

HOA MANAGER NEWSLINE

CHECK OUT OUR
WEBSITE
for the latest jobs,
information, and tips
on your career!

Vol. 10, No. 4

A Publication of Adamen, Inc.

April, 2007

CONTENTS

1

MYTH V. REALITY
by Julie Adamen

2

IN A NUTSHELL

2

JULIE SPEAKS

5

THE BOOK REPORT
by Rolf Crocker

6

**THE EXECUTIVE
CORNER**
by Julie Adamen

7

WE GET EMAILS

9

**MORE NEWS FROM
HOA MANAGER
NEWSLINE**
by Julie Adamen

10

**CLASSIFIEDS
NEW POSTINGS
AND HOT JOBS**

11

**MANAGEMENT FIRMS
FOR SALE**

ADAMEN, INC.

Phone: (360) 779-6507

Fax: (360) 243-8465

Toll Free: (877) 368-1509

E-Mail: info@adamen-inc.com

Website: www.adamen-inc.com



Julie Adamen

(Note: I was asked to write an article addressing these issues for New England Condominium magazine. Managers may find it helpful in understanding certain homeowner misunderstandings, or may find it a useful addition to the Welcome Packets or newsletters of their communities – Julie)

According to a recent poll, conducted jointly by Gallup and Community Associations Institute, 75 percent of homeowners in condominium or homeowners associations are “very” or “extremely” satisfied with their community. If the poll numbers are correct, then American condominiums are chock-full of happy homeowners. Frankly, I do not doubt those numbers. From my many years in the community association industry, most homeowners with whom I have contact are happy, and they are happy because their community association has combined three elements that are important to today’s busy people:

Simplicity of Ownership: For the individual owner, this translates to “less to take care of.” People are over-burdened, and many have opted for condos and HOAs because they don’t want, or don’t have time, to mow the lawn, paint the house, worry about roof repairs, or what have you.

Special Amenities: In a single-family home setting, many people could not afford the amenities—including pools, gyms, golf courses, or clubhouse—offered by a condominium or would not have the ability to maintain them.

Investment Value: Owners want their property to not only retain value, but also to increase in value, and in a condominium they look to their community association to achieve this goal on their behalf.

MYTH V. REALITY

Buying a Condo? Set Realistic Expectations

by Julie Adamen

The bad news in the poll numbers cited above is that 25% of people who reside in a community association are not happy or have become disillusioned and/or disappointed. The cause for the downturn in their outlook? *Their expectations of community association living did not match the reality of the experience.* Regardless of whether those expectations are based in reality or not, unmet expectations can lead to much unhappiness. It is my opinion that this is where the trouble starts for dissatisfied owners.

So what are the trouble spots of community living, which may—or may not—live up to an owner’s expectations? And are there ways to mitigate those unmet expectations and the unhappiness that often follows?

A LITANY OF EXPECTATIONS, MISUNDERSTANDINGS, AND COMPLAINTS

All Communities Are the Same. The truth is that each and every community has its own personality. Some associations are like a Golden Retriever: Easygoing, occasionally excitable, and prone to curling up on a comfy sofa. Other communities are more like our collective image of a pit bull: Abnormally aggressive with a tendency to bite anyone or anything that comes too close. If you are more of the Golden Retriever type, finding yourself in a pit bull community can be unnerving and annoying. If you are more the pit bull type, the lack of action and raw emotion in a Retriever community will frustrate you.

TIP: Research the community before you decide to buy. If there is a club on site, have lunch or dinner at the clubhouse, play golf on the course, and by all means talk to existing owners (hopefully they won’t be that

continued on page 2

In a nutshell...



A Litany of Expectations, Misunderstandings, and Complaints

All Communities Are the Same. The truth is that each and every community has its own personality, and you'll be a much happier homeowner if you are surrounded by people who are like-minded.

Neighbors Are Better at Governance than Politicians. If you buy a condominium, it's best to go in with the clear understanding that neighbors are volunteering to administer the community as a part-time job, and they may or may not have had prior experience in either business or politics.

Neighbors Will Think Just Like You. Associations cannot be managed effectively on a case-by-case basis over a long period of time because taking that approach means not only bad precedents get set, but they get set in cement. Boards and committees must legislate from the macro-, not micro-, perspective.

The Association Is a Small Democracy. Associations are republics, not democracies. If you expect a representative government (i.e., one that puts everything up to a vote), then you find community living seriously frustrating.

Community Associations and Their Operational Costs Are Static. No matter what anyone, including the developer, tells you, your fees will increase over time to align with rising costs, and this is a good thing. Association dues are like death and taxes: they catch up eventually.

Board Members, Association Volunteers, and Staff Are Incompetent. This expectation is the exception rather than the rule. Homeowners should, in fact, expect competence and dedication from the people who manage their community.

There Will Be a "Rogue Board." The "rogue board" is a myth. More common is what I would term "rogue homeowners." Typically, these homeowners have their own agenda and they will do, say, email or write anything to accomplish their goal.

