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COMMON

INTERESTS

THE 2023



Preventative Maintenance & Upgrades

ISSUE

**The Importance of
Maintaining a Building's
Fire System**

**Getting Started with
Wildfire Mitigation**

**When to Upgrade your
Gutter System and What
to Look For**



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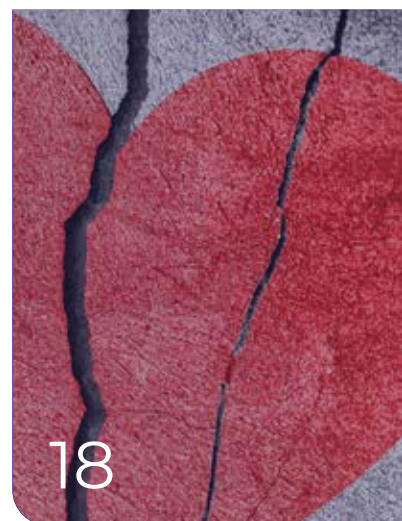
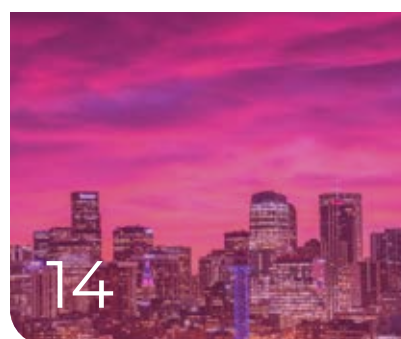
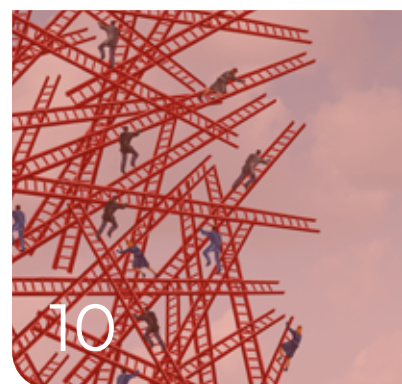
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Karli Phifer
Chapter President
CAI-RMC

Spring represents new beginnings, growth, and new opportunities. As we move from the cold winter months into warmer spring weather, I hope this message finds you doing well and full of hope that the newness of changing seasons can bring.

In the coming months, there will be new challenges and opportunities that will require our attention and focus. As we're all aware, the insurance renewals have been an immense hurdle for our Community Managers, from ensuring they budgeted properly to explaining to their Board and Homeowners the reasons why the insurance has increased so much.

With the recent catastrophic events that have taken place, insurance companies have increased their rates to ensure they can realistically afford any loss that may occur. This has heavily impacted our associations, and we are seeing an increase in borrowing/transferring from reserves to cover the additional costs.

While the rise in insurance is taking place, there was also a heavy hit to the banking world that affects our industry as well.

March 10th was a scary day with the collapse of Silicon Valley Bank (SVB). I want to first give recognition to the managers and the management companies in our industry that work diligently with the professionals in the banking industry. The efforts that go into making sure communities have adequate coverage through the FDIC limits by placing deposits in different charters, utilizing vehicles such as the Insurance Cash Sweep (ICS) accounts, or investments through the various service providers. Managers should be celebrated today with the efforts that were made prior to March 10th in being good stewards of their Association's finances.

Also, a special thank you to those banks and financial service providers who service our communities. You all really stepped to the plate and hurried to write articles, take phone calls from concerned managers and Board members, as well as help educate the industry on what to expect from the Bank failures.

Our industry is full of leaders who live in a constant preparedness, and for that, we thank you. We rely heavily on our members for your collective expertise. Thank you again for your support, and I look forward to working alongside you all in the coming year. ⬆



Editorial Calendar

Issue	Topic	Article Due Date	Ad Due Date
June	Insurance / Ethics	04/15/2023	05/01/2023
August	Finance	06/15/2023	07/01/2023
October	Tech / Modernization	07/15/2023	09/01/2023
December	Planning Ahead / Goals / Community Vision	10/15/2023	11/01/2023



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Crawl Space Maintenance & Repairs

Crawl spaces are built when a basement is unwanted or is otherwise not feasible. They are vital to a residence to provide access to electrical wiring, mechanical systems, and plumbing. When adequately sealed and maintained, crawl spaces provide a defensive buffer between the damp ground and the interior structure of a home and can additionally aid in radon mitigation.

Due to changes in code and new construction practices, crawl spaces in buildings constructed ten or more years old may need updates to comply with current standards. Serious consequences can occur if your crawl space is not routinely maintained. For example, debris left in a crawl space from the original construction in combination with poor interior grading and moisture problems can result in mold growth. Mold can develop from condensation or groundwater entering the crawl space. Inadequate exterior drainage measures can also create moisture problems; this often results in water accumulating around the outer foundation walls and making its way into the crawl space. Structural damage from either cracks or gaps in foundation walls can allow water to seep into your crawl space exacerbating problems. Also, plumbing leaks from cracked or corroded pipes can cause water to accumulate in crawl spaces. Mold growth needs to be identified; mold mitigation plans must be conducted to eliminate the cause and address severe issues adequately.

Often Associations and Managers are not aware of what to watch for with crawl space maintenance. The following can be red flags when walking properties:

- o Standing water (both inside and outside of the crawl space);
- o Humidity build-up, including a damp, wet, or musty odor;
- o Missing visqueen or other barriers;
- o Sagging floors & deteriorated floor joists;
- o Damaged or missing concrete caissons;
- o Rusted steel support beams and posts;
- o Missing or non-functioning sump pumps;
- o Construction debris;
- o Missing or damaged insulation; and/or
- o Inadequate ventilation.

Preventive maintenance begins with a simple inspection.

A specialized professional can identify pre-existing or potential problems that need to be appropriately addressed before they lead to more extensive and costly repairs. ⬆



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THE IMPORTANCE OF MAINTAINING A BUILDING'S

Fire System

KEVIN OLMSTEAD

Western States Fire Protection

The life safety of a commercial or residential building has many aspects. One vital concern for life safety is the maintenance and inspection of your fire system. A building may also have a fire alarm panel and a sprinkler system.

If the building has a fire panel, several electrical devices are connected to the fire panel to detect a fire and send out notification if one is detected. The basic design of a fire system will include smoke or heat detectors, pull stations, and horns/strobes. Depending on the building size, there might be other devices as well.

