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# COMMON

## INTERESTS



### Tips for Association Upgrades

INSIDE:

**2019 Design Trends**  
**Holiday Decorations**  
**Painting Benefits**  
**Monument & Sign Upgrades**  
**Technology Upgrades**  
**And More!**



ROCKY MOUNTAIN CHAPTER  
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We are extremely grateful for everyone who contributed to the success of this event. We hope to see you all again next year! To learn more about JAMLAC, please visit [www.jamlac.org](http://www.jamlac.org)



# COMMON INTERESTS

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# President's Letter



**DENISE HAAS**  
President  
CAI-RMC

**T**hank you for allowing me to represent this membership and our profession over the last two years as the **CAI-RMC Chapter President**. It has been an honor. We have an incredible leadership team. Our committee chairs and chair elects, along with the committee members, all give countless hours to ensure that programs and activities are first class.

I can't thank our **Board of Directors** enough. When this group steps into a meeting, they genuinely give their best

for the industry. They are constantly questioning to ensure we are doing all of the right things for our membership.

Our **Executive Director, Bridget Nichols**, is the glue that holds us together. I'm incredibly grateful for all that she does and how she keeps us on task. There are not enough ways I can show her my gratitude.

One of the goals that I gave myself when I accepted the President's role two years ago was to have our industry move forward without being stuck in the past. I can say, without a doubt, that we have started to turn the page and are consistently moving forward. At the end of 2017 the RMC Board of Directors hosted a Management Company Forum. When we began this program we weren't quite sure what we would get. To our amazement and excitement, the conversations and discussions that come out of this forum are exactly what our industry needs. Collaboration and connection. The conversation is real and without judgment. I'm so excited to see this continue to move forward.

Given that the Management Company Forum is going so well we are going to be holding forums for business partners, managers, and PCAM's in 2019 and beyond. We hope you will plan to join your respective membership group and be a part of the conversation.

During my time as Chapter President, I have also learned some interesting and fun things about our Chapter. I'm sure you will see some commonality in what I describe below with your everyday dealings working with community associations.

- Registering for events early is not something that people do. Every month we go over event registrations in our Chapter Board meetings. Our membership will not register for anything until at least 10 days before the event (and sometimes less). Creative solutions or not, most people procrastinate when they're registering for an event.
- Mornings aren't the favorite time of day to hold a meeting. If you want participation from this crowd, don't start until lunch. Apparently, there are only a few early birds in our industry!
- Creativity can be a shot in the dark. Do you remember the carnival? We tried something new and it didn't work out as intended—that's ok. Clay shoot was a big hit! Speaker Series was received very well. We'll never know what works or what doesn't until we give it a try. I appreciate the effort of our committees for giving it a go even when the results are unknown!

Last, but not least, our industry genuinely cares! I have observed countless moments of kind acts happening throughout our profession. Through my eyes, in a leadership role, it has been nothing short of amazing. I am eternally grateful that I had this opportunity to be your Chapter President. Thank you again for allowing me to guide our team over the last two years. 🏠

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

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# ADA Compliance, Trip Hazards, and Lenders... OH MY!



**Nate LePage**  
Asphalt Coatings

**T**his year was marked by two regulations that made most of us tied to community management a bit more anxious: ADA Compliance and Trip Hazards. Sometimes, these two may even have occurred together as a raised or separated curb tied to an ADA parking stall created a nightmare scenario for a property manager. To make matters worse, repairing these troubled locations was often mandated from the lender who wanted them fixed ASAP.

And, by ASAP, they meant yesterday!

By shedding light on the process to identify whether these repairs are necessary, we can then look at a few tips on how to move forward and get problem areas up to code as quickly as possible.

But, before we dive in to that...let's look at a bit of history which will also provide us with some helpful information as we move forward. Don't worry, we will skip all the boring parts!

**“The best way to keep peace of mind regarding ADA compliance and trip hazards is through routine maintenance.”**

The Americans with Disabilities Act—or ADA, for short—was signed in to law in 1990. Designed to level the playing field, its goal was to provide those with disabilities equal access to all of life's daily activities (work, play, shopping, etc.). This piece of legislation established the parameters we adhere to today. For example, the 2% grade limit on an ADA parking stall, the 8% slope on a ramp, and the ¼” trip hazard benchmark all came from this law. In keeping up with the times, their website—[www.ada.gov](http://www.ada.gov)—includes tons of information on the regulations and guidelines. A quick word of caution: the website also allows complaints to be filed online fairly easily. Yikes!

Speaking of complaints, let's move on to the process of identifying potential areas that need to be repaired. If we are vigilant and stay on top of these, they can be addressed before they become a “911” issue.

The most common areas of concern are sidewalks, ADA ramps, and the cracks between the curb and gutter/sidewalks. With the crazy freeze-thaw weather we get here in Colorado, it's very easy for water to get in, freeze and expand, and press things out of alignment. The result is one sidewalk stone or panel will be higher than the one next to it. As we learned from the ADA, any raised surface greater than ¼” qualifies as a trip hazard. Similarly, a very, very hot day in August can cause sidewalks to ‘heave’ and can result in the same dangerous trip hazard.

So, what's the magic formula for keeping ADA compliance and trip hazards at bay?

Walking the property on a weekly basis and utilizing on-site facilities maintenance personnel are great ways to be proactive and identify areas for repair. Getting familiar with your property will help you recognize when an area has changed; plus, it's a great chance to get a break from being in the office and catch some fresh air. Installing handrails on any access ramps within the property can also minimize accidents. Handrails prevent wheelchairs from straying off a ramp and provide a way for someone to break a fall should they slip or trip. Additionally, pavement markings help those with disabilities identify spaces reserved for them and can keep them from areas that may prove more difficult. Utilizing truncated domes at crosswalks are also very helpful (and often mandated by municipalities).

Once a damaged area has been recognized for repair, there are a few options to get the location back up to code. If available, consulting with the onsite maintenance team's capabilities can save some budget money by keeping the repair in-house. If outside service is needed, starting with previous contractors or the ‘preferred vendor list’ at your company can save time locating a reputable contractor. When reaching out for the first time, many community managers will seek to receive at least 3 quotes or proposals before making a decision. A word of caution: Don't always choose the lowest bid! When it comes to code compliance, choose wisely and make sure you select a contractor with a proven track record.

In summary, the best way to keep peace of mind regarding ADA compliance and trip hazards is through routine maintenance. If you have any questions or just need some help in general, it's advised to reach out to a reputable, local, and honest contractor for help. Their expertise can ease anxieties and provide guidance on how to move forward. ⬆

*Asphalt Coatings has helped property managers with their parking lots for over 30 years. When not helping customers with their parking lots, you'll find Nate out enjoying the Colorado mountain country. If you have any questions regarding parking maintenance, you can email Nate at [nlepage@asphaltcoatings.net](mailto:nlepage@asphaltcoatings.net)*



# SPEAKER SPOTLIGHT

## STEVE RIZZO IS A HILARIOUS MOTIVATIONAL BUSINESS SPEAKER...

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**STEVE RIZZO**

A former national headline comedian, Steve Rizzo gets audiences roaring with laughter... but you can hear a pin drop as he shares his life-changing "Common Sense Success Strategies." He uses laughter and inspirational storytelling to engage audiences, while challenging them to shift their focus and discover increased productivity, greater enthusiasm, and new levels of success.