The Value of the Home I Purchased in a Community Association Is Guaranteed to Increase. A well-run community association will meet market expectations in a good real estate market. On the flip side, a poorly run community association can have a negative effect on property values even in the best real estate market.

Set High but Realistic Expectations. A successful condominium ownership experience starts with each and every owner. Make your community better by taking the time to better understand it.

Myth v. Reality

from page 1

dissatisfied 25 percent!). A wealth of information is available to you, and you'll be a much happier homeowner if you are surrounded by people who are like-minded.

Neighbors Are Better at Governance than Politicians. If you buy a condominium, it's best to go in with the clear understanding that neighbors are volunteering to administer the community as a part-time job, and they may or may not have had prior experience in either business or politics. A board member or new owner who lacks experience can lead to some rather serious misunderstandings. To the homeowner who elects to take an informal approach to problem-solving, this fact may come as a surprise. What could be better, in this homeowner's worldview, than being able to knock on the door of a (board member) neighbor to discuss golf scores and, in the course of the conversation, bring up a complaint about the way the landscapers mow the lawn? Since that board member—your neighbor—has a vested interest, the informal owner is certain, he or she will surely welcome your comments and take the steps to make sure the lawn is mowed correctly and to your satisfaction. For the board member, a homeowner making a direct appeal is a relatively common scenario. But this dynamic can lead to serious dissatisfaction because the board member neighbor may not agree with the homeowner's views, may not appreciate being disturbed at home about a normal complaint, and in fact may think the lawn looks just fine and the homeowner is a crank.

TIP: A board or committee member neighbor may want to be friends and to socialize, but knocking on his or her door to complain will likely limit positive social interaction. Likewise, discussing a board member's performance with another gossipy neighbor is likely to undercut social interactions. Keep politics and complaints to proper channels, respect volunteer time, and let neighbors be neighbors.

continued on page 3

JULIE SPEAKS!

March 31, 2007Subject: Bridging the Great Divide, Washington, DC, CAI-DC Chapter Annual Tradeshow

April 11, 2007Subject: New Blood: Where will it come from?, Minneapolis, MN, Minnesota Chapter CAI

May 11, 2007Subject: Top Traits of Great Managers and Great Boards, Palm Desert, CA, Coachella Valley Chapter, CAI

June 14, 2007.....Subject: Top Traits of Great Managers, The 20% Solution, Location: Worcester, MA, New England Chapter CAI

July 13, 2007 ..(Tentative) Subject: Managing the Micromanager, Hilton Head, SC, SC Chapter CAI

October 9, 2007.....Subject: Top Traits of Greats Managers and Great Boards, Newburgh, NY, Hudson Valley Chapter, CAI

All of Julie's seminars are good for continuing education credits through the NBC-CAM of CAI National.



Your Neighbors Will Think Just Like You. The fact is that the same neighbor who got your lawn mowed may also be charged with legislating good taste in your community. Those neighbors—board or committee members—will be informing you through notices from management or other avenues that you absolutely cannot install pink flamingoes on your front lawn. Why not, you ask? They are unobtrusive, can be seen only by one neighbor who doesn't care, and were a gift from your Aunt Byrd! The answer is that if the board or architectural committee allows you to have pink flamingoes, what's to keep the next folks from wanting plastic gorillas? The bottom line is that these types of issues must be handled with the big picture in mind. They cannot be managed effectively on a case-by-case basis over a long period of time because taking that approach means not only bad precedents get set, but they get set in cement. Boards and committees must legislate from the macro-, not micro-, perspective.

TIP: BEFORE you buy in to a community, evaluate if the association will allow you to do or have the things that are important to you, including washing your car in the driveway, parking your RV nearby, or displaying your favorite pink flamingoes. It is vital to understand the restrictions before you purchase, because the restrictions can be stringent, and changing them can be incredibly difficult and very time-consuming. To head off problems at the outset, association administration (board and management) should make certain that all new owners receive a welcome packet

that outlines not only community amenities but also community restrictions.

The Association Is a Small Democracy. Associations are republics, not democracies. The people who volunteer to serve as board members work for the good of the association as a whole and base their efforts on solid input and reasoned judgment under reasonable time constraints. This means that boards must make some decisions that will be unpopular with some segment of the community. If you expect a representative government (i.e., one that puts everything up to a vote), then you find community living seriously frustrating.

TIP: If you are in a community association and are frustrated with the republic, I urge you to volunteer for the next board position that becomes available. Serving in this capacity will help you understand the issues attached to the macro-administration of the community. Because board membership usually makes a republic-believer out of non-believers, boards and managers are best served by encouraging participation.