If the building also has a sprinkler system as part of the design, the building will have sprinkler heads throughout the structure. The sprinkler system is wired to the fire panel and has various switches to indicate water flow or system tampering.

The fire panel is like a laptop on the wall wired to all system devices described previously. These various devices can communicate system issues that cause the panel to beep and indicate an abnormal status. When the panel is beeping, please don't ignore it; instead, you need to call for service.

If an actual fire is detected by an activated sprinkler head or smoke/heat detection, the fire panel will alert residents by activating the horns and strobes throughout the building. Everyone should evacuate

immediately. The fire panel will automatically contact the monitoring call center, which dispatches the fire department and contacts emergency on-call personnel for that building.

If there are sprinkler heads in the building, these heads are activated to release water or a mixture of water with glycerin/glycol. The sprinkler head is only activated by heat (not smoke), causing the head to release.

However, if an object accidentally damages the head, that will activate the head as well.

All fire systems need regular maintenance and annual inspections to operate correctly continuously.

There are national and local fire codes that provide specific requirements for each district.

Generally, a system needs to be inspected by a licensed fire protection company at a minimum of once a year (maybe more, depending on the local jurisdiction codes). The local fire department may also do spot inspections at any time to check if a property complies. If the fire department finds deficiencies during their inspection, they will write up the violations that must be addressed promptly. The fire department's

random inspections do not replace the properties' requirements to complete annual inspections and repairs with their fire protection vendor.

Whenever the fire panel starts to beep (driving you crazy), it indicates something is in trouble status; this is NOT an alarm unless the horns go off. This beeping indicates that the fire panel and/or sprinkler system needs service to determine the issue. When the fire panel is in a troubled status, the property must contact its fire protection vendor for service. Don't wait until you have more severe issues.

Maintaining the rooms where your fire sprinkler systems are located is crucial. The fire sprinkler rooms are labeled as the "riser room." If the fire panel is in the same room as the sprinkler systems, then you will likely see that door also marked with "FACP" (fire alarm control panel). Most fire panels are in the same room as the fire sprinkler controls, but they can be in another location in the building. If the fire sprinkler rooms are on a building's exterior, they need proper heating to prevent freezing damage. It is recommended to turn your heaters on in these rooms at Halloween and off at Easter. Don't forget to turn off heaters

in spring because excessive heat damages electronics and batteries. You can opt to have a temperature alert placed in the sprinkler room and wired to the fire panel.

This device will communicate whenever the temperature drops too low in the room. This simple temperature alert can save thousands of dollars of damage caused by a frozen sprinkler system during a cold snap.

Always include a line item in your budget for annual inspections and ongoing fire alarm and sprinkler repairs. Plan ahead in your budget for more oversized ticket items. As the system ages, you will need repairs and replacements. The average lifespan of a fire panel is 12-15 years.

Inquire with your fire protection vendor for an approximate cost for repairs or replacement.

The fire systems in a building are designed to protect lives and property; therefore, they need to be regularly inspected and maintained to operate when required appropriately. ⬆



Kevin Olmstead has worked with Western States Fire Protection for 12 years. Western States Fire Protection is a full-service fire protection company with over 40 locations across the United States.

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Developing an EFFICIENT RFP

MEAGHAN BROWN
AGS Construction

Community managers are tasked with submitting requests for proposals (or RFPs) day in and day out. As a vendor, we see RFPs come across our desks in various forms, some more detailed than others. It is not uncommon to receive a few words scratched onto a sticky note, with the expectation of accurately submitting a bid based on those few notes alone.

A properly written RFP is important for various reasons. Not only does it help vendors understand the Board's expectations and how they would like the job to be outlined or broken out, but it also helps the Manager in obtaining apples-to-apples bids from the various vendors. This leads to a quicker turnaround time in obtaining the estimate, as it reduces back and forth questions from the vendor to the Manager. It also allows the Board to make a clear decision and better understand that in which they are investing.

Having a clear understanding of your Board of Directors (BOD) is an integral first step to writing an effective RFP. Knowing the level of experience the BOD has with projects, who from the BOD will be spearheading the project, and overall BOD goals as it relates to the project are essential considerations to start from.

At a minimum, the Board of Directors should take a physical look at the work and agree on the desired outcome. A community's needs must be fully addressed in the scope and specifications. The Board of Directors should be involved in the scope development, so they know exactly what they are investing in and to ensure proper expectations are set. Ideally, the BOD should walk the project with the Manager and bidding contractors to determine details prior to the formal RFP being issued.

Setting and managing the Board's expectations is another crucial step to this process. The timeline is key here... for example, is this project something they'd like to take care of this year or are they simply looking into budget numbers? When would they like all of the bids turned in? What is the timeline of when they plan on making a decision and when they want the project to start? Will they be holding interviews to meet the contractors before making the decision or would they hire someone based only on their resume? These are all fundamental questions to ask your BOD and information to provide to the vendors that are bidding the work.

Next, you need to develop the scope. Based on BOD input, create a specific written scope of work. Ask a trusted business partner (such as a contractor or engineer) for assistance. For example, if the Board is interested in an exterior repaint, find out exactly what is to be painted (siding, trim, fascia, eaves, mailboxes, garage structures, trash enclosures, etc.) and what type of paint is to be used. Include written job processes and expectations (spray and back roll, two coats, schedule, etc.) The goal here is to develop a comprehensive scope that all vendors will bid thus ensuring apples-to-apples bids.

An easy way to get some help with this is to reach out to manufacturer representatives. Specifications are typically provided by a material manufacturer and should accompany the scope of work. A specification details material used, preparation process, application procedures, etc. These are factors that can drastically affect the price. For example, when renovating balcony decks, there is a big difference between using a multi-layer balcony waterproofing system and using a cheaper elastomeric deck coating instead. They both look similar but perform differently.



Meaghan Brown is the Director of Business Development AGS Construction and works with HOAs, multifamily, and commercial properties for their exterior, communitywide reconstruction projects. Meaghan acts as the liaison between their production team, the community/property manager, board of directors, and residents throughout the course of each project. Some of their core services include roofing, carpentry, EIFS/stucco, concrete, painting, decks/ walkways, steel fabrication, and construction defect services.

