanical damage to the trunk, limbs and roots.
4. If a sod cutter, tractor or other heavy equipment will be used a protection zone or barrier should be set up around the tree canopy root zone to keep equipment at a safe distance.
5. Water the tree to survive! **Placing four emitters near the trunk of a mature tree is grossly insufficient.** The new irrigation should provide water throughout the existing root zone and extend beyond to allow for future growth (ideally at least two times the diameter of the tree canopy). At a minimum, the new irrigation coverage should be 100% of the drip zone to sustain the tree and minimize stress. This may consist of 25 or more emitters, each supplying 2 gallons or more of water per hour!

Is it critical to protect tree root systems correctly and provide adequate water when performing turf to xeriscape conversions? **Just look around the Valley at the large number of trees in xeriscape conversions that are dying due to insufficient water or lack of remaining roots.**

Trees provide tremendous economic, aesthetic, and emotional value. Proper protection and proper irrigation to the tree root zone is critical. It is important to save money, but not at the expense of losing very valuable trees.

Let's be smart! Avoid shortsighted decisions and protect our landscape assets so that they will increase in value over time. ●



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FHFA Weighs in on Use of Eminent Domain for Mortgage Reductions

by Michael Hedge, Jr.

The Federal Housing Finance Agency (FHFA) recently requested public comment on the use of eminent domain authority by municipalities to seize mortgage loans for purposes of offering homeowners a reduced mortgage balance.

Under the eminent domain proposal, municipalities would raise funds from investors to provide sufficient resources to condemn individual borrower mortgages. The plan would permit a municipality to condemn any lien secured by real property as long as the holder of the lien is provided just compensation. Homeowners, whose mortgage and other liens have been condemned, would then be offered a mortgage loan with a reduced balance, ensuring the owner is in a positive equity position.

Municipalities believe reducing the amount of mortgage debt that homeowners carry will stabilize home values, reduce foreclosures, limit community blight, and provide a more stable base of property tax revenue.


The County of San Bernardino, California and the City of Chicago, among other municipalities, have expressed interest in eminent domain as a means to reduce the number of residents whose mortgage obligations exceed the current market value of their homes.

In requesting comment on the proposed use of eminent domain to reduce homeowner mortgage balances, FHFA states the agency has "significant concerns with programs that could undermine and have a chilling effect on the extension of credit to borrowers seeking to become homeowners and on investors that support the housing market."

FHFA also reveals that it may direct Fannie Mae, Freddie Mac, and the Federal Home Loan Bank System, which collectively fund more than 60 percent of all mortgages, to "avoid a risk to safe and sound operations and to avoid taxpayer expense."

As part of our ongoing Mortgage Matters program, CAI is working to protect homeowners in community associations and to ensure access to fair and affordable mortgage products for all current and potential community association residents. You can follow our work and share your thoughts at www.caimortgagematters.org. CAI will continue to monitor and participate in shaping changing federal housing policies to ensure the perspective of community associations is heard. This is one of the many benefits of belonging to an organization that works for you on the local, state and federal level. ●

There might be better ways to get your message heard.




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