Community Associations Are Small, So They Can Quickly Integrate New Ideas and Methods of Governance. As a rule, it's wise to understand that community members like what they have and want to maintain the look and feel of their community. Making changes to what is perceived as valued comes very, very slowly. The slow, careful approach to change reflects the fact that boards and committees continually

continued on page 4

balance the appropriate, reasoned management of their community with the inherent politics of the community. For example, the board and many owners may understand that a community's paint scheme is terribly dated and tired. They may have been informed by several real estate agents who live in the community that home sales would be more brisk if the community received a new, updated paint scheme. But while the task of painting is simple, the politics of changing the paint scheme is not. To make a change, in all likelihood the board will be faced with sending out a survey, forming an ad hoc advisory committee, holding a town meeting(s), and sending out mailers in abundance on this subject. What in the business world would take a month can take several months—or even years—in a homeowners or condominium association.

As is true in any other organization that is nonprofit, administered by volunteers, and chock-full of politics, decisions in a condominium association can take a long time. And community associations cannot be judged on their “productivity” as if they were a for-profit business.

TIP: There is value in the slow rate of change in the community association environment. It allows some owners time to adjust, and it can stop a misguided idea from being implemented. Owners should take a breath and be ready for incremental change over time.

Community Associations and Their Operational Costs Are Static. Associations are dynamic, and their policies

change, sometimes for the better and occasionally for the worse, in the opinion of some owners. The paint color you loved so much when you bought your condominium will change over time to reflect new standards and tastes. And those hideous bushes around the parking area ultimately will be replaced by newer, more attractive ones. But just as these things are not static, neither will your condo fee remain fixed.

No matter what anyone, including the developer, tells you, your condo fees will increase over time to align with rising costs, and this is a good thing. Association dues are like death and taxes: they catch up eventually. Communities that maintain artificially low dues over long periods of time suffer not only in terms of quality-of-life issues for their owners, but also in terms of declining property values as the underfunded community falls into disrepair.

TIP: Life in a community is enhanced if it is understood that the environment will change and dues will go up, albeit slowly. These facts should be viewed as benefits because they indicate that the board is fulfilling its fiduciary duty to the community to preserve, protect, maintain, and enhance the value of that community.

Board Members, Association Volunteers, and Staff Are Incompetent. This expectation is the exception rather than the rule. Homeowners should, in fact, expect competence and dedication from the people who manage their community.

continued on page 5



MEMBER OF
community
ASSOCIATIONS INSTITUTE

GET MORE.

Discover how association management companies across the country are increasing productivity and creating new revenue opportunities.

Introducing Electronic Information Delivery from Community Archives.
This web-based, patent pending application will provide a more efficient and profitable way to process sale, resale and refinance inquiries 24/7/365. And it will fit the way you do business.

Call us at 800-995-0682 or visit us online at www.communityarchives.com.
Look for us at the 56th CAI Expo in Las Vegas, April 25-28, 2007.

Makin' It Easy!
Community ARCHIVES

Over the years, it has been my experience that new owners in a community association often assume those “in charge” – the board, committee members, and management – have no clue about what they are doing. Those assumptions are often made on little information, but seldom do those new owners change their minds, even when they are presented with evidence to the contrary. In virtually every case, the valuable volunteers and paid staff who manage our communities are almost always serious, dedicated, and doing the best they can under the difficult circumstances of having politics mixed with friendships and neighbors.

TIP: Expect the best will and intent from your community administration—board and staff alike—and you will probably receive it. A good way to get the real bottom line on competence is to review the community’s maintenance and reserve status and the value of the homes or units. High marks in those areas often point to continual competence in administration.

There Will Be a “Rogue Board”. The “rogue board” is a myth. Everyone has heard a horror story about the “condo-zealot” aspect of community associations, and in my 20 years in the industry I have encountered what could be characterized as individual condo-zealots. On the occasion the zealot was a board member, and a politically powerful one, it led to some bad decisions being made by that board. But I have never personally witnessed boards running out of control and illegally forcing the feeble from their homes for \$75 in unpaid dues. That type of occurrence, though great fodder for the evening news, is almost unheard of.

More common is the case that board members are characterized as zealots or incompetents by what I would term “rogue homeowners.” Typically, these homeowners have their own agenda and they will do, say, email or write anything to accomplish their goal. They act with vigor and impunity, leaving the board and management to ride out the storm. This scenario is, by far, the most destructive interaction in community associations, and the actions of the rogue homeowner(s) leave everyone with a bitter taste in their mouth. Even more destructive is that negative interactions typically lead to a lack of willing volunteers for the next time around. This situation occurs far more often than the infamous rogue board.

TIP: Take what you hear about community associations on the evening news with a heavy dose of skepticism. Zealot homeowners often turn to the press for free publicity to create even more pressure for the passage of their agenda, and our sensationalistic, 24/7 news cycle is more than happy to oblige.

