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Q2 | 2023

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SOUTHERN COLORADO
CHAPTER

community
ASSOCIATIONS INSTITUTE



CALENDAR OF EVENTS

JAN

10 Education Luncheon:
January Jumpstart

FEB

14 Education Luncheon

MAR

14 Education Luncheon
16 New Member Breakfast

APR

11 Education Luncheon
21 Bowling Tournament

MAY

09 Education Luncheon
11 Business Partner
Sponsored Happy Hour –
date to be confirmed

JUN

9 Family Event
(Carnival & Movie Night)
13 Education Luncheon
17 CLAC Trivia (South)

JUL

21 Annual Golf Tournament

AUG

7 First Annual SoCo Expo
8 Education All Day Law Day

SEP

7 Business Partner Sponsored
Happy Hour – date to be
confirmed
12 Annual Meeting &
Education Luncheon
22 Top Golf Tournament

OCT

4 New Member Breakfast
10 Education Luncheon
14 Board Leadership
Development Workshop
26 Business Partner
Sponsored Happy Hour –
date to be confirmed

NOV

14 Education Luncheon

DEC

12 Holiday Celebration,
Awards, Board Installation
& Charity Donation Event

CAI NATIONAL EVENTS

ANNUAL CONFERENCE
May 17-20, 2023 | Dallas, TX

MISSION STATEMENT

The mission of the Southern Colorado Chapter of CAI is to provide necessary resources to members of community associations, their management, and expert service providers to the advancement of the HOA Community.

COMMUNITY connections

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2023 EDITORIAL CALENDAR

ISSUE	ARTICLES DUE	ADS DUE
Q3	16 June	16 June
Q4	15 September	15 September

All materials must be received no later than the dates listed. Materials received after these deadlines are at the discretion of the Editorial Staff for inclusion.

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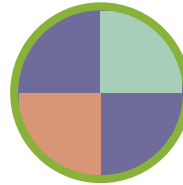
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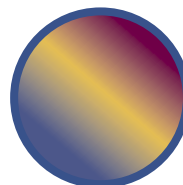
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The materials contained in this publication are designed to provide our members and readers with accurate, timely and authoritative information with regard to the subject covered. However, the Southern Colorado Chapter of CAI is not engaging in the rendering of legal, accounting, or other professional types of services. While the Southern Colorado Chapter of CAI provides this publication for information and advertising, the Southern Colorado Chapter of CAI has not verified the contents of the articles or advertising, nor do we have the facilities or the personnel to do so. Members and readers should not act on the information contained herein without seeking more specific professional advice from management, legal, accounting or other experts as required.

PRESIDENT'S LETTER



TRINA RODRIGUEZ
*Chapter President,
CAI of Southern Colorado*



I think this is self-explanatory within our industry and how we, as HOA Managers and Boards, should view what we do for our communities. This also pertains to anyone in a volunteer leadership position such as our Committee Chairs. How are you serving your people and Communities? Do you have their best interest in mind or

are you being self-serving? April is national volunteer month so it's the perfect time to reflect on how you can better serve your communities and thank your Board volunteers for their service. ⬆

MEET OUR NEW CHAPTER ADMINISTRATOR



Keeley Linthicum is the new Chapter Administrator for CAI SOCO! She is a seasoned administration professional with 20+ years of experience providing exceptional customer service with external as well as internal clients. She also has 10 years of experience working alongside the executive

Board of a Colorado non profit. Keeley is a powerful force in the workplace and uses her positive attitude and tireless energy to work hard to uphold the mission statement of the CAI. Keeley is inspired daily by her husband and their beautiful family. In her free time, she likes to do woodworking, painting and loves their weekly game night with friends and family. ⬆

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THE PROPER USE of the *Reserve Account*



MIKE KELSEN
Aspen Reserve Specialties

We see it all the time. When Boards receive the Reserve Study, their initial thought is we can't afford this, or what pipe dream world is this Reserve professional living in? Unfortunately, when we go to update the report four or five years later (which in reality is two to three years too late), we see the association in a worse position than they were. Why? Because the Board doesn't believe in the information the professional provided and they failed to increase the assessments as required. Or they don't want to be the bad guy for fear of upsetting their neighbors and I can't say I blame them. However, what they often don't take into consideration is they were voted in to act on the best behalf of the members to lead this "corporation" down the right road and not bankrupt the community.

When an association is not well funded, they only have a few options to maintain the community. One is deferring projects. As a result of deferring projects, the appearance of the community, or the health and safety of the community members is at risk. We all know the ramifications of not painting the buildings when it is required. Rotted trim and siding, peeling, or flaking paint, which all leads to

lower property values. No money to maintain the asphalt? Potholes could develop where small children may get lost in, or you may need to get your car alignment fixed. But how does it lead to safety concerns? The inability to address those trip hazards throughout the community is one example. How about elevator modernization for those living in a mid-rise or a high rise. I don't know about you, but getting stuck in an elevator doesn't sound like fun to me.

Unfortunately, sometimes people look at a Reserve account as the rainy day/slush fund that can be used for any non-budgeted expense that comes up that is not covered through the operating budget. It's not. Take this winter for example. We have had lingering snow and ice through the first couple months of the year that I am sure have blown some snow removal and ice mitigation budgets at this point. So, what do the association leaders do? They dip into the Reserve account to pay these excess bills. That would be fine, as long as the leaders establish a "payback" plan to replenish the account.