Steve has been sharing motivational business keynotes with companies such as AT&T, American Airlines, JP Morgan Chase, State Farm, Marriott, Prudential, and even the CIA (and yes, he had them laughing as they learned Success Strategies, too!) since 1994. It's no wonder he's been inducted to the prestigious Speaker Hall of Fame!

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# 2019 Design Guide



**Lindsay Thompson**  
CAI-RMC Editorial  
Committee

**E**ach New Year is an opportunity for a fresh start. It is a time to refocus, reassess, and reinvest in different areas of our lives. Some decisions are more impactful than others but if you truly believe there is no place like home, why not start with a little New Year's resolution renovation revamp?

We are here to help with what is up and coming for the design forecast. Not all ideas work for everyone and not everyone is going to bust out the wrecking ball to take their house down to the studs. That being said, even subtle changes can make a huge impact.



Pantone's 2018 color of the year: A dramatically provocative and thoughtful purple shade, PANTONE 18-3838 Ultra Violet communicates originality, ingenuity, and visionary thinking that points us toward the future. \*Side Note: If purple is NOT your passion, you're in luck... 2019 is right around the corner!

## Modern Farm House.

Yes, this is a real thing and we have the recipe!

**Step 1.** Smidgen of Rustic

**Step 2.** Dash of Industrial

**Step 3.** Pinch of Modern

Mix well until inviting and approachable space is achieved!



Logs End



Clarke & Co



Clarke & Co



A.K.A. Design



Roger Davies



Ginny MacDonald Design

## Moody Interior Paint Color

Show some expression with White Bright, Grey Natural or Moody & Dark. Do not save this drama for your mama.

**Tip:** to keep a room from feeling doom and gloom with these moody hues, make sure to use them in a sun-filled space. Who better to gain color inspiration from than the forerunner of the modern farm house movement: **Joanna Gaines**.



## Two Tone Kitchen Cabinets

This trend has been gaining momentum for the past few years, but a new twist is mixing natural woods with deep contrasting paint colors.



J NORD WOLFE General Contracting Inc.

A.K.A. Design



## Geometric Influences

Bold, colorful and adventuresome! An accent wall, wall shelves, tile, lighting... so many geo options, just try not to use them all at once.



DEZAART



2ND Truth



APCConcept

## Minimalist Vibe Still Takes the Cake!

Not exactly the concrete and all white look you may picture in your head. Clean lines, modern tones, and more warmth with natural earthy hues to warm those white walls.



Emily Gilbert



Murphy & Co

## Vintage Lighting

Last year we laid to rest Edison bulbs and mason jar everything, but that does not mean we aren't into lighting's roots. The modern farmhouse vibe is driving the Vintage lighting craze. These lights bring a classic feel with mixed metals, big glass globes, and charm. Try incorporating a piece where task lighting is needed!



Schoolhouse Electric & Supply Co.



Blakes London



PPG Paints

## Sinks! Sinks! Sinks!

From the kitchen to the bathroom what's the stink about sinks? In kitchens we are seeing stone sinks emerge and in bathrooms the multi-purpose trough sink wave has struck. The demand is increasing beyond simply shared bathrooms or laundry rooms.



Goodrich Interiors



Rejuvenation



VIGO

## Wood

Wood will always be a winner. How could it be new? Once upon a time the world fell in love with Oak, Espresso, Whitewashed, Gray... RIP to our fallen timber hues. So, who captured our hearts? Bleached wood. Its soothing and soft tones are filling our lives with warmth and texture.



Rachael Ray



Balkanina



Greyleigh



Erin Sander Design



Crate and Barrel



Homestead Seatttle

Another wood element that is on fire: Live edge and natural wood. Stools, accent tables, wall shelves, and countertops all bring a much needed dose of nature into our techno overloaded world.



## Vintage Brass

After time, your shiny fresh brass is looking less chic and more eek. Go timeless with vintage brass accents that have a timeworn feel and loads of character.



Houzz



HUGOHD

## Bedrooms = KISS

Keep it simple, sweetheart. Reclaim your space and refocus your nest back to rest. Your bedroom should be a place to get away from the chaos and evoke sleep. Put down your smart phone, turn off Netflix and make it a sleep only zone. This is one space that you do not want to multi-purpose. Neutral colors, soft sheets, and a cozy blanket. Done.



Molly Macaiffs



BesideRoom



Addison's Wonderland



Nicole Franzen

## Exterior Color Trends

New home construction offers an interesting insight to what is emerging in the exterior design direction. Dark on Dark Bold Colors: various combinations of charcoal, black, dark blue, dark green, and dark reds. Sticking with the modern farm house trends: Class white exterior with black trim will reemerge as well as warm greys and blues.



Hyrum McKay Bates Design



theoriginalspain.com

Design trends change as quickly as Colorado's weather. Pick what makes you feel 'at home' and blend in a few new elements to mix things up. Incorporating a few trending designs into your existing home décor can make a huge impact on the aesthetics of your space. ⬆







# Holiday Decorations



**Damian Bielli**  
Vial Fotheringham  
LLP

**T**he summer has wound down, kids are back in school, and associations head full-steam toward year-end. As fall and winter quickly descend, associations begin a period of increased holiday decorating and all the joyful, wonderful, and sometimes painful experiences that brings.

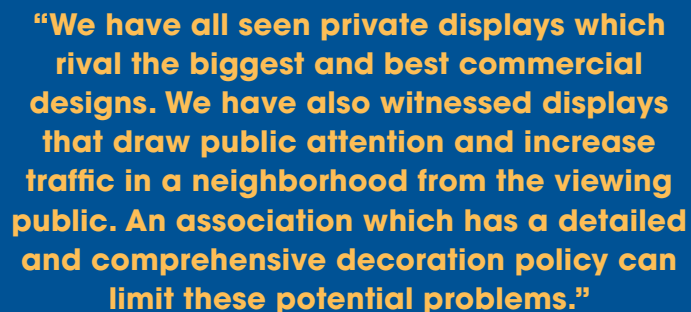
Generally, associations are permitted to create rules and regulations governing holiday decorations. Each association must look to its governing documents for the authority to promulgate rules and regulations of any kind, including the limitation or prohibition of

decorations. The Colorado Common Interest Ownership Act (CCIOA) provides that an association's Declaration must contain any restriction on the use or occupancy of any unit. C.R.S. § 38-33.3-205(1)(L). The authority of the association to restrict exterior improvements, even temporary ones, can usually be found within the portion of the Declaration containing the architectural restrictions/limitations of units. Alternatively, many associations also rely on catch-all language governing the appearance of the exterior of the home (i.e. unsightly, clean, neat, and attractive). It is through its authority in the Declaration that an association may choose to limit, expand, or restrict altogether, holiday decorations.

In most communities, the Declaration provides the association the authority to regulate the exterior appearance of a single-family home, condo, or townhome unit. Within that authority generally rests the power of the association to regulate or outright ban any non-conforming exterior alteration or unsightly item, including lights and decorations. This is more easily regulated in condominiums than townhomes or single-family homes as most area in condominium communities is considered common elements and under the exclusive control of the association.

Generally, associations can temporarily permit a variance to these rules by allowing holiday decorations during certain periods of time. Usually, that variance is a period of time before and after a holiday when decorations may be put up and must be taken down. This should be memorialized in a policy with clear and concise rules and guidelines for decorations and the time limitations those decorations may be kept, bearing in mind that the holiday decoration policy will extend to all holidays throughout the year.