The Value of the Home I Purchased in a Community Association Is Guaranteed to Increase. TAs any property owner knows, property values can increase, decline, or stagnate. The change in a unit’s value is relative to the real estate market in general and not the unit’s location in a particular community. A well-run community association will meet market expectations in a good real estate market. On the flip side, a poorly run community association can have a negative effect on property values even in the best real estate market.

continued on page 9

The Book Report – April 2007

By Rolf Crocker



Have you ever worked with or for a total jerk? Not just an occasional jerk, but a certified, USDA Prime jerk? Have you ever, in the recesses of your mind used another term instead of jerk? And finally, have you ever wished there was a book that could, with empirical data and academic oversight, not only help you discern between the occasional and certifiable jerk, but could help you not just survive the experience but could also let you know if you were in fact ‘one of them?’ Have I got a book for you!

The No Asshole Rule – Building a Civilized Workplace and Surviving One That Isn’t by Robert I, Sutton, PhD (©2007 Robert I. Sutton/Warner Business Books). Yes, you read the title right. In fact, Stanford University Professor Robert Sutton explains in the introduction that this was a ‘half-hearted’ proposal to the Harvard Business Review that he would write an essay on the subject only if they printed the title exactly as it is here. Much to his surprise, they not only accepted it, but it turned out to have such an overwhelming response from the readership that Sutton felt compelled to turn it into a full-length book.

You may call them bullies, jerks, buttheads or the above ‘term-of-art,’ but whoever they are, they can ruin a workplace and will proliferate if you let them. One of the key tests as pointed out by Sutton I knew innately, but hadn’t verbalized it – how does that person treat folks with less power our stature – are they condescending, demeaning and demoralizing or are they polite, courteous and kind? Well written and thoroughly researched, Sutton does an excellent job in covering every aspect of ‘assholism’, from the damage they cause, how to implement and enforce the Rule, how to stop your ‘inner jerk’ from getting out to surviving the experience. He even offers (with many cautionary qualifiers) how it can be seen as a virtue.

His bottom line? 1) Life is too short to waste it dealing with insufferable jerks and 2) there is something you can do about it. Develop and enforce The Rule in your own life and/or workplace see what a difference it makes in you and in those around you. ★★★★★ 5 Stars

Rolf Crocker is a Business Development Officer for Community Association Banc, and can be reached at: rcrocker@cabanc.com.


THE EXECUTIVE CORNER - EXIT! STAGE LEFT!

by Julie Adamen

Over these past few years I have had the pleasure of addressing groups of management company CEOs about various subjects. Once we start rolling almost always the subject of an exit strategy comes up, and the reasons are obvious - at 48 I'm usually the youngest person - sometimes by far - in the room. And I'm struck by the fact that so many of our CEOs seem not to have a plan for exit. So let's take a look at some basic tenets of exit planning (for the sake of this article, we'll assume the exit strategy to be selling your firm to a third party, as that is the most common exit in our industry at this point).

STEP 1: START WITH AN EXIT TIMELINE

Depending upon several factors, including but not limited your (the owner's) age, how long you want to work or are going to be able to work, and the current and potential profitability of your company, you need to put together an exit plan with a target date - 1 year, 5 years, 10 years - whatever works for your situation. The setting of this timeline will give you the basic framework on which to prepare and build your exit strategy.



**Helping you survive
a legal sea of change.**

EPSTEN GRINNELL & HOWELL
ATTORNEYS SERVING COMMUNITY ASSOCIATIONS™

800.300.1704
www.epsten.com

San Diego County • Greater Inland Empire • Imperial Valley • Coachella Valley
Southern Orange County • Sacramento County • Tulare County

STEP 2: PREPARE FOR SALE BY UNDERSTANDING A FUNDAMENTAL OF BUSINESS

PROFIT, not GROSS REVENUE, is what will drive the selling price of your management company.

This simple business fact seems to come as a shock to many company owners with whom I speak, they seem to think that the number of contracts and "good will" - whatever that is - in the community take the place of a healthy profit margin. Nope. I often have the sad task of informing owners that they would have been better off financially being a large-scale manager these past 20 years than an owner of a marginally profitable management firm. Smaller buyers looking to run your company will only look on your firm as buying themselves a job - not a business.

STEP 3: PERFORM A BUSINESS REVIEW OF YOUR COMPANY

It's painful, but if you want not to be caught with your proverbial pants down when and if you decide to sell, you need to make a full financial and operational review of your company. Drill it down to each account, and if you aren't making money, get rid of the account or raise its fee. Is some internal process not working? Then it's probably costing you money in your time and lost productivity. Jettison it or find something in its place that will work.

Once the initial pain of the first review is over, you'll find you can actually fix areas within your firm that have needed fixing for a long time. But you can't do it once and stop there, especially if you have a long term (5-10 year) exit plan. I know of one company owner who went through this exercise, ended up getting rid of about 1/3 of the company's accounts and turned a higher profit. Make a cursory review at least twice per year, and an in depth review yearly.

STEP 3A: CLEAN UP THE BOOKS

Theoretically, it is possible that some business owners (I'm told) may be running personal expenses through their businesses. These theoretical owners should be able to discern what not a business expense is and be able to withdraw those expenses from the business quickly and easily. You will be showing a strong set of books to a buyer.