The component list in a Reserve Study is compiled by the professional based on the responsibilities of the association as outlined in the legal documents and/or a maintenance chart, as well as a conversation with the community manager and/or the Board of



Directors. If funds that are designated for these components, such as roofing, asphalt, mechanical equipment, fencing, etc., are used for operating expenses, then adequate funds may not be available when the fencing needs to be replaced. By using Reserve funds for non-Reserve expenses, the percent funded decreases, thus making the association defer Reserve projects, pass a Special Assessment, or require a loan to address Reserve projects. All these examples have a negative effect on the property values in the community.

On the bright side, several years ago, we prepared a Reserve Study for a community that had a very healthy Reserve fund, but they didn't want to spend the money. After completing the community walk through, we concluded they needed new roofs, major siding repairs and paint, new fences, and major work to the streets and parking lot. Good news is that they had the money. The bad news is that they were afraid of spending the money and depleting the Reserve account. What good is the Reserve account if you don't spend it to maintain your property and have a sense of pride for the

community in which you live? We convinced them to fix everything they needed to address, and once they accomplished all the projects, their property values increased by about 15% - 20% more than the average market rate. So, curb appeal and a sign that the community maintains it well results in higher values for the home.

While we understand the Reserve account is often looked at as a boat load of money sitting there ready to be spent, be careful and make good financial decisions when using the funds. If you need to borrow against it, be sure to implement a payback program to replenish the funds. When you have adequate funds available, you are able to choose the best contractor, not necessarily the cheapest. The Reserve account is designed to maintain the community, which results in the best interest of all members, both current and future. 

Mike Kelsen, owner of *Aspen Reserve Specialties*, has been preparing Reserve Studies for over 5600 clients during his career that has spanned over 33 years. He has held his Reserve Specialist designation (#32) since 1999, and has been affiliated with the Association of Professional Reserve Analysts since 2013. In his "free" time, he enjoys family time, attending sporting events, golfing, and volunteering at his church.

Sowing the Seeds

OF YOUR LANDSCAPE ASSET



MIKE BOLSINGER
Arrowhead Landscape Services

When it comes to your landscaping, we know that numbers ultimately drive the requirements. All too often, this formula won't sustain a landscape beyond basic maintenance and repairs. When thinking of the landscape as an asset, longer-term planning becomes essential. Consider following these steps in your next planning session.

Call the Pros

Before finalizing your landscaping budget, call in experienced specialists to help. Your ultimate goal is to stay within your budgetary allotment, but money can often be misspent and wasted without proper evaluation.

Identify Site Improvements

Professional evaluation and assessment will help you ensure nothing is left off the list. Your professional will help add any missing points by identifying critical site improvements. From irrigation improvements to renovations or simply adding or replacing plants, budgets must account for these planned enhancements properly.

Consider Maintenance Plans

Rather than placing these in ancillary budgets, consider going beyond “mow, blow, and go” by adding plant health care services, mulch topdressing, and corrective pruning as maintenance items. Compare these items to car maintenance; yes, you change your oil, but what about the air filter and other fluids; those are equally important to maintain.

Prioritize Your Needs

Major projects may require multi-year expenses, so prioritize projects over the short and long term. In extreme cases, another level of professionalism may be needed, such as a Landscape Architect who can help with long-term, phased renovation planning.

Plan for Emergencies

In the last step of finalization, be sure to discuss how to allot emergency funding for your landscape. Nonspecific funds should be included and set aside as part of the budget to cover services not normally expected. For example, emergency funds may cover debris removal from fallen trees or severe storms or help pay for snow removal or surface treatment for an unexpectedly blustery winter.

Find Help

Local utilities such as water purveyors have goals, too, and they often have budgets to help them reach those goals. While this is often a moving target, check with them to see if programs or rebates are available, especially around water conservation projects. ⬆

Mike Bolsinger is a native of Colorado and a Certified Landscape Technician with more than 35 years of experience. He is the Senior Business Development Manager for Arrowhead Landscape Services in Colorado Springs. Mike.Bolsinger@arrowheadcares.com.

Ideas for Growing a Network

You can do this anywhere!



DANIELLE HOLLEY
Hearn & Fleener, LLC

I attended a business college. Honestly, I was sent to a business college kicking and screaming because my eighteen-year-old heart desired Big Ten sports. It was one of the best things that

ever happened to me (#cliche). The classes were practical, and the social activities required neither face paint nor a marching band (much to my initial distress).

Professor Fred Honerkamp, Chair of the Marketing Department, taught one of the most influential classes of my experience. He insisted throughout my sophomore year that if you understand some basic concepts in marketing and networking, you can elaborate on those fundamentals and be authentically yourself while pursuing a set of prescribed goals. And maybe that's a crazy idea, but here we are. I cannot tell you which of these "basics" came from him or which I've developed for myself over the years, but I know he was the one who planted the seed.

See more people to meet more people.

Where can you go that will put you in the same room as the people you want to meet? Go there. Regularly.

Tip: If you have social anxiety, remember to reward yourself for attending. Also, CAI SoCo is wonderful about assigning ambassadors. Tell the check-in desk that you'd like someone to show you around and we can make it happen.

There are real limits!

Most people have a working memory good for 3-5 pieces of unique information inside a roughly two-hour window. Using that, you should set a goal to meet 2-3 new people at each event. This is a helpful way to tame anxiety as it reduces a full room to two or three new acquaintances. Do not set the goal to a higher number because it will cause unnecessary stress, may not be attainable, and will likely make you act weird; tell yourself you're saving that extra memory space for spontaneous information.

Meeting someone is defined as more than a business card. You need to be able to identify and recall relevant information about those people with the expectation you will see them again.

What is relevant information?

You know what you need specifically, but first you need to know how you can relate to them, how to contact them (do they have a preference?), and something that makes them smile. If you've accomplished these three goals, you've done plenty. I have learned over the years that it is not important for the new people you meet to be specifically potential clients. It will come. When you meet someone who can do business with you right now, that's a gift!