Subsequently, to ensure everyone is on the same page, the Community Manager should schedule a pre-bid site walk with all bidding contractors. Ideally, this happens all at once with all bidding contractors present at the same time. Don't be afraid to insist that all contractors follow the scope of work and specifications provided (and feel free to state that in your RFP). At the same time, other ideas may be recommended by a contractor, so be sure to encourage the bidding contractors to provide alternate materials/methods as a separate line item.

Recognizing how this process works for the bidding vendors will facilitate being able to set proper expectations for your Board and the contractors alike. Once the RFP is received by the Account Executive or Business Development Representative, the estimating team reviews the RFP and scope of work to clarify details. The estimator will then inspect the property and determine the means/methods for project execution. Once the estimating team quantifies and calculates scope of work, the team then reviews the bid for accuracy, feasibility, schedule, exclusions and unforeseen conditions. At that point, the Account Executive formats this information into a bid-packet presentation and delivers the proposal to the manager.

It's important to note that on average the bidding process takes vendors 40+ HOURS ON A \$100K PROJECT. This is not including the community manager's time or any revisions.

Below is the information that should be included in the RFP:

1. **General Information: Address, year built, number of buildings/units, access codes, site map.**
2. **Detailed Scope of Work: Paint, concrete, siding replacement etc.**
3. **Specifications: What materials are being used and what is the application process.**
4. **Pricing: How would the client like the pricing broken down?**
5. **Additional Requirements: References, insurance requirements, schedule demands, staging.**
6. **Protection of Property: What is the expectation for any damage that occurs during the project?**
7. **Warranty: Make sure everyone is offering the same duration.**
8. **Deadlines: When do you need everything submitted?**

Lastly, upon receipt of the bid, comes bid review. Be sure to review bids with the Board of Directors to ensure each item that is spelled out in the RFP is covered. Utilizing a 'bid comparison worksheet' comes in quite handy here while evaluating the multiple bids. Interviewing potential contractors with the Board will also help to speed up the process and reduce back-and-forth questions.

All in all, there are several factors that can make it difficult to create the perfect RFP, but we all know a bad one when we read it. Be sure to take the time to develop an RFP correctly from the get-go, as it will ultimately save you time in the long run. By following the aforementioned steps, not only will you receive higher quality responses, but you also will be more likely to end up with a vendor who will give you the results that you desire. ⬆



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PCAM Q&A

Jordan Kincaid
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WHAT LEAD YOU TO THE COMMUNITY MANAGEMENT INDUSTRY?

I grew up in Breckenridge where my family ran a management company that focused on rentals, timeshares and HOA management. I spent my high school summers cleaning units, helping in the office, and saw firsthand what it takes to run a healthy company. After high school, I attended college to follow my life dreams to become an elementary school teacher. Ultimately, while working my summers at the family business, I realized I enjoyed hospitality management, so I changed my major to communications and business management. I have worked full time in the management industry since 1998.

WHAT IS YOUR FAVORITE PART OF THE JOB?

Every day is a new challenge. I enjoy problem solving, critical thinking and working with people. Helping people find practical solutions to complicated matters is truly why I love it.

WHAT MADE YOU DECIDE TO PURSUE YOUR PCAM?

Several years ago, I considered going back to school to get my masters. I wanted to further my education but it was going to be a huge time and financial commitment. When I moved to Denver in 2008, I joined CAI and found the designation program which I felt would be far more beneficial to what I was doing than obtaining my masters. Ultimately, I chose education through certification and am very glad I did.

WHAT WAS YOUR BIGGEST TAKEAWAY FROM THE PROGRAM?

All communities, regardless of how well run it may be, need the right people in place with the skills and knowledge for them to be successful. You can poke holes in any operation. I appreciated that the PCAM empowered me to have a fresh perspective on issues that weren't new to me, but suddenly I could see them in a different way.

WHAT IS SOMETHING YOU WOULD LIKE SOMEONE WORKING ON THEIR PCAM TO KNOW?

Keep all your material and books from every class you take, starting at the M100. They are such important classes and I reference the supplemental reading material often. Read all the course materials and anything you are provided in advance before your case study. I tried to balance life, kids and work when I was studying. If you are able, set aside dedicated time to dive in.

WHAT IS SOMETHING YOU WISH PEOPLE UNDERSTOOD ABOUT COMMUNITY MANAGERS OR THIS INDUSTRY?

The industry gets a lot of negative press and it steers people away. If we've learned anything in the last few years, it's that this is a recession and pandemic proof career. There will always be a need for good, experienced managers who are willing to put in the hard work. I wish people understood how critical managers are for the success of an HOA.

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Energize Denver

EMILY SCHOSID
City and County of Denver

What is the Energize Denver Ordinance? Does it apply to me?

**Denver's goal is to eliminate carbon emissions
from buildings by 2040.**

Buildings and homes account for 64% of Denver's greenhouse gas emissions. Electrifying buildings and making them more energy efficient both lowers those emissions and improves the environment.

A crucial way the City reaches the zero emissions goal is through the Energize Denver ordinance. City ordinances can be hard to navigate, but knowing what parts of Energize Denver will apply to you and your building is the critical first step for your building and Denver to reach their goals. The requirements change depending on your building's size, so knowing this will help you know what you need to do to comply. Building size is calculated by the gross square footage of the building, including common areas and individual condominium or apartment units.



Emily Schosid, Communications Associate for the Office of Climate Action, Sustainability and Resiliency; City and County of Denver

Buildings 25,000 sq. ft. and larger

About 3,000 buildings in Denver are 25,000 square feet or larger. One third of those are either condominiums or apartment buildings. These buildings are required to report their annual energy data through a benchmarking report and meet a series of energy efficiency targets between now and 2030. When Denver reviews the benchmarking data each building submits, they look at the building as a whole: the sum of every individual apartment or condominium unit and any common spaces. The building owner, building manager, or HOA have a couple of options for collecting this information, but ultimately, they will have to add together the energy use from each individual unit.

The energy efficiency performance requirements work the same way. The building is required to meet a certain energy use intensity (the amount of energy used per square foot of area) by 2030. There are two interim goals the building must meet on its way to its 2030 goal: one in 2024 and one in 2027. Everyone who lives in a multifamily building must work together to help the building reach its performance target. This work can be organized by a building owner, manager, or HOA.