STEP 4: CONTINUE THE UPWARD TREND OF PROFITABILITY BY MAKING GOOD BUSINESS DECISIONS

Bid accounts high enough to make a profit, and give periodic review for increases in rates to your standing clients, like every other business in the world does to cover rising business costs. Become more business efficient. See if there are ways to save money or make money through the use of third party contracts, technology or ancillary services. Make sure

continued on page 8

We Get Emails...

FOR ROLF...

Thank you very much for your article on Servant leadership as published in the Feb. 2007 edition of the HOA Manager NewsLine. I'm copying Julie Adamen as well because I would not have become aware of this article if I hadn't subscribed to her newsletter. Your words gave my heart a lift and I felt obliged to share the article with our current officers and management company. I hope they will derive as much encouragement from it as I did. Thanks very much!

Barbara Heidecke, Middleton, WI

ABOUT OUR NEW E-VERSION...

LOVE IT!!! You do good work.

Mark Cherrington, Oakland, CA

ABOUT OUR ARTICLES...

Have read one or two of your articles in the past about Board members vying for management staff positions and how that is generally not a good idea. One of our board members agrees with this and would like to see one of your past articles. He was raving about your new article (Top Traits of Great Boards) about the role of outstanding boards. Would you please forward your best article about cautioning against having Board members hired as staff? Thanks

Doug Byrd, Hackettstown, NJ

Julie, I just reviewed the latest newsletter with my employees. We usually review it together during lunch meetings over pizza. We really enjoyed your article (Top Traits of Board of Directors). Rolf's article was also thought-provoking. Is there a chance we could review your article with our Board members? And if so, can you forward it to me?



Mike Dellinger, Walnut Creek, CA

Serving the Pacific Northwest



Over 20 years of experience in construction defect resolution for condominium associations.

Richard H. Levin
(877) 838-9213

LEVIN & STEIN
ATTORNEYS AT LAW

RLevin@condodefects.com
www.condodefects.com
Call us for a free consultation.

ONE BANK. MULTIPLE OPTIONS. MAXIMUM RETURNS.



Community Association Banc

Offering the Highest CD and Money Market Rates!

ASK US ABOUT HOA LOANS

- Lock Box Services
- Cash Management Services
- Loans for Capital Maintenance Projects

 Member FDIC



CondoCerts
Simplify. Save. Grow.

Top Management Companies Around the Country Use CondoCerts.

Are You One of Them?

The Nation's Leading Provider of Association Documents, Lender Questionnaires and 6D Certificates.

925.580.7176 or Toll Free: 866.800.4656 ext. 7485

Rolf Crocker, AMS, CCAM
Regional Account Executive

RCrocker@CABanc.com
www.CABanc.com • www.CondoCerts.com

NOW THAT
YOU'RE READY
*You know you
want it...*

Smart Web Sites for
Associations and
Management that Deliver:

- Comprehensive Web Site Technologies
- Smart Integration Ready
- Best Practices Expertise
- Top-Rated Customer Support
- The Choice of Industry Leaders

SIMPLE. AFFORDABLE. EFFICIENT.



AssociationVoice
Smart Web Sites for Associations and Management!

To learn more, call 800.99.2GET IT
or visit www.AssociationVoice.com



Executive Corner

from page 6

you are keeping up with your competitors in terms of employee remuneration. Lastly, review the current management contract your firm is using. You may wish to change (add) some very specific things for new clients – like early cancellation fees, better hourly rates for specific tasks or employees, automatic periodic increases – maybe even offer a menu-style contract.

STEP 5: STOP MANAGING ACCOUNTS

If you, as the owner, are managing accounts, start extricating yourself from doing so. If you want to sell, and especially if you want a short term exit, you need to be less “important” to specific clients. This new freedom will provide you the time to get more accounts, and do steps 1 through 5. You will then be a business owner instead of a property manager with associates.

So, what's my business worth?

Depend, depends, depends. But for the most part that old adage of “4-5 months gross contracts” is dead for good companies. Seems our industry has been discovered as the cash cow it is and the potential it has in terms of a captive client base for additional goods and services. There is no strict formula, but let's talk about some factors that go in to determining the worth of your firm.

Growth? This is a plus for your company if you can show a good growth pattern over the last 5 years.

Ancillary Services. If your company provides landscaping, maintenance, financial services, or collections services your value may be higher.

Structure. Have 30 accounts, 28 of them 50 units or less and 2 of them 1000 units plus? That can actually drive the price of your business down – too much riding on just a couple of accounts, especially for smaller buyers.

Turnover. Savvy buyers know that staff retention means dollars in their pockets. A lot of turnover means instability and costs money. You may not have a line item in your financials for it, but you should.

Location. If you are in a “hot” market, the worth of your firm will reflect that fact. Florida, Texas, California, Arizona, Nevada, Virginia... Just to name a few. And there is location with in location. If your office and accounts are in an area of numerous upscale communities that is plus plus.