Write it down when you have a quiet moment.

This frees up your working memory, helps sink the information into long-term memory, and guarantees you'll have the information when memory fails. Those people will be pleased when you see them next and can greet them warmly.

What is relevant about you?

Asking you to know your elevator speech likely incites an eye-roll, but if you don't know your fundamentals how can you advance? I daresay that you should have a "pre-elevator" introduction ready. If someone responds to your introduction with curiosity, that's the cue for an elevator speech. You should be able to communicate your details concisely and interchangeably. Practice.

Your name

Danielle Holley

Your company's name

Hearn & Fleener

Tiny description of what you do

We're construction defect attorneys.

Reason you're in the room

I just love SoCo's luncheons. It's a good topic today!

A committee I'm on is promoting an event.

My company is sponsoring this lunch.

If it feels right, what do you want

Here's my card. Maybe we can grab coffee?

May I sit with you at lunch today?

I'd love to learn more about your company.

Could I give you more info about the committee?

Don't be too proud.

Who cares if you've introduced yourself three times already? Only you. It means the other person already had a full working memory OR it means they were distracted/overwhelmed when they met you (hello social anxiety) OR it means you did not make an impression. Try a new tactic. Do not be frustrated. Making an impression by embarrassing someone may not ensure they remember you, but they will remember being embarrassed and a flood of stress hormones actually shuts off working memory. There's a chance that they'll recall your face and avoid you in the future.

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Be interested in your topic.

I am not saying that your career should be your passion. I am saying you should be passionate about something within the category and knowledgeable in general. If you cannot conjure interest in your own mind about what you're doing, it will be much more challenging to sell others on it. Find those highlights and lean into them. It will change your experience.

It is built with time.

There will be fumbles and off-days. You won't write down a contact that you wanted to pursue, and you may forget you met someone who thinks they're important. This is very human. Over time, your character and your effort will become apparent. You will remember people. People will remember you. You will recall that they went on a cruise. They'll be pleased you cared to ask. Relationships come with time and give you grace, structure, friendships, and the feedback you need to thrive in your career.

Using CAI Southern Colorado as an example, our Chapter luncheons often have over 80 people in attendance. If you've never met anyone, walking in may be rather intimidating. I hope you ask for an ambassador and take these tips to heart. If you meet three people at each luncheon, you'll have eight or nine friendly faces after three meetings. Those people could all introduce you to one more person and that math means you'd have a warm tie to almost a quarter of the room in three months. Our Chapter has ten regular luncheons plus Law Day each year. Then there are six Special Events! You can see how a network starts to add up. It is never too late to start!

Danielle Holley is the Director of Client Services at Hearn & Fleener, LLC. They are construction defect attorneys. Danielle started her career as a community manager, is a volunteer in her neighborhood, and has worked at Hearn & Fleener since 2015. She has a BBA from Northwood University in Midland, Michigan. She is passionate about affordable housing and reasonable construction standards. Her passion is gardening.

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Not everyone can be featured on the cover of National Geographic, but one lucky CAI SoCo amateur photographer can grace the cover of our brand-new magazine each quarter in 2023!

The winner will have their photo featured on the front with credit given to the photographer! Second and third place will be honorably mentioned inside.

Cellphone and amateur photographers WELCOME!

**SEND YOUR COLORADO PHOTO TO
info@caisoco.org by June 7, 2023
to have your image considered.
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By submitting a picture, you are granting permission for the image to be published and edited for printing. Please submit only one photo (at least 300ppi resolution) with your name and approximate location the image was captured.



Where Do We *Start*?

Three questions to drive your new team forward



ASHLEY DRING-HILL, CMCA, AMS
Association Manager

Starting with a new management team or Board of Directors can be stressful, disorganized, and unpleasant. Or it can be an opportunity to plant the seeds for a healthy, thriving relationship. A Board of Directors and the managing agent are nothing if not a team.

Building any successful team can be a challenge, but there are a few simple questions you can ask the group to propel your new team toward success. Whether you are a community manager taking on a new client, a Board member meeting your new management team, or a homeowner joining a Board of Directors for the first time, one of the ultimate goals is to keep business running as usual. As a group, take a moment when you join that team to consider the community's past, present, and future; it can be critical to achieve that goal of "business as usual" and plant the seeds of success moving forward.

Consider the past:

What are the three main points of contention in the community? If something has been an issue in the past, it is important to have that knowledge and be prepared to face it moving forward. Has the community been trying to amend the governing documents for years, but cannot get enough membership participation to approve the changes? Was there recent legal action, such as a construction defect, that is still pending or was resolved but did not go smoothly? Maybe it is something more straightforward, like an ongoing battle against charcoal grills in a condominium or townhome community.

Every community, whether single- or multi-family in nature, has some level of turbulence. Avoiding it is impossible. Your best option for success is to expect and be prepared for those situations which seem to always circle back.

Consider the present:

What are the three projects or priorities the community is working to accomplish in the next 6-9 months? In terms of "business as usual," this is generally the most important question to ask, and the answers can vary depending on the time of year.

In very broad terms, an Association will usually spend the second half of each fiscal year building the budget for the next year, and the first half of that next year getting the budgeted work scheduled. So, depending on when you join your new team, you might be entering into an ongoing conversation about

next year's projects or looking at a set of plans for this year that need details finalized.

Whether it is an approved paint project that needs to be scheduled or a plan to change contractors next year, knowing what is already in the works and getting up to speed on those items is necessary to maintain continuity and stability for the community.