Complications may arise with an overly general approach rather than a well thought-out and specific holiday decoration policy. Decorations can become so grand that they create a nuisance to neighbors. We have all seen private displays which rival the biggest and best commercial designs. We have also witnessed displays that draw public attention and increase traffic in a neighborhood from the viewing public. An association which has a detailed and comprehensive decoration policy can limit these potential problems.



**“We have all seen private displays which rival the biggest and best commercial designs. We have also witnessed displays that draw public attention and increase traffic in a neighborhood from the viewing public. An association which has a detailed and comprehensive decoration policy can limit these potential problems.”**

In addition, the FHA plays a role in an association's holiday decoration policy. First, any decorations on common area used by the association should be non-religious. General holiday decorations including wreaths and ribbons are the safest, but even Santa Claus and reindeer are acceptable. The FHA is focused on preventing discrimination and an association that appears to favor one religious holiday over another could be viewed as discriminating and face legal consequences. Second, rules which permit decorations around certain religious holidays and not others could be viewed as discriminatory. For example, if decorations are only permitted from the 24th of December to the 26th of December, this would likely exclude several religious holidays which may subject the association to liability.

An association needs to be reasonable and uniform in its application of permissions and restrictions of holiday decorations. Clear and concise rules which outline the time frame before and after a holiday, as well as reasonable limitations to size and scope of decorations, will aid the association in limiting conflict within the community. ⬆

---

*Damian Bielli is a Partner for the Colorado branch of Vial Fotheringham LLP. His practice emphasis is in homeowner and condominium associations.*

# Painting BEN



**Jason Moore**  
Shaker Painting

It goes without saying that a new paint job can make your community look sharp and clean. However, it is more than simply a fresh coat of paint. There are a number of benefits to painting your community that go beyond a color refresh. It can bring a community together and help fight crime!

One of the most important reasons to keep up with regular painting is that it seals and protects buildings from the weather. Paint not only waterproofs your surfaces to repel rain and snow, but it also protects from the intense

Colorado sun which can cause materials to become brittle and fail. Caulking cracks and sealing gaps around windows, doors, or other areas will improve insulation as well. This helps reduce utility costs and improves the longevity of the substrates on the exterior of your building.

When should you paint? Different building materials require different maintenance intervals. For instance, wooden decks (or any horizontal surface for that matter) take quite a beating from snow, ice, rain, and of course, hail. Because of this regular exposure to the elements, wooden decks typically require staining or painting every 2-3 years to protect the wood from warping, rotting, and cracking.

Painted metal surfaces in your community (like metal railings) also require painting at a more regular interval, usually every 3-4



# NEFITS



years. Metal surfaces are more susceptible to extreme temperature swings (especially in Colorado) which cause paint to fail at a higher rate than a more insulated surface.

It is recommended that most other substrates like siding, trim, brick (if already painted), or stucco be painted every 5-7 years to protect the building materials and keep the community's appearance up to standards.

A well-kept exterior is vital for increasing values and community pride. When homeowners take pride in their property, they share a common goal: keep things looking nice! When people share a goal, they work together. When they work together, standards and norms are set in the community. This positive ripple effect can also work in the opposite way as explained by the Broken Windows Theory.

The Broken Windows Theory states that visible signs of crime (say, a broken window) create an environment that encourages more crime (more broken windows, graffiti). This can lead to further disorder including serious crimes (like arson and theft).

When applied to communities, this means that visible signs of building damage (rotted siding, etc) can create an environment (community standards or lack thereof) that encourages further damage or lack of maintenance within the community. It projects a message of "we don't care and we're not watching." In short, a community with a clean and welcoming appearance will attract quality homeowners who will assist with and expect to maintain their home's appearance with regular maintenance.

**"A community with a clean and welcoming appearance will attract quality homeowners who will assist with and expect to maintain their home's appearance with regular maintenance."**

In the long run, keeping up with painting maintenance costs much less on average than if exterior materials are allowed to fail. Without proper maintenance, wood and siding rots, cracks, and fails at a significantly higher rate. Replacing these materials can get quite costly and become a financial and safety risk for the community. Regular painting maintenance at the proper intervals will save the community money, and allow you to spend your money wisely on other things homeowners are concerned about.

Maintaining an orderly appearance in your community not only can attract better homeowners, but also increases your neighborhood's curb appeal. Having desirable curb appeal increases home values within your community, which everyone can agree on. As the real estate market in Colorado continues its upward trend, having a properly maintained home is something any realtor will tell you is important to maintaining and increasing home values.

In conclusion, painting within your community regularly is an important aspect of routine maintenance. It will improve the longevity of your buildings, save homeowners money on their utility bills, and significantly save the community's money in the long run. It will also keep the neighborhood safe and looking attractive, maintain curb appeal, and might just make those board meetings run smoother! 🏠

---

*Jason Moore is a Project Manager with Shaker Painting Inc. When not leading paint projects with proficiency and patience, Jason enjoys hiking and gardening with his wife and dog.*

*Shaker Painting Inc. is a locally owned and operated paint contractor in the Denver Metro and Front Range area. Shaker has a reputation for quality, professionalism, reliability, and thoughtfulness that has kept them in business since its founding in 1999. Find out how they're more than a fresh coat at [shakerpainting.com](http://shakerpainting.com).*

# How to Increase Property Value Through **SIGNAGE IMPROVEMENTS**







**Mary Harris**  
Architectural  
Signs

**T**he Denver-Metro housing market is more unique than we've ever seen it; Some home values are increasing annually by 10% or more, while others moving at a steady 6% or less. Why? You might say location, and that would be true, but what other factors play a roll in this hot market? Consider the overall appearance of the neighborhood.

According to the Community Associations Institute, the number of community or homeowner associations has grown from 10,000 in 1970 to 342,000 in 2016. That's a lot of competition. Now

more than ever, it is imperative that your community signage leaves a lasting positive visual impression, conveying a sense of pride in the community.

Is the signage in your neighborhood antiquated and tired? Are street signs faded, leaning, broken, or beat up by the landscaper's weed whacker? Are the flower beds over grown and covering your neighborhood entrance monument rendering them un-readable? All of these things can have a negative impact on the perception of property values.

Once you've determined that your neighborhood signage needs attention, where do you start? How do you improve your signage without draining your reserves and how do you determine where to focus your attention?

First, walk your neighborhood and determine what signs need repaired or replaced. If you have a trusted sign vendor, ask them to join you. A professional sign vendor will help guide you and essentially help you work within your budget. Once you have a list of sign "issues," you can prioritize based on need and budget.

Addressing the needed safety issues should be priority number one! Stop signs, illegible street signs, and cross walk signs need to be maintained in pristine condition. Communities can suffer large financial losses due to lawsuits because of negligence in sign maintenance. The Department of Transportation requires that street signs and stop signs are constructed with high intensity reflective material. This adds night time visibility and safety.

The next area of focus should be on the community entrance signage. Can visitors easily find the neighborhood? Does the signage convey the message that the community would like to emulate? When you look at it, does it scream 1960? Keep in mind that monuments are built to last for decades, but the style can make the community look outdated. If you have an entrance sign (aka. monument sign) that was built decades ago, you may want to consider refurbishment.