The City wants to see all buildings reach their performance targets. While there are penalties for buildings that do not make the required progress towards their goals, there are several alternate compliance options available, as well as target adjustments available for taking steps like electrifying a building or utilizing renewable energy sources. The City's help desk is available to help you figure out the best compliance options for your building. Contact at energizedenver@denvergov.org.

Buildings 5,000 – 24,999 sq. ft.

There are about 6,000 commercial and multifamily buildings in Denver between 5,000 and 24,999 square feet. About a third of buildings in this category are either apartments or condominiums. These buildings are not required to submit annual benchmarking data or meet a specific energy use intensity. Instead, these buildings will be required to either upgrade at least 90% of their lighting load (measured in kilowatt-hours) to LEDs or source at least 20% of their building energy demand from renewable sources. The deadline to complete these upgrades occur between 2025 and 2027.

The City is still finalizing the rules, alternate compliance options, and technical guidance for these buildings. The City recognizes that condominiums will face unique challenges in trying to meet these requirements, and will provide updates on how you can work with the City to achieve your Energize Denver requirements. In the meantime, you can reach the City at energizesmallbuildings@denvergov.org.

Energize Denver Electrification Program

The final part of Energize Denver is the Electrification Program. This part of the ordinance uses the Denver Commercial Building Code to require buildings to replace gas-fired space and water heating and cooling equipment with electric alternatives at the end of the equipment's life. These requirements apply to all commercial and multifamily buildings in Denver, regardless of their size.

Replacing heating and cooling equipment is expensive, and building managers may delay until it becomes an emergency. There are exceptions to the electrification requirements if you find yourself in an emergency, but the best course of action is for building owners, managers, and HOAs to plan ahead, rather than wait for their equipment to fail. Later this year, Denver will have financial incentives to make it easier to switch to energy efficient electrified equipment. Ultimately, Denver will be a very different city when its buildings meet their Energize Denver requirements. Making your building greener will make your tenants and residents more comfortable, help improve Denver's air quality, and increase Denverites' quality of life. ⬆



Solving Conflict

5 STEPS TO IMPLEMENTING AN ALTERNATIVE DISPUTE RESOLUTION PROGRAM

Most community associations will face some form of conflict. Many turn to alternative dispute resolution and consensus building to foster greater understanding and improve communication. This constructive, people-centered strategy is far less costly than the traditional justice system and promotes harmony rather than discord among neighbors.

Alternative dispute resolution does not replace the legal system. It's intended to make the legal system work more efficiently because it will separate and examine all of the substantive, procedural, and psychological issues that comprise a dispute, leaving a clearer picture of what should legitimately be left to the courts and what issues would be impossible or inappropriate for the courts to resolve.

Follow these five steps to implement an alternative dispute resolution program in your community:

- 1. Develop a policy of proactive conflict management.** Community association board members and managers should obtain training in negotiation and mediation. Publicize the association's commitment to preserve relationships through constructive conflict resolution. Modify association documents to mandate alternative dispute resolution prior to legal proceedings.
- 2. Maintain strong communication with members.** Studies show that most conflict results from poor communication. Contact members at the first hint of a communication breakdown. The earlier the association intervenes, the fewer financial, social, and emotional costs it will incur.
- 3. Involve those closest to the problem.** A satisfactory and timely resolution means working with the individuals directly involved in the conflict.
- 4. Seek reasonable solutions.** Association boards and managers must blend the elements of business, government, and community. Their resolution strategies must be technically and legally sound, workable, and socially responsible. If the board and manager overemphasize legal issues, they can turn minor problems into major battles. Do not overlook the human factor when making a decision.
- 5. Supplement—don't replace—the legal system.** Litigation often is a legitimate approach to resolving a dispute, but litigants frequently misuse the legal system by expecting it to work out their problems for them. The truth is that the justice system can only address specific issues from a legal standpoint. This is why litigation often is an ineffective means of resolving disputes over the long term. A dispute comprises many dimensions. What is repeatedly identified as the cause of the conflict—and the issue that ends up in court—really is a smoke screen for the true dispute. Consequently, after the issue is decided in court, the root cause of the conflict remains.

» Learn more about alternative dispute resolution in **Conflict Resolution: How ADR Helps Community Associations**. www.caionline.org/shop

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Improve community's appearance—68%
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Variety in tasks—73% Mentoring people—42%
Opportunity to lead—60% Earning a paycheck—56%
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asphalt & concrete

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Asphalt and/or Concrete parking lots and driveways are the first interaction point a visitor or resident has with your facility. Keeping your asphalt and concrete in excellent condition starts with effective maintenance. A well-maintained property helps to attract and retain clients or homeowners.

With both asphalt and concrete cleaning, crack filling and sealing are necessary to maximize the life of the pavement.



Andy Denker has over 25 years of experience in the construction industry, having worked for national-ranked construction contracting companies. He leads the Asphalt and Concrete Division as Denver Commercial Property Services, a single-source provider of commercial property services across Colorado.



Cleaning:

Cleaning asphalt and concrete surfaces is the most basic part of maintenance. **Cleaning helps to keep the surfaces free from debris which can become hazardous and delivers a clean and appealing appearance.** Due to the vehicle and foot traffic that asphalt parking lots incur daily, it is essential to conduct a periodic extensive cleaning. Cleaning enables the removal of vegetation, oil, paint, and other substances that accumulate on the surface. For concrete areas such as swales, pans, curbs, and gutters, it is best to check for obstruction or blockages and remove trash, debris, and sediment in a timely manner.

Crack Filling:

Whether you have an asphalt or concrete surface, cracking is inevitable. Cracks occur over time due to the change in moisture levels in the material, which can occur with fluctuations in temperature. It is important to fill cracks as soon as they appear. If left untreated, cracks can become larger, and pavement failure, such as potholes, can occur. Approximately 75% of unsealed cracks develop into potholes within 3 years, while only 1% of sealed cracks become potholes in that same amount of time. **Crack filling slows the deterioration and extends the life of the pavement surface up to 5 years. It is a low-cost protection method for cracks that are greater than 1/8 inch.**

Sealing:

Sealcoating can help stop water from penetrating the asphalt, causing degradation which can lead to the formation of potholes. Additionally, sealing asphalt can improve the appearance of your surface as well as improve road safety by boosting color contrast between the pavement and road markings.