Our management firm owners are aging (no, really!) and although some have embraced preparing for retirement by implementing a short- or long-term exit plan, the vast majority of owners are either in the dark, in denial, or think they are too busy to think about an exit. Each one of these “non exit strategies” leaves company owners vulnerable to spending their golden years managing a portfolio of 25-year old condominiums or pushing a shopping cart. Let's get real, face what we must face, and strive to make our management firms thriving financial assets of value to potential buyers. You will have pride and financial reward from selling a thriving and profitable company.

The well-run community association is a condominium owner's greatest and most realistic expectation. Judge a community not on whether the lawn was poorly mowed one week last July, but on the rising value of your real estate.

TIP: Future community association owners must do their homework. For community living to be a successful experience, it's important to be an informed buyer. Take the time to understand the unspoken contract between owners and board members, which can be summarized as:

I expect that the board in my community association is doing its best with limited time and resources to bring forth and maintain the type of community in which I purchased. I expect to be governed by neighbors in the community because they volunteered for their positions, as I will in the future. I expect those volunteers to govern the community as a whole and not on some micro-level to quiet a squeaky wheel, even if that means no yard art for my home. I expect the board to operate from the information they have at hand, and to obtain more information from qualified experts to make decisions on my behalf. And I expect my community to be dynamic: boards and staff change, and with them so do managerial methods.

With that understanding in place, the process usually works out.

SET HIGH BUT REALISTIC EXPECTATIONS

High expectations are a good thing in the community association environment. Despite what I have outlined above,

some of which may be inaccurately viewed as negative, I have and always have had high—but realistic—expectations for community associations.

Do I think a solution exists that will fully satisfy the unsatisfied 25 percent? No. But I do believe that if industry leaders—including board members, managers, volunteers, and our professional organizations—banded together, we could bridge the gap between expectation and reality that troubles many owners. This is and will always need to be an ongoing outreach program that should be implemented and encouraged nationwide.

A successful condominium ownership experience starts with each and every owner. Make your community better by taking the time to better understand it. Make your community better by helping other owners understand your community. Being a better neighbor, after all, starts at home. This philosophy aligns with the basic tenet of community associations: simplicity of ownership, amenities or investment value is what attracts buyers to community associations in the first place.

This article was originally written by Julie Adamen for and published by New England Condominium magazine.

Julie Adamen

For all your insurance needs
Alante/Millennium
has you covered!

M I L L E N N I U M

- From HOAs to Employee Benefits, Liability to Workers' Comp
- Across the nation or across the street
- We're here, ready to serve you!
- Call today for a free consultation

800.370.0057
nikki@mcsins.com

Serving you
coat to
coat

Alante INSURANCE SERVICES
A Division of Millennium Corporate Solutions,
Headquartered in Irvine, CA
Lic # 0054753 • Lic. #0C13480

MORE NEWS FROM HOA MANAGER NEWSLINE AND WWW.ADAMEN-INC.COM

NewsLine: "We need your email address!!!"

It started in February - many of you received the HOA Manager NewsLine via email! In March, even MORE of you received the newsletter via email! And the response continues to be fantastic

For those of you still on snail mail, sign up TODAY for an e-version! Simply log on to www.adamen-inc.com, go to HOA Manager NewsLine and follow the prompts. It's fast, it's efficient, and it's eco-friendly, and you can download the entire newsletter just as if you received it in the mail. So please take a moment and sign up today. And tell your friends as well!

www.adamen-inc.com: Over 5500 hits per month!

We are also very, very happy to announce that the new and improved www.adamen-inc.com (powered by Association Voice) is now registering NOT 5300 hits per month anymore, but **5610 hits in the past 30 days!** WOW!!! This is great news for us and for our loyal and continuing advertisers. It's also great news for you, our readers, friends and clients. Why? Because with the support we now know that we have we'll be able to bring you even more of what you are looking for.

- Julie Adamen

ON SITE MANAGER/EXECUTIVE POSITIONS

CALIFORNIA

To 85k - Downtown LA new hi-rise 200 units, position works for mgmt. co., full benefits. Code 5.02.01

To 70k - 2 managers sought to (respectively) to manage hi-rises for downtown San Diego communities. These positions work for a management firm. Hi-rise experience helpful but all qualified candidate will be considered. Positions will fill in next 3-5 months. Code 5.116

To 90k DOE - Large scale association near Palm Springs, CA. Currently under construction. This position works for a mgmt. firm. Start date 8/07. Code 5.117

To 85k - Master Association GM sought in Menifee, CA. This position works for a mgmt. firm. Start date 10/07. Applicants are encouraged to apply now. Code 5.117.1

To 62k - New property near Disneyland. CCAM preferred, developer experience a plus, full benefits. Code 5.119

Salary open for right candidate - Large So Cal Mgmt. firm seeks senior manager to work as **training manager and trouble shooter**. The preferred candidate will have industry designations and a proven track record of success in management and/or supervisory/training. Code 5.04