Monument refurbishment is a cost effect way to modernize and revitalize the neighborhood. Consider the photos featured in this article. The existing monument was non-illuminated and a little dated. The original background was replaced with a stucco finish and halo lit, LED channel letters were added in a high contrast color. Now the monument sign is visible day and night, guiding residents and visitors alike to the neighborhood. The cost of a refurbishment verses a full blown replacement can save a community thousands of dollars.

A community message board is something that would be considered a community amenity. Either a box that houses paper posted notices or an LED electronic message board can lend to a sense of community and a perceived added value to the community as a whole. Posted near an entrance, pool, or club house, this offers residents neighborhood information and a place to communicate.

Pool, tennis court, and amenity signage should be updated for community liability purposes. It is imperative that regulations are posted in a clear manner and in compliance to ADA regulations. Outdated information or rules can have a negative financial impact for a neighborhood, leaving the community vulnerable to legal action.

If you take the time to address the signage in your community, keeping it all up to date, in compliance, and modernized, your community can and will benefit. Property values will increase, as well as the community's overall satisfaction. ⬆

---

*Mary Harris, Managing Member of Architectural Signs, has been a professional in the sign industry for more than 30 years. Architectural Signs offers custom dimensional signage locally and nationwide. Contact Mary with questions at mary@architecturalsigns.com or visit the website at http://ArchitecturalSigns.com.*

## CAI Social Media Roundup

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# Don't Neglect TECHNOLOGY Upgrades

by CINC Systems

In our industry, we improve—constantly. Upgrades to properties, like seasonal landscaping, improve the beauty of our surroundings. But one upgrade that is often deferred far too long is a technology upgrade. It's easy to put off technology upgrades. After all, if your current tech is working fine, why replace it? Just like replacing a roof on the community clubhouse can expose hidden leaks, delving into a technology upgrade job can reveal problems you didn't know you had. It's essential to review your technology needs on a regular basis.

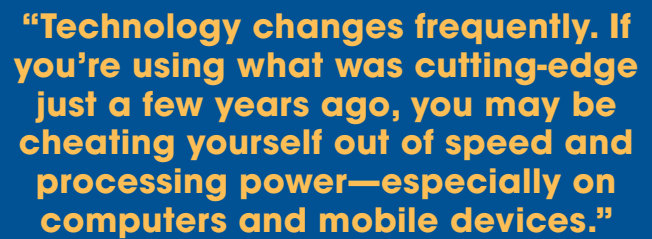
Technology changes frequently. If you're using what was cutting-edge just a few years ago, you may be cheating yourself out of speed and processing power—especially on computers and mobile devices. Basic operational planning measures, like a needs analysis, will help you determine what you need now, and what you should plan to replace (and when). Here are a few areas to consider:

How's your internet connection? In many regions, business customers can choose from multiple internet service providers (ISPs) offering different technologies. You likely receive advertisements from ISPs on a regular basis detailing technologies and promotions. When you're ready to explore your options, it's a good idea to talk with business owners in your area to gauge reliability, customer service, and price before locking in a deal with a new ISP. Your needs may have changed since you last shopped around. Are you doing more work in your field now, with a need for a reliable mobile internet option that can handle more than your cell phone can provide? Are you still on DSL when you should be on a fiber option?

Consider moving to the cloud. The cloud is a way to run computer programs without the software being installed on your computer. While using the cloud requires a reliable and fast internet connection, the advantage is that you can access the cloud on almost any device connected to the internet. In theory, you also have unlimited storage potential. This is important when you are dealing with large file sizes, like photographs used in violations letters.

How does your marketing website present your company? If you still have scrolling banners, flashing “under construction” signs, or a visitor counter on your company's website, it's time to upgrade. Contemporary websites are responsive, meaning they

look great on mobile devices or monitors. Some also have plugins that facilitate instant communication, so your potential customers can reach you immediately. Fortunately, it's easier than ever to give your website a makeover. Web hosting companies offer one-stop shopping for domains, website building, and all the tools you need to produce a beautiful website on your own. If you want to take it to the next level, you can hire a full-service website design agency to produce your new website, bells and whistles included.



**“Technology changes frequently. If you're using what was cutting-edge just a few years ago, you may be cheating yourself out of speed and processing power—especially on computers and mobile devices.”**

Of special concern is the rapid growth of ransomware attacks. Anyone with a computer on the internet is a potential victim. This type of malware attack can paralyze a business; your systems become “locked” and held hostage until a ransom is paid. Notable examples of ransomware victims include the City of Atlanta, LabCorp, and FedEx, though ransomware attacks can happen to businesses of any size. Current antivirus protection is your best defense, along with keeping your equipment up-to-date.

Regardless of the technology upgrades you choose, make sure that you understand the scope of the project. Of course, you want to minimize disruption and downtime, so plan for a time when your business is slower. Make sure you include adequate time for testing and training. With proper planning, technology upgrades can positively impact your business goals.

Your best bet? Consult a trusted local technology expert for assistance. And make a backup. ALWAYS make a backup. ⬆

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*CINC Systems is the first cloud-based association management software. CINC enables Community Association Management Companies access to tools that streamline business activities—from accounting to daily management—via the Internet from any location 24x7. For more information, visit [cincsystems.com](http://cincsystems.com)*