Consider the future:

What are the three primary goals for the next five to ten years? Does the Association want to build its reserve funding? Does it want to update and modernize the exterior color scheme? It is easy to become overwhelmed by daily business, inevitable emergencies, and the general need to make sure everything NOW is being taken care of properly. It quickly distracts from any long-term goals discussed previously, and it is critical to always keep those goals in your sights. Understanding the larger goals of the community will provide the group with a comprehensive vision moving forward.

By asking these three questions, you are planting seeds that will one day result in a flourishing garden. They are only the first steps in what will be a lengthy but worthwhile endeavor, as a garden takes time to grow and even then does not stop needing attention. If the Association is the garden then the Board must be the gardener, and together with Management create a team to keep the garden thriving.

Ashley Dring-Hill has been a community association manager for over six years. She enjoys watching Formula One motorsports with her husband, and together they feed their cat too many treats.

The BOARD and the BLACK- SMITH



Before the industrial revolution, which began more than 250 years ago, the trade of blacksmithing was responsible for some of the most significant advancements in civilization. Blacksmithing dates back to 1500 B.C. and is responsible for innovations such as weaponry, tools, cooking utensils, wagon and chariot wheels, farming implements, and even chains. A “jack of all trades,” the blacksmith provided services from shoeing horses to repairing the wheels on the wagons they pulled. In some communities, blacksmiths earned even more than physicians!

Blacksmithing wasn't for the weak, however. Imagine what it would be like to work in a blacksmith's shop on a hot summer day in the Wild West. The double doors on each end of the shop couldn't be opened fast enough each morning to allow the built-up heat to escape. But doing so meant the dust blowing in was often so thick you could taste it! The coal-fired-forge blazed all day at an impressive 3,000 to 4,000 degrees Fahrenheit and the safety equipment worn by a “Smithy” provide zero relief to the surrounding elements. Finally, the physical exertion required to hammer, bend, draw, cut, and shape the iron was beyond demanding!

Like many trades, blacksmithing took time to learn. Those who desired to master this craft started at the bottom of the iron workers' food chain. The Apprentice was responsible for keeping the shop clean, the forge fueled with coal, and tools within a hand's reach of the Journeyman and Master Blacksmiths. Before the invention of the bellows, a device with a bag that emits a stream of air when its handles are pressed together, the Apprentice would blow air from their lungs into the fire to keep it at the appropriate temperature. That sounds like a blast, doesn't it? No matter how you slice it, blacksmithing was a HARD career path, and it took years for one to sharpen (pun intended) their skills.

Serving as a board member isn't always a walk in the park, either. The learning curve is often quite steep, the time required can be physically and mentally exhausting, and the numerous sources of “heat” can be intense (and dangerous) if you aren't careful.

Anyone regularly attending board meetings likely remembers a few that even felt like the Wild West! It is why I have always advocated that a provision be included in the Board Member Code of Conduct Policy that requires a board member to serve for at least one full year before they are eligible to be elected as the President. It's the same concept as the Master Blacksmith. They must understand what goes into fabricating a quality product (board decisions), how to problem solve when conflict is encountered, the operating procedure of the shop, and the skills required to effectively lead the team.

Few would disagree that the role of a board member can also be quite challenging. But how does a board recruit owners to serve alongside them when the community already demonstrates such a demoralizing level of apathy? Thanks for asking! This, my friend, is the \$64,000 question! It can be done, but it is not easy!

When I was a kid, baseball was the only sport I had a remote chance of playing competitively. My dad coached the team on which my brother and I played each summer. I used to gripe about going to

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BRANDON HELM,
CMCA, AMS, PCAM
Warren Management Group

continued from page 15

practice and occasionally questioned his coaching decisions. "Son, if it were easy, everyone would be doing it," he would tell me. It may not be a shock to some reading this, but I never developed into the player I was awake at night, dreaming I would become. Let the record state, however, that it wasn't for lack of trying!

Our society's desire (some believe it's a need) for instant gratification doesn't help the efforts of our boards. Facebook, Netflix, Twitter, online stock trades, robotic vacuums, automatic lawnmowers, Carvana, and the list goes on and on.

We want everything to be easy and quick, but few items of board

So, what do you do when there is a shortage of board members, or you have members of your board that are uninvolved "silent partners"?

Find ways to involve the "silent partners"

I frequently talk with prospective clients who tell me, "We have five board members, but two of us do most all the work. The others always go along with our suggested decisions." That is always concerning for me to hear. While there are several issues with this (some of which could get the Association into a legal bind), one of the problems is that this structure WILL eventually lead to burnout by those conducting the heavy lifting. It would be best if you found ways to get everyone involved to spread the work required to complete the job amongst the entire group. There is never any room for "silent partners." This may sound elementary, but please believe me when I say this: some people are simply waiting to be asked! Some will never volunteer to carry out a task or lead a project, no matter how small, but they are willing to do the work if asked. Start with asking one of your "silent partners" to take on a relatively simple task, NOT one that will require hours of research, spreadsheets with formulas and pivot tables, or that will take months on end to finish. Keep it simple! You may find that once the person completes that task, they feel like more of an asset to the team and are willing to take on a slightly larger or more complex project next time. Feeling valued acts like a "bellows," stoking their desire to remain involved. This desire can blossom into a more extraordinary passion for carrying out the team's mission. We refer to this as "buy-in" or "ownership." A greater level of ownership and intensity usually leads to a greater tolerance for (or at least a greater willingness to problem solve) the negative or challenging aspects of the job. And before you know it, this individual is elected president, acting with fiscal discernment, displaying incredible leadership skills, and actively engaged in the board's business.

Identify your needs and advertise them!