OREGON

To 75k DOE - New Hi-Rise downtown Portland. This position works for a management firm, start date May 1, 2007. Hi rise experience desirable but not required. Will consider hi-end portfolio manager for this position. Code 38.03

WASHINGTON STATE

To 85k + - Operations manager sought for large resort in Beautiful Central Washington. This position mainly supervises resort operations, the associations are managed variously though

this position does interface on occasion with them. For a job description, go to www.adamen-inc.com. Code 48.08

SALES/MARKETING

To 74k+ (incl. draw) - Regional Account Executive for large national bank servicing community association industry. Territory: LA, Ventura, San Luis Obispo Counties. Home office, excellent opportunity, commission. Self starter a must!!! Code 34.04

To 75k base salary + commission - National community association services firm seeks account rep. based in **S. California**. This position has a home office and will work entire territory. Full benefits, room to grow. Code 3.14

PORTFOLIO COMMUNITY ASSOCIATION MANAGER POSITIONS

There is a **Continual Demand for portfolio managers all over the US**. Specific jobs may not be posted, as we have numerous clients from Virginia to California, Florida to Washington, who are always in need of good managers. Many are willing to pay for or share moving expenses. Contact us at info@adamen-inc.com, or give us a call at 360.779.6507 for more information, and a free evaluation of your resume.

ARIZONA

45k - Portfolio: Phoenix area. Code 3.06.1

45k - Portfolio: Phoenix area. Code 3.02

To 48k - Portfolio: Tucson. Code 3.01

CALIFORNIA - NORTHERN

Most of our positions posted below prefer 2 yrs. experience, CCAM and/or CMCA, provide benefits and may provide a moving stipend to the right candidate. Please note that in California, there is no mandatory CAM license unless you call yourself a "certified" manager. For more information on becoming a "certified" manager, click California Manager Certification.

To 50k - Portfolio: Folsom, CA. CCAM preferred. Code 5.44.1

To 55k+ - Portfolio: Redwood City, CA. Code 5.40

To 55k - Portfolio: Hayward, CA. Code 5.22

To 55k - Portfolio: Walnut Creek, CA. Code 5.22.1

To 55k - Portfolio: Campbell, CA. Code 5.22.3

To 50k - Portfolio: San Jose, CA. Code 5.22.4

To 55k - Portfolio: Sacramento, CA. Code 5.22.5

To 55k - Portfolio: San Rafael, CA. Code 5.15

To 50k - Portfolio: Sacramento, CA. Code 5.44.2

CALIFORNIA - SOUTHERN SAN BERNARDINO

To 55k - Portfolio: Corona, CA Code 5.02.3

LOS ANGELES AREA

To 50k - Portfolio: Cerritos, CA. Code 5.33.1

To 53k - Portfolio: Culver City, CA Code 5.33.2

ORANGE COUNTY

To 65k - Portfolio: San Clemente, CA. Code 5.119

To 60k - Portfolio: Irvine, CA. Code 5.02.2

To 53k - Portfolio: Mission Viejo, CA. Code 5.23

To 50k - Portfolio: S. Orange County, CA. Code 5.04

To 55k - Portfolio: Santa Ana, CA. Code 5.33.3

RIVERSIDE COUNTY

To 55k - Portfolio: Temecula, CA. Code 5.02.1

To 55k - Hemet/Temecula area. Code 5.33

SAN DIEGO AREA

To 60k - Portfolio: San Diego, CA. Code 5.38

To 60k - Portfolio: San Diego, CA. Code 5.03

To 48k - Portfolio: Carlsbad, CA. Code 5.08

continued on next page

The Inspectors of Election
Complete
Election Administration
and
Inspector Services

www.theinspectorsofelection.com
info@theinspectorsofelection.com
1-800-350-8333
We make every vote count!

HCI
Software Training & Technology Consulting

Software Sales: Industry specific
Software Training: Either on-site or via the web
Technology Consulting: Equipment, networking, wireless, etc.
Speaking Engagements: Committed to a proactive approach

William F. Hession CMCA, AMS, PCAM
www.HCionline.net Bill@HCionline.net
Cell: (972) 415-8098

To 50k - Portfolio: Oceanside, CA. Code 5.13

VENTURA COUNTY

To 55k - Portfolio: 1000 Oaks, CA. Code 5.33.4

FLORIDA

Most positions listed below prefer 2 yrs. experience, CMCA, FLCAM, provide benefits and may provide a moving stipend to the right candidate/position available. You must be a FLCAM to be a community manager in FL. For more information obtaining your FLCAM license, go to: http://www.myflorida.com/dbpr/pro/cam/cam_index.html

To 50k - Portfolio: Naples, FL. Code 10.01

To 45k - Portfolio: Ft. Myers, FL. Code 10.01.02

To 45k - Portfolio: Orlando, FL. Code 10.00

NEVADA

Most positions listed below prefer 2 yrs. experience, CMCA, NVCM, provide benefits and may provide a moving stipend to the right candidate/position available. You must be a NVCM (licensed NV community manager) to manage associations in NV. For more information obtaining your NVCM license, go to: http://www.red.state.nv.us/CIC_cam.html

For additional information, you can contact instructor Sara Barry at seblv@aol.com.