## 2019 PMDP National Course Schedule

Date	Location	Class	Date	Location	Class	Date	Location	Class
<b>JANUARY 2019</b>			<b>MAY 2019</b>			<b>SEPTEMBER 2019</b>		
1/31-2/1	Falls Church, VA	M-204	13-14	Orlando, FL	CASE	5-6	Pikesville, MD	M-206
1/31-2/1	Raleigh, NC	M-206	13-15	Orlando, FL	M-100	5-6	Cranbury, NJ	CASE
1/31-2/1	Seattle, WA	M-205	14	Orlando, FL	M-400	6	Charleston, SC	M-201
1/31-2/2	Oxnard, CA	M-100	13-14	Orlando, FL	M-204	6	Palm Springs, CA	M-203
1/31-2/2	Dallas, TX	M-100	13-14	Orlando, FL	M-205	19-20	Sarasota, FL	M-205
<b>FEBRUARY 2019</b>			13-14	Orlando, FL	M-206	19-20	Colorado Springs, CO	M-206
1	Las Vegas, NV	M-202	14	Orlando, FL	M-201	19-21	Pikesville, MD	M-100
7-9	Houston, TX	M-100	14	Orlando, FL	M-202	19-21	Salt Lake City, UT	M-100
7-8	Atlanta, GA	M-330	14	Orlando, FL	M-203	20	Falls Church, VA	M-203
7-8	Phoenix, AZ	M-205	29-31	Falls Church, VA	M-100	26-27	Virginia Beach, VA	M-330
8	Los Angeles, CA	M-202	30-31	Dallas, TX	M-204	26-28	White Plains, NY	M-100
8	Pikesville, MD	M-201	30-31	Charleston, SC	M-204	26-28	Greensboro, NC	M-100
8	Colorado Springs, CO	M-203	5/30-6/1	Arlington Heights, IL	M-100	27	Santa Ana, CA	M-203
8	Kansas City, MO	M-203	5/30-6/1	Sacramento, CA	M-100	<b>OCTOBER 2019</b>		
2/27-3/2	Denver, CO	M-100	<b>JUNE 2019</b>			17-18	Boca Raton, FL	M-204
2/28-3/1	Dallas, TX	M-340	5-8	Denver, CO	M-100	17-18	Freehold, NJ	M-310
2/28-3/1	Charleston, SC	M-205	6-7	Santa Ana, CA	M-205	17-18	Houston, TX	M-205
2/28-3/1	San Diego, CA	CASE	6-7	Ft. Myers, FL	M-205	17-18	Nashville, TN	M-204
2/28-3/2	Santa Ana, CA	M-100	6-8	Atlanta, GA	M-100	17-18	Schaumburg, IL	M-206
2/28-3/2	Birmingham, AL	M-100	7	Falls Church, VA	M-201	17-19	Virginia Beach, VA	M-100
2/28-3/2	Chicago, IL	M-100	20-21	Pikesville, MD	M-360	18	Colorado Springs, CO	M-201
<b>MARCH 2019</b>			20-21	Honolulu, HI	M-204	18	Honolulu, HI	M-203
1	Seattle, WA	M-201	21	Los Angeles, CA	M-203	23-26	Denver, CO	M-100
6-8	Falls Church, VA	M-100	21	Natick, MA	M-202	24-25	Northern, VA	CASE
7-8	Los Angeles, CA	M-380	21	Phoenix, AZ	M-203	24-25	Natick, MA	M-206
8	Austin, TX	M-203	21	Schaumburg, IL	M-201	24-25	St. Louis, MO	M-204
8	Schaumburg, IL	M-203	27-28	Riverside, CA	M-206	24-25	Atlanta, GA	M-205
8	Charlotte, NC	M-201	27-29	West Windsor, NJ	M-100	25	Milwaukee, WI	M-202
14-15	Salt Lake City, UT	M-205	27-28	Houston, TX	CASE	10/31-11/1	Austin, TX	M-370
14-15	Atlanta, GA	M-204	28	Santa Ana, CA	M-201	10/31-11/2	San Diego, CA	M-100
14-16	Myrtle Beach, SC	M-100	28	Wilmington, NC	M-202	<b>NOVEMBER 2019</b>		
14-16	West Chester, PA	M-100	<b>JULY 2019</b>			1	Sandestin, FL	M-203
15	Pleasanton, CA	M-202	11-12	Charleston, SC	M-340	1	Pikesville, MD	M-202
15	Richmond, VA	M-201	11-1	Santa Ana, CA	M-100	13-15	Falls Church, VA	M-100
21-22	Falls Church, VA	M-205	11-13	Hartford, CT	M-100	14-16	Seattle, WA	M-100
21-22	Las Vegas, NV	M-310	12	Dallas, TX	M-203	14-15	Santa Ana, CA	M-204
21-22	Houston, TX	M-206	12	San Diego, CA	M-202	14-15	Chicago, IL	M-380
21-22	Palm Springs, CA	M-205	18-19	Southbridge, MA	M-380	14-16	Honolulu, HI	M-100
21-23	Natick, MA	M-100	18-19	Lisle, IL	M-205	15	Las Vegas, NV	M-203
21-23	Bloomington, MN	M-100	18-20	Houston, TX	M-100	15	Danbury, CT	M-203
<b>APRIL 2019</b>			19	St. Petersburg, FL	M-201	21-22	Phoenix, AZ	CASE
3-6	Colorado Springs, CO	M-100	19	Falls Church, VA	M-202	21-22	Falls Church, VA	M-206
4-5	Portland, ME	M-204	19	Atlanta, GA	M-203	21-23	Schaumburg, IL	M-100
4-5	St. Louis, MO	M-206	<b>AUGUST 2019</b>			21-23	Palm Springs, CA	M-100
4-6	Livonia, MI	M-100	1-2	Ft. Myers, FL	M-350	22	Sacramento, CA	M-202
5	Dallas, TX	M-201	1-2	Raleigh, NC	M-204	<b>DECEMBER 2019</b>		
5	Chicago, IL	M-202	1-3	Los Angeles, CA	M-100	6	Falls Church, VA	M-390
5	Houston, TX	M-202	2	Seattle, WA	M-203	TBD	Dubai, UAE	CASE
11-12	Falls Church, VA	M-350	2	Virginia Beach, VA	M-201	 <p style="text-align: center;"><b>*1 day classes includes 1/2 day of online course work</b></p>		
11-12	Richmond, VA	M-206	8-9	Pleasanton, CA	M-204			
11-12	Denver, CO	M-204	8-9	Richmond, VA	M-206			
11-12	Seattle, WA	CASE	8-10	Ft. Lauderdale, FL	M-100			
11-13	Pikesville, MD	M-100	21-23	Falls Church, VA	M-100			
12	Santa Ana, CA	M-202	22-23	Santa Ana, CA	M-206			
12	West Windsor, NJ	M-202	22-23	Denver, CO	M-320			
12	Cincinnati, OH	M-201	22-24	Lisle, IL	M-100			
			22-24	Phoenix, AZ	M-100			
			23	St. Petersburg, F	M-202			



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**Prolong Dredging and Save Your Community Money**



Even with proactive management, all stormwater ponds will eventually become impaired due to accumulated sediment from excessive nutrients and runoff. Dredging is an option, but is often the largest single expenditure a community will face. So, when the time does come to remove sediment from your lake or pond, consider hydro-raking as an effective, environmentally-friendly and economical alternative.

**WANT TO LEARN MORE? DOWNLOAD OUR FREE GUIDE:**

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How recent Denver Water rule changes implemented to accommodate development are resulting in reduced water use and better customer service for homeowners



by Ann Baker,  
Denver Water

New operating rules, implemented earlier this year, will help residents in densely built neighborhoods spot inefficient water use quickly, while alleviating headaches for contractors and confusion for homeowners.

This aerial view shows how dense developments are currently being metered: One meter to every four houses as shown with the yellow dots. This is tough for consumers, who rely on their HOAs to split the bills equally and often can't tell if they're using water efficiently.



“Development has changed, and we had to figure out a way to change with them,” said Mike Aragon, director of Customer Relations. “Dense development didn’t fit with our rules.”

In the past, one single-family house was built on one lot, facing the street. One water tap and one meter were attached to that house. As land prices soared, developers started bunching two, three, and even four single-family homes on one lot. But when houses are sandwiched together, there isn’t space for multiple taps and meters.

So, developers would install one large tap with one meter to feed all the homes on a single lot, letting the homeowner’s association divvy up the cost of water later on. That created problems — for homeowners and Denver Water.

A household of one person uses a lot less than a family of five, but if those two homes shared a meter, they’d split the monthly costs equally. In those cases, residents wouldn’t know how much water they’re using and whether they’re being efficient, meaning no one has much incentive to cut back. And many times, because the HOA redistributed water bills, the homeowners didn’t receive Denver Water’s messaging about drought, summer watering rules, construction, rebates, and more.


Recently changed operating rules will allow for manifold taps, in which each house in dense developments has a meter, as shown with the yellow dots.



Starting in 2015, Denver Water assembled a continuous improvement team to study different ways to fix those problems. Employees found that allowing developers to install a manifold tap and service line would allow each house in dense developments to have its own meter, and therefore its own bill.

More than 30 developments are now using manifold taps, but Denver Water expects hundreds each year will fit these dense-development parameters, especially in the Lowry, Highlands and Stapleton neighborhoods. The ones that are active are seeing impressive results. Not only do they maintain the structural integrity of the mains, but those individually metered houses use 38 percent less than their shared-metered counterparts, Aragon said.