When the board lacks volunteers, it can be beneficial for them to spend some time identifying their needs and then formally advertising them! Could the board use someone with a particular skill or knowledge in a specific subject? Then don't be afraid to include it in your communication to members. Whenever we are looking for a new dentist or mechanic, a restaurant to try, or a Friday afternoon golf buddy, we run to social media like we're being chased. And then we shout from the mountaintops that we're looking for

business fit this bill. Whether the board is trying to resolve a delinquency or outstanding violation or improve the level of community through a summer picnic or end-of-the-year holiday event, these things take time. Planning, letters, communication, budget, follow-up, etc., are all genuine pieces of the puzzle. These efforts take time, and the fruits of the board's labor can often seem miles away from the starting line. Unlike what we've become accustomed to in other areas of life, very little in the world of community associations affords us instant gratification. It takes time, not to mention hard work.

help from our friends and neighbors. It's crazy, but we're even willing to take advice from people we don't know! Why are we reluctant to be honest with the membership when the board needs help?

I have seen board presidents stand in front of membership meetings and communicate in a caring but frank tone that the board needs help by way of additional volunteer members. It doesn't (usually) produce quite the same emotionally charged response as an alter call at the end of a summertime camp meeting revival church service with loud tambourines and dancing in the center aisle! But an open and honest request often nudges one or two people who raise their hand and say, "It's my turn. I'll help."

No experience needed

How often have you been presented with an opportunity to serve an organization and thought to yourself, "I'm sure someone else will volunteer for the job."? The problem with this presumption is that everyone else is thinking the SAME THING! When the apathy is so great that the calls for candidates go unanswered, the board must ask themselves, "Why?". Why might your members be reluctant to step forward? Do you sound overly desperate? While that may be the truth, to a prospective volunteer, that may sound a little like this:

"Board seeks willing (unwilling works too) sucker volunteer. Upon taking office, you will immediately realize the magnitude of this role's thankless and exhausting nature. We can also guarantee (and who doesn't like guarantees, eh?) that, at times, being on this board will provide the same joy as riding a roller coaster with a car full of rattlesnakes while sitting on a cattle prod and grasping onto last Saturday's winning Power Ball (Power Play included) ticket with your teeth! We know you won't once regret your time of service, and we look forward to your unlimited reelections, which will cease only upon exhale of your final breath upon this earth or your decision to flee ownership of this dysfunctional circus we call Serenity Meadows at Happy Tulip Canyon Trail Townhome Owners Association. We can't wait to hear from you-hopefully by 5:00 PM tomorrow as our board Meeting starts at 5:30 PM."

Of course, I'm over-dramatizing this just a bit, but I bet you identified with something in this advertisement!

There is one other thing I think we overlook when soliciting volunteers for the board: it's that volunteers need not possess any previous board experience, submit an "ooh-la-la" resume, or hold an executive-level professional position. After all, the board is a team that operates best when it includes people of varying backgrounds, mindsets, experiences, and skills.

A blacksmith shop wasn't likely successful if they solicited employees by focusing on the miserable heat, grit-in-your-teeth conditions, and danger of potential burns or other serious injuries. Instead, I'm sure they sought individuals who shared their passion for the craft of working with steel. These individuals had to be willing to learn and develop these skills while working well with other team members in the shop. For managers who are reading this article, this method of recruiting probably sounds familiar.

Instead of the satirical advertisement above, consider this:

"Our board of directors could use two more team members who share our devotion to making XYZ Townhomes a community Owners enjoy so much they have a hard time leaving. You don't need any experience to volunteer. We will teach you what we have learned from our experiences. We partner with an accredited community association management company. The members of their staff significantly lessen the time commitment required of our board members and provide professional insight and guidance to us throughout the decision-making process. One of our goals this year is to increase the effectiveness and frequency of our communications with owners. If you enjoy writing, we would especially value your help!"

Some distinctive features differentiate this post from the first one:

- The needs of the Board are straightforward.
- It is written with a soft, comforting tone.
- Assurance is provided to those considering a hand raise that there is support and help for them if they don't have any previous experience.
- It communicates two of the Board's priorities: creating community ("Owners enjoy so much they have a hard time leaving") and improving communications.

The role of serving on the board of directors is not easy. If it was, **everyone would be doing it.**

Ballots would be filled with nominees, and every election would be contested. And when the time comes for the baton to be passed to new people, it is my hope that the members who do serve on the Board and have found it to be a rewarding experience and can look back on the accomplishments of their team with pride.

Now, if you will excuse me. I need to tend to a rattlesnake bite, and I seem to have misplaced my bellows! ⚡

Brandon Helm, CMCA, AMS, PCAM, has been with the Warren Management Group since 2002 and currently serves as its President. Brandon and his wife Kelly have been married for 21 years and have two children, Macy and Maxwell. Brandon enjoys volunteering at the National Mill Dog Rescue. He is the coordinator of an annual festival benefiting NephCure Kidney International. Brandon has a passion for education through both speaking and writing.




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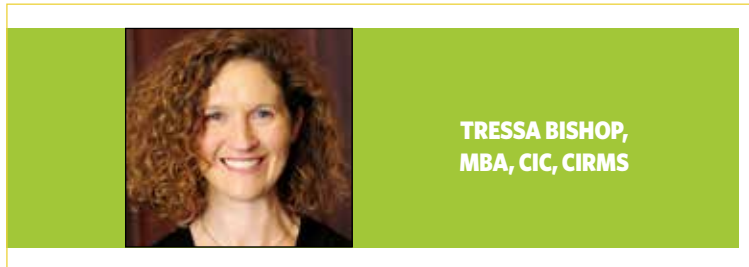
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As with nearly all membership-based organizations, very little happens without the dedication and selfless actions of our dedicated volunteers. From the Board of Directors, who set the directional sails for the year, to the smiling faces greeting each attendee at our educational events, CAI of Southern Colorado is truly fueled by our volunteers.