Because concrete is porous, sealing can protect the surface from weather, UV rays, and damage. Concrete parking garages are subject to weather, de-icing chemicals, thermal expansion and contraction, and more. Parking garages have an estimated life expectancy of 30-40 years, but that can be extended with good preventative maintenance, which includes applying a waterproofing traffic coating to prevent moisture from seeping into the concrete. Typically, many associations will opt for the cost-effective approach for caulking and isolated repairs. **This method is only for treating visible cracks and will only extend the life for a limited time. To extend the life of asphalt and concrete surfaces, it is recommended to seal every 2-5 years, depending on the existing conditions.**

Just as it is with your health, the longer you wait to address issues the more dangerous and costly it can become. Cracks, debris, and uneven surfaces can be trip and fall hazards, leaving HOAs potentially liable for claims.

Preventative maintenance for asphalt and concrete is necessary. ⚠

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TIPS FROM OUR BUSINESS PARTNERS TO MAKE OUR PARTNERSHIPS STRONGER

In the community association industry, business partners play a crucial role in helping managers and boards achieve their goals. They provide valuable services, sponsor events, educate stakeholders, and volunteer countless hours to support the industry. However, their contributions are often overlooked or undervalued, leading to miscommunication, misunderstandings, and missed opportunities.

To help bridge this gap and foster better relationships between community associations and business partners, we recently held a Business Partner Forum where we asked them what they would like us to know to help them be the best they can be. Here are some of the responses we received:

1. **Time:** Business Partners understand that managers and boards have projects that happen unexpectedly and that time will be of the essence to obtain quotes. We need to be fair when it comes to time constraints and bidding. Bidding costs money, takes time, and requires expertise to compile a bid. Business Partners will drop what they are doing to service us, but they request that we set realistic expectations as to when the bid is expected and if it is a real project that will happen or just a budgetary number for the community to build upon.
2. **Transparency:** When submitting an RFP or an email with directives to put together the bid/quote on, be specific. For example, if you want a white vinyl handrail on all porches that are over 36" in height, state that. Do not state, please provide a bid to install handrails on all porches. If you have a community with a board that needs some extra TLC, tell them. Remember that our business partners are our support team. The more information we give them, the more successful you, the board, and the community will be.
3. **Pre-Bid Meeting:** If the project you are working on has a lot of intricate details, hold a pre-bid meeting with all of the selected business partners. Invite the board and then come prepared with a spec sheet of the information you want them all to know at the same time. Allow time for the business partners to ask questions of the board. Once you are done with the pre-bid meeting, follow up with the questions in an email back to all of the business partners to quote the project. Doing this will ensure that you will get apples to apples bids. This is one of the biggest complaints that boards and business partners have. A quote I once heard has really stuck with me, and it fits this type of situation, "The more you sweat in peace, the less you bleed in war." In other words, do the work upfront. Time is a precious commodity and the one thing you cannot make more of.
4. **Boards:** Once the RFP has been reviewed by the board, invite the business partners to meet the boards and discuss their proposal. Allowing the business partners to meet the boards helps your boards have buy-in to the work that they are deciding to do.
5. **Managers:** One of the biggest frustrations voiced by the business partners is when an appointment is made with them to walk the property with you, and you do not show up. Honor your commitments. Remember that business partners' time is valuable as well.

Above are just a few of the tips we learned. We hope you are able to find something helpful to make your job easier. Business Partners help us be successful every day. Let's partner with them to make their jobs easier.

Preventative MAINTENANCE

Leadership consultant and retired Navy Seal Officer Jocko Willink, Author of the New York Times' best-selling book "Extreme Ownership" advocates for a principle he states as "Discipline Equals Freedom." This concept emphasizes that by developing self-discipline and adhering to a set of structured behaviors, individuals can achieve greater freedom and success in their lives. This principle also holds very true for Associations when they implement a preventative maintenance program to address the needs of the property, systems, and buildings in their communities.

Preventative maintenance is a proactive approach to keeping equipment, facilities, and buildings in good working order. By implementing such a plan, Boards can help ensure that their property is maintained in good condition, reducing the chances for expensive, extensive and inconvenient repairs.

It's not hard to see the many scenarios where Associations - be that Condominium, Townhouse, High Rise or Single Family - greatly benefit from a disciplined approach of evaluating all of the various items that they have the responsibility for as outlined in their governing documents. Starting with a review of the Association's reserve study is a great way to begin to make a list of all the areas that the Board should be considering.

Once that list is complete, the Board should then work with their trusted vendors to identify what a comprehensive maintenance plan would entail and start prioritizing and performing that work.

This could be as simple as taking a look at the fence around the community and deciding if it needs a new coat of stain, to having the drain piping in the building scoped and jetted to prevent backups and the costly damage a backup can cause.

Below is a list of just a few of the various items that a Board should consider when looking at implementing a preventive maintenance plan.

Also, by creating and following a preventive maintenance plan, the Association is better equipped to budget more accurately for the year. Even when the time does come that something is at the end of its useful life and it needs to be replaced rather than maintained, having the discipline to follow the plan will give the Board much greater visibility of that issue sooner, and make it easier to prepare for the expense when the time comes. This may mean that there are smaller, incremental increases in annual assessments along the way, but those are vastly preferable to large unexpected special assessments that many homeowners have a hard time accommodating, especially in these uncertain financial times.

Additionally, by taking this proactive approach, Boards are able to much more effectively perform their primary fiduciary responsibility, which is to maintain and enhance the value of the properties in the Association. It goes without saying that it is easy to tell a well-maintained property just by looking at it. The care and attention are obvious. ⬆

Single Family	Townhome	Condo	High Rise
Concrete/Asphalt	Roof	Roof	Roof
Fencing	Siding	Siding	Decks
Irrigation	Decks	Decks	Windows
Playground	Concrete/Asphalt	Mechanicals	Elevators/Mech
		Fire Safety	Fire Safety
			Garage



Jason Helzer, MBA, CMCA, AMS has over 17 years of in the Community Association management field, starting as President of his condominium association for 4 years prior to joining the industry. He has managed varied portfolios of single family, townhome and condominium properties ranging in size from 770 to 5 units and understands the unique characteristics and challenges that come with each. Mr. Helzer is a third generation Colorado native and graduate of Colorado State University where he earned his bachelor's degree in Economics and a Master's in Business Administration. Prior to becoming a community association manager, he worked as a construction project manager, a bank loan officer, and ran a national marketing program for a Fortune 500 company. This unique and varied background has provided ideal experience to excel at the wide variety of duties successful community management requires.