And now Denver Water has a direct relationship with those customers, which means we won’t have to rely on HOAs to pass on important messages.

“This is also incredibly important as we prepare for future droughts,” said Jeff Tejral, Denver Water’s manager of water efficiency and reuse. “If most of our customers are not receiving a bill from us, we cannot expect to provide a signal to reduce use.” 

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*This article was provided by TAP: News to Hydrate Your Mind. TAP is produced by the Public Affairs division of Denver Water. Water is the No. 1 issue in Colorado, if not the entire West, and Denver Water employees are the water experts. TAP is a resource which, among its other core principles, helps educate the 1.4 million people we serve and the communities in which we operate about water issues, including conservation, infrastructure, business and environmental concerns.*



**Bringing**

# **NEW LIFE**

**Into Your**

# **LANDSCAPE**





**Nicole Stone**  
LMI Landscapes Inc.

**W**e drive in and out of our communities several times a day, oftentimes not even noticing our surroundings. However, have you driven by and noticed that some communities have beautiful flowers, wonderful

blooming shrubs, gorgeous trees, and a crisp, enchanting curb appeal? Those communities are the ones that draw and encourage new buyers to move into the community. Landscaping simply adds to an inviting backdrop by having a pleasing, attractive, and creative scene which encourages new buyers, along with increasing property values in your community. Therefore, it's not a bad idea to encourage your neighbors to spruce up their landscaping as well!

**“Have you driven by and noticed that some communities have beautiful flowers, wonderful blooming shrubs, gorgeous trees, and a crisp, enchanting curb appeal? Those communities are the ones that draw and encourage new buyers to move into the community.”**

Speaking of curb appeal, landscaping can add a powerful kick-start to your neighborhood. Many communities have started focusing on improvements toward the exterior, with the understanding of just how important that “first impression landscape” is to prospective buyers. Keeping up with the exterior aesthetics, like landscape, can have a serious financial impact; According to the National Association of Realtors, exterior landscaping can add an estimated 7–15% value to the property by simply maintaining the existing turf, plant material, and trees.

The Florida Nursery Growers and Landscape Association did research and compiled the following statistics:

- Landscaping can increase the resale value of a property by as much as 14%
- The sale cycle of a property can speed up by as much as six weeks with proper landscape
- A landscaped curb can increase property value by 4.4% and hedges can add 3.6%

A third professional entity have also conducted studies, as The Natural Resources Defense Council researchers have found that landscaping can add an estimated 7% percent to an average purchase. This also helps increase selling opportunities. Landscape in today's environment has become more vibrant, with increases in colorful, accenting plantings throughout the front entrances of communities.

Taking a gander throughout the Front Range will inevitably show that there are several new communities being developed, and this is unlikely to slow down soon. These new developments are implementing unique landscape and decor in a variety of ways including the repositioning of existing structures, the creation of walking paths, seating areas, as well as plenty of parks and open spaces. This plethora of redevelopment is a perfect opportunity for older communities to renovate their existing landscape as well, by creating a fresh new look that will tie into the incoming communities and vibrant landscapes.

This is an exciting time because your community has many options regarding freshening up the community with options that have not been available before. From hiring a professional firm to create a completely different look, to refreshing the existing landscape, your community will need to decide which direction is best suited for your needs. It is easy to see when you drive around and take notice of all the upgrades taking place in older communities, from the exterior to the landscaping. These properties are well on their way to creating a new fresh look by reconfiguring the existing structure and reworking the existing landscape back drops to better suit the future and move away from the past. ⬆

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*LMI Landscapes Inc. has been successfully servicing the green industry in Dallas, Austin, and Denver since 1987. We are comprised of three divisions; Construction and Irrigation Installation, Maintenance, Enhancements, and Irrigation, and Snow Removal Services.*

# CAI Recruiter Club



## Members Building Membership

The CAI Recruiter Club recognizes and rewards members who recruit colleagues to join CAI. You're encouraged to help build membership by sharing the message about CAI.

Every new member brings added credibility to CAI and the community association industry, making CAI a more effective advocate for you and your communities.

**Earn cash prizes and start recruiting today!**



[www.caionline.org/recruiter](http://www.caionline.org/recruiter)





# Have You Considered **HYDRO-RAKING** as an Aquatic Management Tool?

by Emily Walsh, Environmental Scientist  
at SOLitude Lake Management

**C**ommunity lakes and stormwater ponds can be used to attract native wildlife, facilitate recreation and enhance the beauty of a HOA property, but, over the course of many years, these aquatic resources may experience sedimentation, nutrient loading and other water quality problems. If a waterbody is not properly managed, it will eventually fill in with muck and other organic materials until depths are significantly reduced. To help restore volume, reduce the possibility of flooding during rainstorms, and improve overall water quality, it's important to consider hydro-raking as a proactive management tool.

If you own or manage an association with lakes and ponds, you've likely heard of hydro-raking as a unique strategy utilized by aquatic professionals to remove aquatic vegetation and "bottom

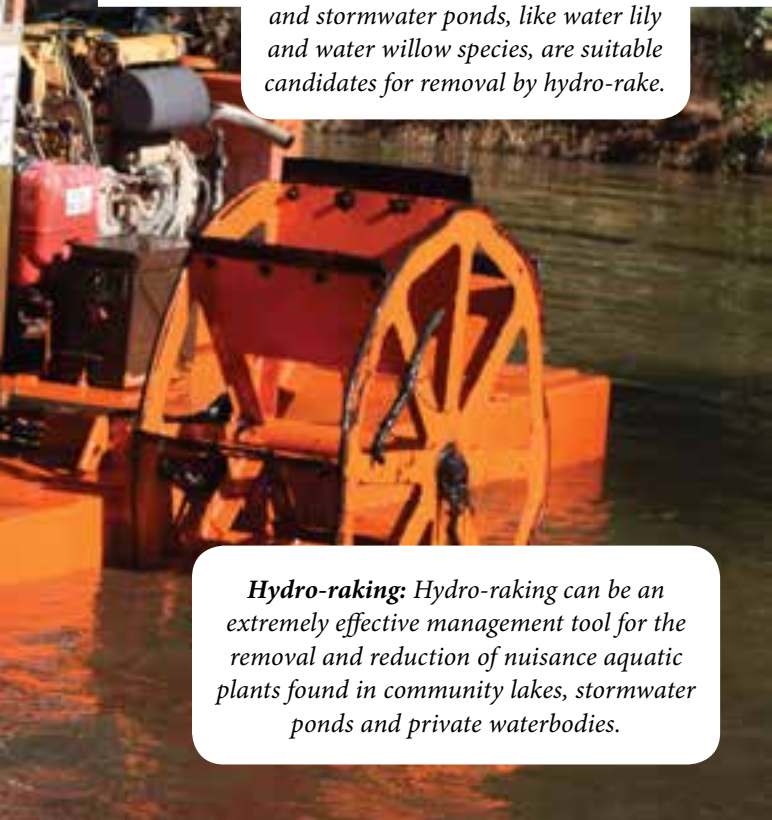
sludge." A hydro-rake is essentially a floating barge supporting a mounted backhoe and rake attachment that can remove up to 500 pounds of lake and pond muck, plant material and organic debris in a single scoop.