To each of the volunteers who drive CAI SoCo forward on a daily basis, thank you for all of your tireless work on behalf of the entire chapter!!!

New members often ask how they can get plugged into events and get more involved in the chapter. See below for details on our six wonderful committees and select one that might be a fit for you as we cruise through the rest of 2023.

MEMBERSHIP COMMITTEE

Chair : Robert Gonzales

Current committee members :

Jamie Adams, Hayden Heidbreder,
Aletta Marciano, Scott Matheson

Board liaison : Danielle Holley

Description : The membership committee is responsible for increasing the chapter's membership numbers, interacting with prospective members at events to reinforce the welcoming nature of the chapter, reaching out to members who haven't been as involved in the chapter, and obtaining feedback from former members as to how we can continue to improve. The committee also organizes and executes two New Member Breakfast events each year.

**Second Tuesday of each month
10:00 AM, The Pinery at the Hill**

EDUCATION COMMITTEE

Chair : Kelly McQueeney, Lindsay Thompson

Current committee members :

Richard Beall, Manolo Chicas, Linda Coats,
Heather Smith, Jason Stephenson, Jourdan Winters

Board liaison : Jessica Walker

Description : The education committee is responsible for creating the education event calendar (topics and speakers) for the year to present to the Board of Directors for approval. Each committee member is assigned at least one monthly education event and is responsible for coordinating with the selected speaker(s) to ensure the session is pre-approved for CE credits through Community Association Managers International Certification Board (CAMICB). They are also responsible for communicating presentation expectations and ensuring that the presentation is provided to the committee in advance of the session.

Third Friday of each month, 9:00 AM, Virtual

SPECIAL EVENTS COMMITTEE

Chair : April Ahrendsen, Lindsay Boshart

Current committee members :

Toni Chatman, Matthew Cutinello,
Melissa Garcia, Kayla Gaudioso,
Shannon LeBleu

Board liaison : Trina Rodriguez

Description : The special events committee is responsible for many of the fun “after hours” events for the chapter. They identify, plan and execute the bowling tournament, top golf tournament, year-end/holiday party, and one family-friendly event each year. Their creativity and attention to detail ensure that our membership enjoys even more interaction throughout the year, while getting to know each other in different settings.

Third Monday of each month

11:00 AM, Virtual

EXPO COMMITTEE

Chair : Nicole Hernandez

Current committee members : Shelby Birch,
Hayden Heidbreder, Nicole Hernandez, Doug
Leskee, Cole Reynolds

Board liaison : Trina Rodriguez

Description : The newly-formed expo committee is busy gearing up for the chapter’s first-ever expo in August. From selecting the venue, negotiating the contract, securing exhibitors, and promoting attendance, the committee is planning for an unprecedented inaugural event.

GOLF COMMITTEE

Chair : Jason Stephenson

Current committee members :

Mike Bolsinger, Kim Boortz, Matt Cutinello,
Gordon Floyd, Diane Hampson, Mike Kelsen,
Cycely Mcmillan

Board liaison : Danielle Holley

Description : The golf committee is responsible for executing our largest income-producing event of the year. Their creativity and outside-the-box thinking ensures our members have a phenomenal time and win some fabulous prizes.

Second Friday of each month

11:00 AM, Virtual

NEWSLETTER COMMITTEE

Chair : Meaghan Brown

Current committee members :

Tressa Bishop, Geneva Cruz La-Santa,
Ashley Dring-Hill, Deidre Masters

Board liaison : David Ford-Coates

Description : The newsletter committee is responsible for the production and distribution of the chapter’s quarterly newsletter. The committee brainstorms yearly/quarterly themes, then identifies current members to request timely articles from that support those themes and bring value to all membership classes. Each committee member is responsible for reaching out to request an article from a member, following up to ensure they meet the set deadline, and editing the article before it is submitted to the chapter’s publisher.

Third Monday of each month

10:00 AM, Virtual

As you can see, there are many opportunities to positively impact our chapter and make the most out of your CAI membership. Interested in joining one of our fabulous committees?

Email info@caisoco.org with the Subject “Committee position” and let our chapter leadership know which committee(s) you are interested in joining. ⬆

DO I NEED AN ENGINEER FOR MY PROJECT?

WHEN TO INVOLVE AN ENGINEER AND WHAT TYPES OF PROJECTS TYPICALLY REQUIRE ENGINEERED DRAWINGS



MIKE THOMPSON
RMG - Rocky Mountain Group

A common question I receive is: ***What types of projects require permits and/or engineering?***

The answer depends on where the project is located and what requirements a jurisdiction has in place. Colorado's Building Department jurisdictions are organized by county, town, or city. This can be a straightforward or a difficult determination depending on the location. For example, an area like Breckenridge in Summit County, where the Authority Having Jurisdiction (AHJ) can vary in just a matter of feet around the town's limits. For that reason, it is important to determine whether a project's location is within the town's limits.