Spruce Up Your Space

As the bleak cold of winter finally breaks and signs of spring begin to pop up all around, thoughts of vibrant flowers and lush vegetables are on gardeners' minds. For those green thumbs living in tiny quarters, an impressive garden may seem unattainable. However, many are turning toward urban gardening, bringing plant life into unique spaces and growing gardens in every nook and cranny. These miniature Edens bring great natural beauty and help reduce our carbon footprints. As more people move to urban areas, urban gardens are becoming more popular, and encouraging those who have never planted to go dig in the dirt to see what comes up. While urban gardening does have its challenges, we have a few tips on how to overcome them to bring your small garden into full bloom.

Know Your Plot

Before you go on a planting spree, take the time to plan out the logistics of your garden. Will it be in your back yard, on your porch, on the roof, on a window sill? Is your intended spot part of the association's common ground? Check with the association before you start. How much direct or partial sunlight does that area get, and is that the right amount of sunlight for your plants? Is your space large enough to house the plants when they're full grown? And, if not, do you have a bigger space where you can relocate them? Will you be doing container gardening, or will you be planting in the ground? What steps do you need to take to get your soil ready for planting? Answering these questions is important before you begin gardening, as the different environments will affect your plant life. Having a plan can help you avoid unnecessary chaos.

Know Your Plants

All plants aren't created equal, and knowing which will best suit your urban garden is a must for robust growth. Often, urban gardeners will be restricted by space or the need to plant only in containers. They will also need compact plants that can thrive in those conditions, such as herbs, tomatoes, peppers, marigolds, zinnias and the like. And be sure to know what your plants need, such as when and how deep to plant them, as well as how much light and water they need. Also, will they need to be started as seedlings under a grow light until they're hearty enough to go outdoors, and what mixture of soil do they need to flourish? Being ready to address your plants' needs is an important step in making sure they grow to their full potential.

Know When to Transplant

Container gardeners will need to be vigilant about making sure they transplant their plants into the right containers as they grow. If your plant is in a container that's too small, the roots will become restricted, causing the soil to dry out quicker, so you'll need to move your plant to a roomier home. Be careful, though, not to use too large a container, as the roots won't be large enough to suck up all the moisture in the soil, which can lead to root rot. A good rule of thumb in choosing the right size container is to make sure your plant is neither overflowing or dwarfed by the container, and that there's a few inches of dirt that can be seen around the plant. So the next time your plants hit a growth spurt, make sure they have the right amount of space to live comfortably.

Get Creative

The best part about an urban garden is that you can set it up anywhere and make it anything you want. Your garden can be in places like your patio, your front door steps or anywhere else good sunlight hits—and the association permits. While these tips just covered the basics, to learn more about urban garden, go to www.gardenguides.com. No matter what your living area is like, if you've got a bit of imagination you can make an urban garden that's uniquely your own.

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- Check for openings where pipes, vents, and cables exit the house
- If a hole is found, seal it up after you fully check the house
- Use a flashlight to inspect chimney before installing a cap
- Secure trash containers with cords, ropes, or weights
- Keep branches trimmed 6' away from your house

—U.S. HUMANE SOCIETY

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HOAs Must Understand Use & Power of Contracts

DAMIEN M. BIELLI
Vial Fotheringham LLP

The Board of Directors in a homeowners' association (HOA) are responsible for the functionality and governance of the community. One of the powers and duties delegated to the Board of Directors is the power to negotiate and enter into contracts, which is highly significant to the operation of an HOA. In fact, one of the exceptions to the open meetings requirement under CCIOA is for negotiation of contracts. This means that Boards can meet in executive sessions to negotiate contract terms and then re-convene in an open board meeting to vote on approving a contract.

What is a contract?

In its simplest form, a contract is an agreement between two or more parties where there has been a "meeting of the minds." To have a contract, there must be an offer, acceptance of the offer, and consideration. Consideration means that there must be value given by each party to the contract. While some oral contracts can be enforced, an association should only enter into contracts that are in writing. Oral contract can make enforcement more difficult in the event of a breach but may also leave critical details regarding performance of the contract in the eye of the beholder.

When is legal support needed?

If a contract is for ongoing services, or for more than a few thousand dollars, it is highly recommended and encouraged that the HOA brings in an attorney to assess and review the material. There is specific terminology in every contract that can be used if a disagreement arises, which is why it is critical for an attorney to be brought in to help the Board understand the nuances that may be difficult to understand and interpret. Timing of the performance of the contract, conditions precedent to performance and association obligations within the contract should be scrutinized.

There are a multitude of contracts relevant to association. The most common are maintenance contracts, landscape contracts, cable bulk service agreements, building envelope/construction evaluations, construction contracts, employment contracts, attorney representation agreements, management company contracts, and association lending contracts. With the different variations of contracts, it is important each is negotiated in ways that suit the HOA community and are reviewed and discussed thoroughly by the Board.

Before entering into a contract, the Board must fully understand the scope of what it addresses and demands, this includes the goods or services that are going to be offered, what the expectations are for performance under the contract, how to terminate a contract, what it will cost the association to terminate the contract, whether arbitration is required, or any other limitation on enforcing the contract, and if attorney fees are to be awarded to the prevailing party in a lawsuit. Without having a grasp on these aspects, the Board is at a vulnerable disadvantage which could cause negative legal ramifications if an issue was to present itself.



What type of contracts are commonly used?

There are numerous different types of contracts, all with their caveats. Understanding the differences and knowing what to expect before engaging with a contract is beneficial because it streamlines the revision, negotiation, and entering into phases. In general, contractors use standard form contracts, these can have provisions that may not be favorable, or even applicable, to the association. These form contracts are commonly very lengthy and can be very specific about payment, insurance, performance, and limitation of liability. Under no circumstances should the board use a bid as the construction contract. When the Board selects a bid, they should request a copy of the contract to evaluate terms.