The hydro-rake has the ability to target certain areas of nuisance and/or invasive aquatic vegetation, while conserving other areas in their natural state. This is crucial in the eyes of aquatic management, which is geared towards retaining and restoring balance within the waterbody's ecosystem. Maintaining an equilibrium of native vegetation enhances the potential for increased species richness and ecosystem resilience – the ability to maintain balance despite challenges posed by nutrient loading, water stratification and other factors that can affect water quality.





**Emergent Vegetation:** Emergent vegetation that thrive in shallow lakes and stormwater ponds, like water lily and water willow species, are suitable candidates for removal by hydro-rake.



**Hydro-raking:** Hydro-raking can be an extremely effective management tool for the removal and reduction of nuisance aquatic plants found in community lakes, stormwater ponds and private waterbodies.

In addition to proactively managing vegetation, hydro-raking can help reduce or prolong the need for dredging, which is often the costliest project a homeowners association will ever face.

While the hydro-rake is not a suitable management strategy in every situation, it can be extremely effective when used to control several types of vegetation often found in waterbodies used for recreation, community fishing, the collection of stormwater runoff, or simply the enjoyment of their aesthetic beauty:

## Emergent Species

Emergent vegetation such as cattails, common reed and maidencane are common plants that can plague waterbodies; however, removal can be achieved by utilizing the hydro-rake as

a stand-alone management option or as a complement to other management approaches. Emergent plants are fantastic candidates for the hydro-rake because they are usually found along the edge of the waterbody, where they can be easily accessed by the rake attachment. During the removal process, the hydro-rake will extract the plant in its entirety, as well as its attached rhizome (root) structure lain beneath the water's surface. Because the hydro-rake works from the water rather than land, desirable ornamental and buffer plant species along the shoreline are not impacted.

## Floating Leaf Species

The hydro-rake is effective when removing common floating leaf vegetation such as water lily and watershield. These plant species are ideal for hydro-rake management, due to their leaf structure and attached root systems underneath. As with common reed and cattail removal, the hydro-rake can remove the plants, as well as the root structures. Open water is then restored, thus enhancing the ability of native aquatic flora and fauna to repopulate the area. Other common floating-leaf species, such as water hyacinth, water chestnut, and water lotus are additional candidates for hydro-raking service.

## Submersed Species

Submersed species such as curly-leaf pondweed, big leaf pondweed and tape grass can be effectively managed through hydro-raking. These prescribed programs can provide sufficient plant reduction, especially when combined with herbicide management options. As with any management strategy, it's important to always consider the biology of the targeted plant before beginning a hydro-raking project. Some submersed plants, such as milfoil and fanwort spread heavily through fragmentation and may require alternate management strategies to ensure fragmentation and repopulation do not occur.

Hydro-raking is a management tool used in a wide array of aquatic restoration projects ranging from inlets, outlets, littoral zones, coves, private shorelines, and more. Aquatic vegetation removal projects can be performed any time of year, but the best time is when the nutrients are in the vegetative structure; this is relative to the associated region, weather conditions, and plant biology. When considering this service, the first step is to contact your local lake and pond management professional to conduct a site visit. During this time, they will identify nuisance plant species and management areas, and consider a strategy that aligns with your association's long-term waterbody goals.

As with any form of proactive management, hydro-raking can help improve the health, longevity and beauty of your community's lake or stormwater pond for years to come, but is most effective when used in conjunction with other preventative management methods, including aeration, buffer management, nutrient remediation and other strategies that prevent the premature aging, or filling in with sediment, of the waterbody. 🏠

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*Emily Walsh is an experienced Environmental Scientist with SOLitude Lake Management, an environmental firm providing sustainable lake, pond, wetland and fisheries management solutions. Learn more about this topic at [www.solitudelakemanagement.com/knowledge](http://www.solitudelakemanagement.com/knowledge).*

# Decoding the ABC's of Credentials, Certificates & Designations:

## What Do Those Letters Behind Your Name Mean?

By John Ganoë, CAE  
Executive Director, CAMICB

**E**ven for those deeply entrenched in the credentialing world, there's a certain degree of confusion around some of the terminology used to describe specific paths professionals take to further their careers and skill sets. The field of community association management is no different so it's important to educate managers, homeowners, and other community association professionals about the different options the profession has to offer and the value they hold.

According to the Institute for Credentialing Excellence (ICE), "credentialing" is an umbrella term used to refer to concepts such as professional certification, certificate programs, accreditation, licensure, and regulation.

ICE defines certification, licensure, assessment-based certificate, and accreditation in the following ways:

- A certification program is designed to test the knowledge, skills, and abilities required to perform a particular job, and, upon successfully passing a certification exam, to represent a declaration of a particular individual's professional competence, such as a community manager who has achieved the Certified Manager of Community Associations (CMCA®). In some professions, certification is a requirement for employment or practice.
- Similarly, licensure tests an individual's competence but is a mandatory process by which the government grants time-limited permission for that licensed individual to practice his or her profession, such as a real estate salesperson or real estate broker.
- In contrast to certification and licensure, an assessment-based certificate program is an educational or training program that is used to teach learning objectives and assess whether those objectives were achieved by the student.
- Accreditation is the process by which a credentialing or educational program is evaluated against defined standards and is awarded recognition if it is in compliance with those standards. The Certified Manager of Community Associations (CMCA®) is such a program. ICE currently offers accreditation to professional certification programs through the National Commission for Certifying Agencies (NCCA).

**The CMCA credential is accredited by the National Commission for Certifying Agencies (NCCA) confirming it complies with NCCA's stringent standards for a professional certification program. Accreditation validates the integrity of the CMCA program and is a mark of quality.**

### Specialty Designations

Community association professionals may also choose to bolster their careers and expand their level of expertise in certain areas. This is where specialty designations come into play. A "designation" is recognition of professional knowledge and expertise in a given subject matter or job skill. To earn designations, membership is required in a professional organization and usually requires work experience. Certain specialty designations are offered through the Community Associations Institute (CAI) including, the Association Management Specialist (AMS), Large Scale Manager (LSM), Professional Community Association Manager (PCAM), Community Insurance and Risk Management Specialist (CIRMS) and Reserve Specialist (RS). This allows a community association professional to drill down into a specialized aspect of the business. In some cases, for example the PCAM and AMS designations, passing the CMCA examination is a prerequisite to applying for these designations.

"I've experienced a wide disparity in the background and quality of the managers with whom I've worked," said Ron Perl, Esq., a Partner at Hill Wallack LLP, who leads the firm's community association practice group. "A manager who holds the CMCA assures me they have an important foundation in place – the ongoing education and knowledge necessary to successfully manage millions of dollars worth of other people's property and a serious commitment to high ethical standards."



Stephen Castle, CMCA, AMS, PCAM agrees all committed community association managers should hold the CMCA certification. "The CMCA certification demonstrates to employees and new managers a commitment to professionalism," said Castle. "Further, CMCA's show their support for established national and international standards of knowledge and professional conduct for community association managers."

### The CMCA Goes Global

As CAMICB grew to be the premiere certification body in the United States for community association managers, it also gained international recognition for its established body of knowledge and strict ethical standards. Over the past two decades, the CMCA certification program crossed borders and oceans in Australia, Bermuda, Canada, Mexico, South Africa, and the United Arab Emirates. This global expansion secured a high level of professionalism for association management and common interest communities worldwide. In 2017, CAMICB launched the international CMCA examination.