Many local building jurisdictions in Southern Colorado have adopted some version of the International Building Code (IBC) and/or International Residential Code (IRC), sometimes referred to as the "I-Codes". It is common practice in many (especially larger) jurisdictions, such as El Paso County/Pikes Peak Regional Building Department, to make amendments to the Model I-Code in their final version of the adopted code. This results in the code being a version of the I-Code that is accompanied by and an amended version of the requirements and provisions from the Model I-Codes. These amendments are usually outlined in a separate document that is available from the AHJ. It is important to note a particular jurisdiction may adopt a version of the I-Code(s) and they may amend it and change the baseline list of provisions and/or exemptions. In each of these codes, Section 105 outlines the general requirements for permits including work that is exempt from permits. Some examples of

Mike Thompson, P.E., S.E. is a Structural Project Manager with RMG - Rocky Mountain Group. Following in his father's footsteps, Mike is driven by the goal of furthering the profession through innovation with a continual pursuit of knowledge and experience. He has over 15 years of experience in residential, commercial, and industrial buildings, including: single-family homes, multi-family apartments, retail shops, office buildings, country club clubhouses, automotive dealerships, schools, hospitals, churches, restaurants, special and mixed use buildings, industrial use, tenant improvements, and data centers. .

items that Section 105 of the Model I-Codes lists as being exempt from permits, and therefore from any requirement for the need for stamped and signed engineered drawings are:

- One-story detached accessory structures used as tool and storage sheds, playhouses and similar uses, provided the floor area is not greater than 120 square feet.
- Fences not more than seven feet in height.
- Retaining walls not more than four feet in height as measured from the bottom of the footing to the top of the wall.
- Painting, tiling, cabinets, countertops, and similar finish work.
- Shade cloth structures constructed for nursery or agricultural purposes, not including service systems.

The aforementioned items is an abbreviated list from the Model I-Codes and some jurisdictions have made modifications to either expand upon or limit and omit some of these requirements. For this reason, the amended version(s) of the code(s) take precedence

and therefore need to be checked for the final determination of which requirements are enforced in a particular jurisdiction.

Finally, it is also possible for a project to require a permit, but not need engineering. While the need for engineering and engineered drawings may be exempt in some or many cases, it is important to note there may be other local or neighborhood restrictions or requirements to consider, such as city or county zoning regulations, HOA bylaws/regulations, etc. In the event a permit is necessary for a particular project, but engineering is not, the proscriptive provisions outlined within portions of the code may be necessary to follow such as those within the IRC/ Residential Building Code. In such cases as these, the provisions are prescriptive and as long as the project's scope and construction adheres to the proscriptive provisions within the code, engineering is not required. As a result of some projects being common, some building jurisdictions include "handout sheets" that outline the requirements for construction of these types of projects. These handouts are usually a reiteration or simplification of the provisions within the IRC. ⬆



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GETTING ALONG



CRAIG HUNTINGTON
Alliance Association Bank

As managers and board members, you know how critical communication is to accomplishing your objectives. This concern is nothing new to anyone in this field. When CEOs, presidents and other leaders get together, a topic of considerable concern is the people side of the equation.

In the community and association management industry, there has been a drive to impress upon everyone that there is a big difference between Property Managers and Community Managers. The industry is moving toward the term Community Managers as it more clearly reflects the position that it is the community that we manage, as opposed to the property. Board members also manage the Community, which includes people. This effort often takes more time and intention than managing the physical property and bottom line.

GOOD COMMUNICATION

Getting along involves multiple aspects of human nature. The requirements for getting along include a little of each of these: good communication, working together, problem-solving skills, and most importantly, a good sense of humor.

Yet getting along is not always as easy as it could be. There are whole industries, seminars, classes, experts and many books about the subject. It creeps into our daily lives on a personal and professional level. Every day, we misunderstand someone, or someone misunderstands us. Part of the reason for this is that we may not proactively

think about communication. Communication usually occurs without any preparation. Because we learn to communicate at a very young age, we do it instinctually.

What's more, even when we're communicating well, the receiver may not retain as much as we assume they do. Statistics from the Purdue University Department of Organizational Leadership and Supervision indicate that we remember:

- 10% of what we read
- 20% of what we hear
- 30% of what we see
- 50% of what we see and hear
- 80% of what we say
- 90% of what we say and do

These numbers indicate how little we retain from our daily lives. Many people's daily lives move so fast that there is little time for reflection or forethought. Technology has catapulted us into a world where silence truly is golden — and almost extinct. Our expectations of instantaneous responses via phone or email set us up for not thinking about what we are communicating and not listening to what others are communicating to us. So, technology helps us get answers faster and communicate more often, but what happens to the quality of the communication?

A lack of quality in communication results in misunderstandings and damages relationships. Think about your best relationships and notice how well you communicate with the people in those relationships. Communities are all about relationships, as you know. The business of running your communities is about good communication. For things to hum along with fewer bumps, good communication is necessary. It needs to be honest, open, respectful and sincere. The content rarely matters as much as the way it is delivered.

Communication requires a sender and a receiver. On both sides, the context and frame of reference affect what message will be conveyed. The saying “It’s not what you say but how you say it” stands true in communication. The message we think we deliver may not have been received.

The ways in which this happens have to do with how the deliverer is feeling now. The tone, pitch and volume of the voice of the deliverer affect what message is received. The receiver interprets facial expressions and body movements and applies them to what they believe messages mean. The time and place (context) of the communication affect whether the message you sent is the one that is received. So does the receiver’s current state of mind and body, conversational styles and backgrounds. Taking all this into consideration requires thought and effort. Your relationship with the listener will also affect how you deliver the message.

In effect, it isn’t the message we deliver; it’s how we deliver the message, our relationship with the receiver and who we are that matters. We may need to deliver the same message in different ways according to our audience. Once these things are considered, you may realize that adjusting how you say the same thing to different groups will only result in better success in communicating.

WORKING TOGETHER

This industry is relatively small and close-knit. The six degrees of separation, or most often, less than six degrees of separation, apply here. We all have the same problems and can help each other through them and remain friendly competitors. As mentioned earlier, honesty, openness, respectfulness and sincerity when dealing with each other will result in good communication and better business relationships. How we treat others will result in how they treat us. The saying “what goes around, comes around” definitely applies in this industry, where we never know when an association will decide to change vendors. The thing to remember is that there will be another association around the corner to take its place.

