

Managing Condominium and Homeowners Associations (CID201)

Learning Objectives

Part I: Relationship management

- Define the community association
- Describe the managing agent's relationship with boards, owners, and employees
- Identify key components of the management agreement
- Recognize common communication barriers
- Demonstrate active listening
- Interpret nonverbal behavior
- Compare conflict resolution styles
- Recognize problem-solving guidelines
- Identify and describe approaches to management
- Identify intergenerational dynamics related to management
- Determine what motivates employees
- List ways to reward staff
- Describe the human resources environment for association managers
- Understand the importance of a job analysis
- Create suitable job descriptions
- List employee recruiting methods
- Recognize when working with contractors may be appropriate
- Explain key legal issues related to employment
- Identify effective hiring practices
- Conduct a successful employee orientation
- Conduct effective performance evaluations
- Recognize performance coaching strategies
- Handle disciplinary action legally
- Manage employee turnover

Part II: Governance

- Demonstrate knowledge of a variety of governing documents, including CC&Rs, articles of incorporation, bylaws, and rules and regulations
- Identify key legal terms and implications of the documents
- Identify the legal requirements for amending documents
- Describe the authority of the Board of Directors and the importance of educating the Board on their responsibilities
- List the processes for board appointments, and identify the role of committees, including ad-hoc and standing
- Describe how the managing agent identifies the enforcement mechanism within the governing documents
- Define board, annual, special, emergency, and executive session meetings and the rules of procedure
- Conduct compliant meeting processes, including meeting minutes and the legal requirement for notice
- Define challenges of common areas for community associations
- Identify the role of personalities in Board interactions
- Recognize how to communicate with owners/members
- Identify the legal obligations of the governing documents
- Describe the risks and rewards of using collections agencies to pursue delinquent dues

Part III: Finance

- Describe the central role of the managing agent in the financial direction of the community association
- Identify the key areas the Managing Agent may assist in the transition from Developer/Declarant control to the Board of Directors
- Classify cash, accrual, and modified accounting practices
- Describe the chart of accounts
- Identify short-term and long-term assets and liabilities
- Describe purchase order procedures
- Identify accounting software
- Demonstrate how to write statements of income and expense and how balance sheets are used to direct the finances of the community association

- Discuss the regulatory requirements for auditing the community association
- Define a budget and describe its purposes
- Identify the purpose of the budget in the direction of the community association
- Define the elements of budgets
- Characterize the different types of budgets
- Describe ways to forecast income and expenses
- Analyze budget variances
- Identify the funding issues of aging community associations.
- Describe the role of reserve studies
- Identify the impact of collections on budgets and reserves
- Recognize how to educate Boards to secure loans from banks
- Explain the tax structure of community associations

Part IV: Maintenance

- Explain the definition and importance of maintenance and risk management
- Describe the differences between the various types of maintenance
- Identify the components of a maintenance and risk management plan
- Recognize the benefits of a well-managed maintenance and risk management plan
- Discuss key factors of a service request system and how it contributes to a sound maintenance and risk management system
- Explain the purpose and importance of property inspections
- Identify strategies for managing risk, describe the various types, and determine strategies for minimizing each type of risk
- Describe key insurance concepts for managing agents
- List guidelines and procedures for handling a loss
- Explain the importance of emergency and disaster planning, and identify the components of an effective plan
- Explain how to make inventory-purchasing decisions
- Identify guidelines for inventory control and storage
- Determine when to use site employees versus contract workers.
- Create detailed contract specifications

- Evaluate bids
- Describe standard components of the maintenance contract
- Identify factors to consider when monitoring a contractor's work
- Recognize general guidelines for good property maintenance.
- Explain key maintenance issues related to big-ticket maintenance items in order to effectively maintain the property
- Explain the concept of sustainability
- Recognize energy-conservation strategies
- Develop water-conservation measures
- Educate owners on the role they play in energy and water conservation
- Identify green-building criteria
- Explain how to create a waste disposal and recycling program
- Identify strategies to reduce or eliminate environmental issues