### About ICE

The Institute for Credentialing Excellence, or ICE, is a professional membership association that provides education, networking, and other resources for organizations and individuals who work in and serve the credentialing industry. ICE is a leading developer of standards for both certification and certificate programs and it is both a provider of and a clearing house for information on trends in certification, test development and delivery, assessment-based certificate programs, and other information relevant to the credentialing community. [A](#)

**CAMICB was established in 1995 to develop and administer the CMCA program. CAMICB insists on high ethical standards for community association managers because it not only strengthens the CMCA program, but protects consumers and associations that hire community association managers.**

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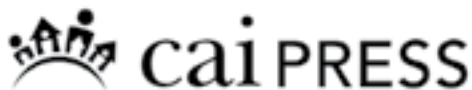


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# 2019

## Calendar of Events

Please make sure to keep up to date with the chapter calendar at [cai-rmc.org](http://cai-rmc.org) as dates may change.

### January

17 **Speaker Spotlight**

### February

21 **Peak 1 - Legal**  
22 **Denver Bowling**  
27 **M100 - Denver**

### March

15 **Spring Showcase and Trade Show**

### April

11 **M204 - Denver**  
24 **Mountain Education - Frisco**

### May

15 **Mountain Education - Avon**  
22 **Mountain Education - Steamboat**  
24 **Annual Education Summit**

### June

5 **M100 - Westminster**  
28 **Annual Golf Tournament**

### July

### August

15 **Peak 2 - Financials**  
22 **M320 - Denver**

### September

12 **Clay Shoot - Brighton**  
16 **Mountain Conference & Annual Meeting - Vail**

### October

23 **M100 - Breckenridge**

### November

21 **Peak 3 - Insurance**

### December

12 **Annual Celebration**



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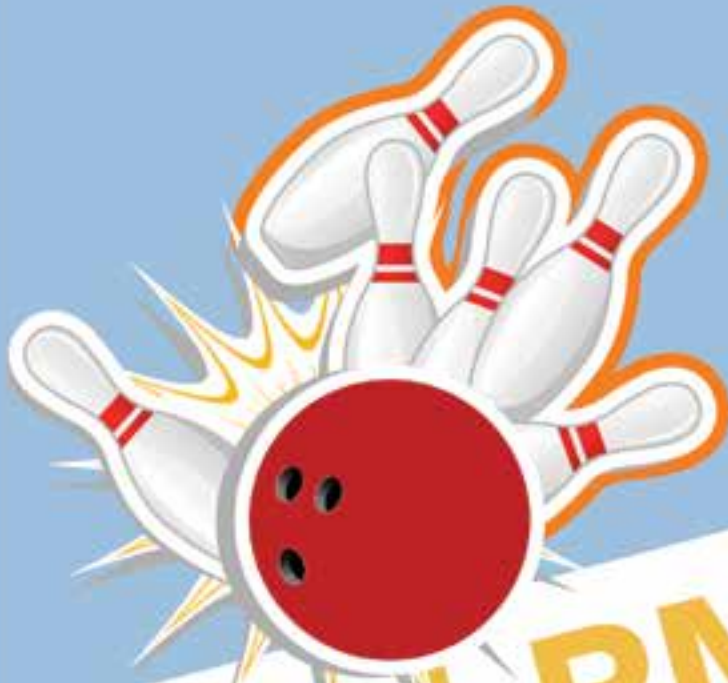


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
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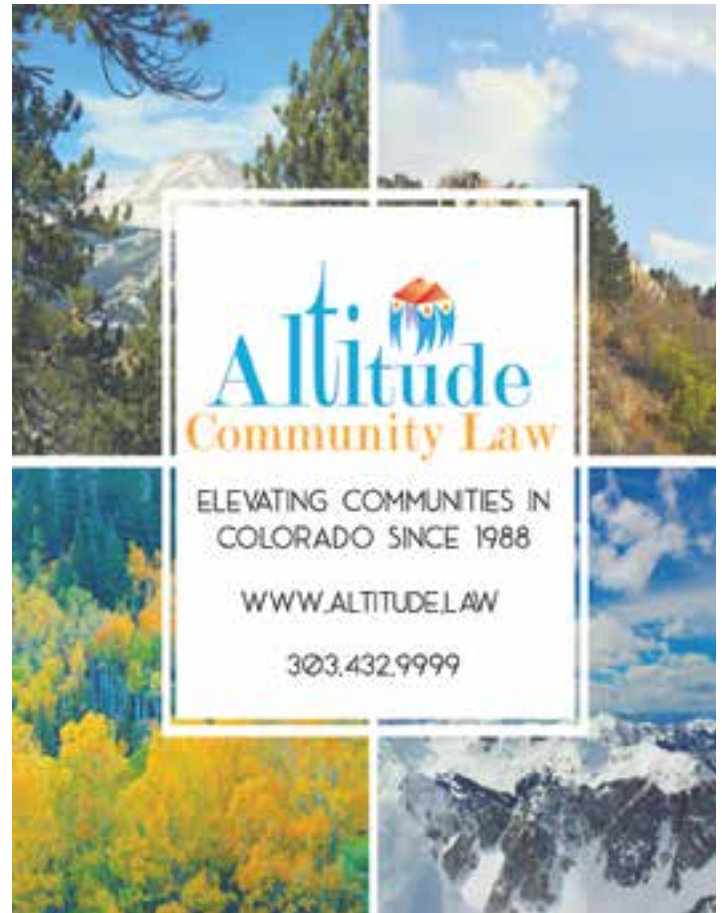


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**Eric Boehner** — Signature Stone

**Jeremiah Broz** — Energy Advantage Roofing and Solar

**Lisa Bryant** — Hammersmith Management, Inc.

**Lusia Donovan** — The Residence At Penterra Plaza

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**Emily Littlepage** — The Ritz-Carlton Club and Residences Vail

**Cathi McBride**

**Pamela Mcgargill** — Gold Peak Homeowners Association, Inc.

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**Benjamin Nye** — Colorado Association Services—Lakewood

**Veronica Ortiz** — HG Management

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**Tony Schmidt** — Jagger Roofing

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**Rachelle Smith** — Ground Engineering Consultants, Inc.

**Claire Sullivan** — The Residence At Penterra Plaza

**Cesar Villalobos** — 4 Seasons Management Group, LLC

**Sheritta Washington** —

Colorado Association Services—Lakewood

**Barbara Wilmoth**

**Courtney Wood**



## Editorial Calendar

Issue	Topic	Article Due Date	Ad Due Date
February	Legal	12/15/2018	01/01/2019
April	Maintenance / Preventative/ Upgrades	02/15/2019	03/01/2019
June	Insurance / Ethics	04/15/2019	05/01/2019
August	Finance	06/15/2019	07/01/2019
October	Tech / Modernization	08/15/2019	09/01/2019
December	Planning Ahead / Goals / Community Vision	10/15/2019	11/01/2019





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<b>17</b> Thu	Speaker Spotlight
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## FEBRUARY

<b>21</b> Thu	Peak 1—Legal
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<b>22</b> Fri	Denver Bowling Denver
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<b>27</b> Wed	M100—Denver Denver
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## MARCH

<b>15</b> Fri	Spring Showcase & Trade Show
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