Linguistics determines others’ physical and emotional responses. How we frame a comment or question is very important, as this often determines the reaction we will receive. Positive language is most effective. It’s wise to stay away from ineffective words that can create misunderstandings and misinterpretation.

PROBLEM-SOLVING SKILLS

What do managers and board members do every day? Solve problems. This makes managers very busy people. Managers tend to juggle many tasks at the same time out of necessity. Community volunteers are the same way in

continued on page 24

EFFECTIVE WORDS

ability	concentration	equality	industry	popularity	sincerity
abundant	confidence	excellence	ingenuity	practical	stability
achieve	conscientious	exceptional	initiative	praiseworthy	substantial
active	cooperation	exclusive	integrity	prestige	success
admirable	courage	expedite	intelligence	proficient	superior
advance	courtesy	faith	judgment	progress	supreme
advantage	definite	fidelity	justice	prominent	thorough
ambition	dependable	fitting	kind	propriety	thoughtful
appreciate	deserving	genuine	lasting	punctual	thrift
approval	desirable	good	liberal	reasonable	truth
aspire	determined	grateful	life	recognition	truthful
attainment	distinction	guarantee	loyalty	recommend	useful
authoritative	diversity	handsome	majority	reliable	utility
benefit	ease	harmonious	merit	reputable	valuable
capable	economy	helpful	notable	responsive	vigor
challenge	effective	honesty	opportunity	responsible	vivid
cheer	efficient	honor	perfection	salient	wisdom
comfort	energy	humor	permanent	satisfactory	you
commendable	enhance	imagination	perseverance	service	yours
comprehensive	enthusiasm	improvement	please	simplicity	

INEFFECTIVE WORDS

abandoned	complaint	flagrant	meager	shirk	tolerable
abuse	crisis	flat	misfortune	shrink	unfair
affected	crooked	flimsy	muddle	sketchy	unfortunate
alibi	deadlock	fraud	negligence	slack	unsuccessful
allege	decline	gratuitous	obstinate	smattering	untimely
apology	desert	hardship	oversight	split	verbiage
bankrupt	disaster	hazy	plausible	squander	waste
beware	discredit	ignorant	precipitate	stagnant	weak
biased	dispute	illiterate	prejudiced	standstill	worry
blame	evict	imitation	premature	straggling	wrong
calamity	exaggerate	immature	pretentious	stunned	
cheap	extravagant	implicate	problem	superficial	
collapse	failure	impossible	retrench	tamper	
collusion	fault	improvident	rude	tardy	
commonplace	fear	insolvent	ruin	timid	

that those who volunteer for this task typically volunteer on more than one board or committee. The saying that 80% of the work is completed by 20% of the people applies to community work. Nobody works in a bubble by themselves. For this reason, it's vital for everyone to become self-aware. How we fit into the picture affects how we should communicate with each group. Everyone has different needs, and being aware of that will significantly improve our chances of success.

Your needs are also important in getting along. Everyone needs balance. Without it, poor control over how you communicate can result in communication challenges.

Miscommunication may result in not getting along. On the other hand, balance in your life will result in a balanced approach to resolution. Problem-solving from a level head will result in a more rational perspective.

Finally, consider the impact of your approach. Are you sending a message that will be received in a way that can help you attain your desired result? It is often said that the number one fear is public speaking. Perhaps this fear comes from our lack of successful experiences in communicating one on one. Focusing on the message and how you communicate with self-awareness and self-control will bring you the successes you desire. 🏠

Craig Huntington is the Founder and Past President of Alliance Association Bank, a Division of Western Alliance Bank. Member FDIC.



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Heidi Lane, CMCA, AMS ▪ RowCal | AMS

Alison Graff, CMCA ▪ RowCal | CMCA

Page Waters, CMCA ▪ CCMC | CMCA

Welcome

NEW MEMBERS

Michael Wayne Johnson

Chris Marion
3.0 Management

Robert Zimmerman
A&R Open Land Mowing LLC

Jose Martinez
Associa Colorado

Baca Manager
Baca Grande Property Owners
Association

Lisa Riegel
Broadmoor Park Homeowners
Association, Inc.

Terry Thatcher
Broadmoor Park Homeowners
Association, Inc.

Matthew Armstrong
Diversified Association Management

Sandrina Hallahan
Dorman Association Management

Joseph Pobar
Landtech Contractors, Inc.

Ryan Floyd
MSI, LLC

Sze Fong
MSI, LLC

Connie Matthews
MSI, LLC

Ron Adams
Oakmont Townhome Owners Association

Rick Thomas
Oakmont Townhome Owners Association

Andrew Knarr
Olive Real Estate Group

Peter Bejadhar
Sage Meadows Townhomes Owners
Association

Brent Newblom
Sage Meadows Townhomes Owners
Association

Anneliese Pollock
Sage Meadows Townhomes Owners
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Daniel Rankin
Storm Guard of Colorado Springs

Bruce Barron
Villa Sierra Homeowners Association

Judith Ann Johnson
Villa Sierra Homeowners Association

Christina McGarry
Villa Sierra Homeowners Association

Debra Perkins
Villa Sierra Homeowners Association

Cherie Santi
Villa Sierra Homeowners Association

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CAI-SOCO EVENT CALENDAR

May

TUES—09 Education Luncheon

THRS—11 Business Partner Sponsored
Happy Hour

June

FRI—09 Family Event (Carnival & Movie Night)

TUES—13 Education Luncheon

SAT—17 CLAC Trivia (South)

July

FRI—21 Annual Golf Tournament

August

MON—07 First Annual SoCo Expo

TUES—08 Education All Day Law Day

TO REGISTER: www.caisoco.org/events