There are also clauses within the contracts that Boards should be cognizant of. Evergreen clauses are a common pitfall, and it is critical associations understand these terms. An Evergreen Clause is an automatic renewal clause. It's a contractual provision that operates at the end of a contract's terms to automatically extend the term for a

specified period unless one party provides notice of its intent not to renew. These time periods for notice can vary widely and be as long as 90 days, depending on the length of the original contract. Colorado passed a new law in 2022 which requires upfront and specific disclosure of these types of clauses; however, Boards should still be wary.

Finally, as fiduciaries, the Board of Directors has an obligation to enter into a contract with the best interest of the association at the forefront. Certain negative terms within a contract may outweigh the lower bid price for services and be more advantageous to the association's needs. The association should always solicit bids from multiple sources for any contractual need and compare price and terms.

When entering into contracts, the Board needs to fully understand the contracts it enters into on behalf of the association. Questions and concerns about contracts should be discussed with legal counsel. ⬆



As a partner in Vial Fotheringham LLP, **Damien M. Bielli** has a unique background in HOA Law, trial advocacy, insurance defense, professional liability, coverage disputes, labor law, employment law, construction, commercial litigation, and contracts. He may be reached at Damien.Bielli@vf-law.com.



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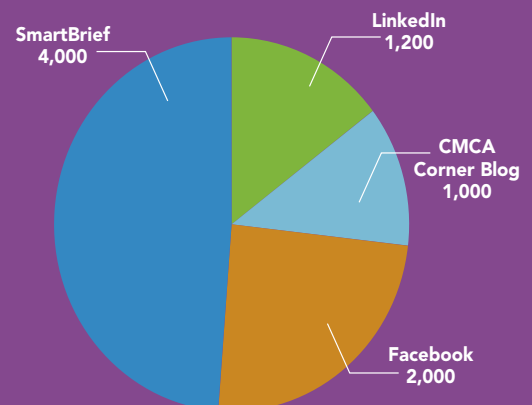


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GETTING STARTED

with

wildfire mitigation

More than 3 million Coloradans live in the wildland-urban interface (WUI), where homes and other structures intermingle with wildland vegetation. There's also a risk of being affected by wildfire for folks who live in the WUI. Wildfire mitigation actions are critical to reduce the risk of damage from wildfire, and community-wide wildfire mitigation activities are more effective and efficient than individuals working on their properties alone. Homeowner associations are often well positioned to organize and lead community wildfire mitigation efforts.

What are wildfire mitigation activities?

Wildfire mitigation refers to actions that reduce the risk of damage from wildfires, and these steps can look different depending on the needs of your community. If an HOA is just getting started with wildfire mitigation, members may consider creating a Community Wildfire Protection Plan. These plans usually bring together diverse local interests to work toward common goals for public safety, sustainability and natural resources. They often include information about local firefighting capability, tips for homeowners and plans for land management.

Neighborhoods and homeowner associations are all unique, and the wildfire mitigation activities chosen for your HOA should reflect the needs of the residents and surrounding area. Geography, vegetation type, age of homes and distance between structures all affect how each HOA approaches wildfire mitigation. Here's a list of some wildfire mitigation activities that various HOAs have undertaken:

- Create a committee to lead wildfire mitigation efforts
- Organize neighborhood clean-up days and share equipment costs
- Conduct emergency evacuation drills
- Hire seasonal mitigation staff
- Hire experts to perform defensible space assessments for residents
- Apply for grants from the Colorado State Forest Service
- Produce educational and outreach materials for residents

Wildfire mitigation in action: Roxborough Park Foundation

The 2002 Hayman Fire triggered pre-evacuation warnings for the residents of the Roxborough Park Foundation (RPF). The largest wildfire in state history at the time ignited action among the people of RPF, and they quickly formed the Fire Mitigation Committee, a group of resident volunteers who lead fire mitigation efforts for the RPF. Since the group's founding, they've made great progress protecting their properties from the risk of damage from wildfires. Funding from the Forest Restoration and Wildfire Risk Mitigation grant program and assistance from the local Colorado State Forest Service Field Office resulted in a lot of work completed in the area:

- 33 individual properties had defensible space assessments
- 983 cubic yards of mulch produced
- 4 community-owned common areas mitigated for wildfire risk along primary evacuation routes
- 22 acres treated dense Gambel oak with intermixed hawthorn and native plum

Wildfire mitigation resulted in some additional *unexpected benefits.*



Left: The evacuation route before thinning. Right: Evacuation route after trees were thinned to lower the risk of wildfire encroaching on the roadway in the Roxborough Park Foundation area. CSFS photos

" Many of the participating residents had been working on their properties for several years and were excited to finally reach a mitigated state. Now they can focus on the easier job of maintaining the mitigation. Every participating resident was very pleased with the enhanced safety and look of their property," reported the Fire Mitigation Committee.

Resources for wildfire mitigation

Residents can take steps year-round to protect their properties from wildfire, and efforts at the town, neighborhood or homeowner association-level improve the outcomes of those individual efforts. When communities work together, we help protect each other and improve the effectiveness of all wildfire mitigation actions. The Colorado State Forest Service has resources for all levels of wildfire mitigation, from funding opportunities to the Home Ignition Zone guide. Contact your local field office for more information. [↑](#)

Spencer Weston is the Supervisory Forester with the Franktown Field Office of the Colorado State Forest Service (CSFS). The Franktown Field Office of the CSFS is one of 17 field offices throughout Colorado, serving Arapahoe, Douglas, Elbert and Lincoln counties. Our mission is to achieve stewardship of Colorado's diverse forest environments for the benefit of present and future generations.

WHEN TO

UPGRADE

YOUR GUTTER SYSTEM

AND WHAT TO LOOK FOR

SCOTT MURRAY
Premier Roofing Company

Gutters are the unsung heroes of a building's water-shedding capability. Though often overlooked and forgotten; a properly sized, installed, and functioning gutter system can make a major difference in a home's ability to funnel precipitation down and away from the building, preventing large repair bills. How do you know when it's time to upgrade your gutter system? What signs might indicate gutter issues? Read on to learn more.