To 55k - Portfolio: Las Vegas, NV. Code 34.03

To 45k - Portfolio: Las Vegas, NV. Code 34.01

To 48k - Portfolio: Las Vegas, NV. Code 34.02

To 40k - Portfolio: Reno, NV. Code 34.10

OREGON

Most positions listed below prefer 2 yrs. experience, CMCA, provide benefits and may provide a moving stipend to the right candidate.

To 45k - Portfolio: Portland, OR. Code 38.01

To 42k - Portfolio: Portland/ Vancouver. Code 38.02

TEXAS

Most positions listed below prefer 2 yrs. experience CMCA, provide benefits and may provide a moving stipend to the right candidate.

To 48k - Portfolio: Dallas, TX. Code 44.11

To 45k - Portfolio: Dallas, TX. Code 44.02.2

To 45k - Portfolio: Houston, TX. Code 44.03.1

To 44k - Portfolio: San Antonio, TX. Code 44.03.2

To 40k - Portfolio: The Woodlands, TX. Code 44.02.1

VIRGINIA / DC METRO

Large management firm seeks experienced **community managers, assistants, trainees, maintenance persons and others for work in the Virginia/DC/Maryland area.** The preferred experienced management candidates will have a college degree and PCAM; trainees a college degree. Others with the right skill sets will also be considered. Top firm, room to grow, full benefits. Code 46.01

WASHINGTON STATE

To 55k - Exp. Portfolio manager. Bellevue. Code 48.01

To 55k - Exp. Portfolio manager. Seattle. Code 48.09

**YOUR SERVICES
ARE IN DEMAND!**

**Are you an assistant manager or
accounting professional?**

**CALL US TODAY, TOLL FREE: 877-368-1509,
FOR A FREE CONFIDENTIAL EVALUATION!
YOU MAY ALSO CLICK INFO@ADAMEN-INC.COM
TO E-MAIL US.**

At TOPS Software, Our Products Speak for Themselves...



Internet Updater



Community Web Sites
with Online Payments



Digital Signatures

And We Let Our Customers Speak For Us.

"When faced with the decision to purchase new management software, our goal was to integrate technology with services. We wanted a software package to include all aspects of property management on a stable and affordable platform. TOPS 2000™ was clearly able to provide us with all these services and much more."

Bryan Kuester, Kuester Real Estate Services

TOPS Software
Property Management Systems, Inc.

Contact Us today for a free demo! www.topsoft.com - 1-800-760-9966

No More...

SouthData
SERVICES INCORPORATED

800.547.4722

If your employees are handling multiple printing, stuffing, mailing, and mailing, it's time to call SouthData.

When it comes to payment books, statements, newsletters, fliers and other printed documents, SouthData is the #1 supplier in the Property Management Industry.

- printing
- folding
- stuffing
- & mailing



**We sent it all
to SouthData**

MANAGEMENT FIRMS FOR SALE

HOA Management Firm Available

Located in the LA Valley region. In business 10+ Years. 48 low task contracts, 1455 units. All renewed 1/2007. Projected income from fees and item billing \$282,000. Net after manager and staff payroll is projected at \$85,000. Rent existing offices at \$12,000 per year. No long term obligations. Some income property mgt. Contracts also available for licensed buyer. Ideal for owner operator or starter team. Contact Adamen, Inc. for detailed package.

HOA and Property Management Company
N. California Resort Region. \$300,000 + annual income. \$100,000+ net.
Great for a Couple in Semi-Retirement.

Email Info@adamen-inc.com if you are interested in either of these opportunities.

HOA MANAGER NEWSLINE

Published by Adamen, Inc.
24345 Fjord Place NW • Poulsbo, WA 98370

HOA ManagerNewsLine is a publication designed to provide HOA professionals with information about the industry and serve as a resource for making career decisions. HOA Manager NewsLine is published and produced by Adamen, Inc. The opinions expressed in NewsLines do not necessarily reflect those of our advertisers. Adamen, Inc. can be reached by phone at (360) 779-6507, toll free at (877) 368-1509, by fax at (360) 243-8465, or by e-mail at info@adamen-inc.com. Monthly circulation, 5600+. Published 12 times yearly.

Copyright 2007 Adamen, Inc.
All Rights Reserved

I'm a full time
Community Manager
again!

SouthData
INCORPORATED

(800) 549 4722

www.southdata.com

Because now we use SouthData for

When it comes to payment books, statements, newsletters, ballots and other printed documents, SouthData is the #1 supplier in the Property Management industry.

If your employees are spending valuable time printing statements, stuffing envelopes, and mailing, it's time to call SouthData.

- printing
- folding
- stuffing
- & mailing

THIS NEWSLETTER PRODUCED AND DISTRIBUTED BY THE PROFESSIONALS AT SOUTHDATA, INC.