Put simply, the biggest sign that you might need a gutter upgrade or reinstallation is water ending up somewhere it shouldn't. A few examples include:

- **Pooling water or wet areas on walkways and/or driveways**
This is one of the most common signs of leaking or overflowing gutters and can create icing hazards as well as expensive pavement repairs.
- **Fascia board and soffit rotting**
Overflowing gutters can allow water to seep into these easily damaged boards.
- **Pooling water or saturated ground at the foundation**
Pooling water is a hazard for foundation damage or basement leaks.
- **Corroded or rusted gutters**
Corrosion becomes holes and cracks over time can become unsightly and leads to the symptoms outlined above.
- **Pests**
Mosquitoes, birds, mice, and more love a breeding ground of pooled water.

If any of these issues are prevalent at your building, it's likely time to have a roofing and gutter professional evaluate the performance of your system. Like most areas of home maintenance, being proactive with maintaining your gutters can save you much larger headaches down the road.

What are your upgrade options and how can they make a difference? To start with, gutter size (diameter) makes a huge difference in water shedding capability. Larger roof surfaces and steeper slopes shed more water, faster. A professional evaluation can help you determine what gutter size is optimal, usually in the four to six inch range. Gutter material is also a big factor in installation, maintenance, and appearance. The vast majority of gutters are aluminum due to the ease of installation, a clean rust-free look, and lightweight material. Vinyl gutters are also becoming more common as an even lighter, paint-free option. For a luxury touch, homeowners can upgrade to copper gutters which provide a more decorative look and are often longer lasting. Finally - don't forget about downspouts. There are a variety of sizes and shapes, lengths and extensions, but the general principle is to efficiently direct water away from the building foundation.

Remember, addressing gutter issues and upgrading your system can provide a major savings in the long run, as well as add value to your home. Ask your qualified contractor to review these options with you. ⬆



Scott Murray, Business Development Representative, Premier Roofing Company
Premier Roofing specializes in multi-family roofing services for community managers, apartment managers, homeowner's associations and property management services. Premier was founded in 2005 in Denver, Colorado by two college classmates and has grown to 15 permanent locations across the country.

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- The CAMICB Continuing Education Review Committee meets monthly to review courses. Retroactive credit is not given so submit your courses on time. You can find the committee calendar on the back of this flyer.

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Send all course materials including your completed application and speaker bios to info@camicb.org.

To find out more and download an application, visit camicb.org/continuing-education or email us at info@camicb.org.

TO-GO LIST

The Federal Emergency Management Agency recommends residents have a checklist ready in case an order to evacuate homes during a fire is issued:

- People (and if safely possible, pets)
- Prescriptions
- Papers (hard copies of documents or digital backups)
- Personal needs (the basics, such as food, clothes and phone)
- Priceless items (irreplaceable mementos and valuables)

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CAI-RMC is proud of the following individuals who have demonstrated a personal commitment to self-improvement and have elevated their practical knowledge and expertise:

NAME	ORGANIZATION	DESIGNATION	AWARD DATE
Chaillot Lockley, CMCA	Westwind Management Group, LLC	CMCA	02/16/2023
Kiefer C. Maizland, CMCA	Westwind Management Group, LLC	CMCA	02/23/2023
Roxanne Edith Chaparro, CMCA	Westwind Management Group, LLC	CMCA	01/17/2023
Debbie Trevino, CMCA	Summit 2nd Homes, LLC	CMCA	03/09/2023
Janice Zarifi, CMCA	Associa Colorado	CMCA	02/16/2023
Andrew Klausen, RS	Association Reserves - Rocky Mountains	RS	01/17/2023

If you are a manager, insurance and risk management consultant, reserve provider, or business partner wishing to enhance your career, the information at www.caionline.org can help you. CAI awards qualified professionals and companies with credentials to improve the quality and effectiveness of community management.



CAI-RMC MISSION STATEMENT

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



Welcome New Members

Nicholas Ashton

Rob Bergen

Trevor Broersma

Victoria J. Darling

Tanya Grace, AMS

Natasha Keppen

Lisa Leblanc

Laura K. Sanchez, Esq.

Troy Lynn King–American Tree

Jim Walters–AVI Roofing, Inc., WeatherSure Systems

Zaina Clark–Baltic Place Condominium

Melissa Rangel–Baltic Place Condominium

Kyle Surber–Baltic Place Condominium

Chris Weiss–Baltic Place Condominium

Randy Eichelberg–Brookhaven Condominiums

Debby Gates–Brookhaven Condominiums

Dawnette Moore –Brookhaven Condominiums

Tiffany Roth–Brookhaven Condominiums

Tara Thompson–Brookhaven Condominiums

Ira Frosch–Candlewyck Condominium Association

Pat Masi–Candlewyck Condominium Association

Gary Rivers–Candlewyck Condominium Association

LB Templeton–Candlewyck Condominium Association

Leah Jackson–CAP Management

Deborah Causton–First Century Bank

Thomas Christian Mcgee, III–Goodwin & Company

David M Prieto–Goodwin & Company

Amber Rene Alfaro–Hammersmith Management, Inc.

Audreanna Roberts–Hammersmith Management, Inc.

Heidi Lynn Scanlan, CMCA–Haven Community Management

Jon Rea, CMCA–Heather Gardens Association

Greg Winslow–Heather Gardens Association

Turner Kimble Mann–Kairos Construction Services

Brittany Bazan–KC & Associates, LLC

Jeff Pater–La Fontana Condominium Association

Kevin Overley–Landtech Contractors, Inc.

Sharon Robinson–Larimer Place Condominium Association

Sondra Lynn Teigen, CMCA–MSI, LLC

Mitzy Forbes–Park Lane Towers Condominium Association, Inc.

Tony Hartwell–Park Lane Towers Condominium Association, Inc.

Jackie Jessup–Park Lane Towers Condominium Association, Inc.

Jeff Morin–Park Lane Towers Condominium Association, Inc.

Dr. Joel Rovnak–Park Lane Towers Condominium Association, Inc.

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Mike Jacobson–Skyestone Community Association

Jeffrey Powles–Stonegate Homeowners Association, Inc.

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Robin Bacon–Vista Management Associates, Inc.

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27 Thur	Top Golf Event
28 Fri	CEO Management Co Forum
May	
05 Fri	Membership Appreciation Event
17-20 Wed thru Sat	National Conference

June	
16 Fri	Annual Golf Tournament
27 Tue	Community Association Workshop
August	
01 Tue	Peak 2 - Financials
08 Tue	Business Partner Forum
25 Fri	Board Leader Certificate Workshop
29 Tue	Community Association Workshop

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