“Tips for Professional Success” featuring Robert Sides & Kate Hightshoe

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Tips for Professional Success!

Featuring 2018 National Manager of the Year Winners
Dec 5, 2018

Today’s speakers…

Robert Nordlund, PE, RS
Association Reserves
MOTY Founding Sponsor

Robert Sides, PCAM, AMS, CCAM
General Mgr, Regatta Seaside
2018 On-Site Manager winner

Kate Hightshoe
Hubbell Realty Company
2018 Portfolio Manager winner

Today’s speakers…

National Contest, designed to “Recognize and Reward” Manager excellence in two categories:

- Portfolio Managers
- On-Site Managers

www.ManageroftheYear.org

Robert Sides, PCAM, CCAM, AMS

Over 25 years as an HOA Manager
Selected 2018 Manager of the Year, Onsite
Currently, a high-rise Manager in Los Angeles

RSides@regattaseaside.com

The Toughest Job you'll ever Love…

Tip #1: Experts

Trap: "You are the manager (board). You are supposed to know this!"

Are you getting tripped up?

Tip #1: Experts

Know your Core Competencies:

- Facilities Management
- Association Communications
- Community Leadership
- Community Governance
- Risk Management
- Financial Management

Tip #1: Experts

Use Qualified Experts:

- They have expertise where you do not
- Protects you and the board

Tip #1: Experts

Examples:

- Attorney
- Engineers
- Contractors
- Service Providers
- CPA/Accountants
- Risk Managers
- Reserve Analysts
- Others…..

Tip #1: Experts

Practical Advice – Get good experts!
- Recommendations
- References
- Industry Affiliation

Tip #1: Experts

Practical Advice – Get good experts!
- Be an active participant
- Ask questions
- Get updates
- Understand clearly
- Prepare for alternatives (not taking their advice)

Tip #1: Experts

Practical Advice – Get good experts!
- Question and evaluate (common sense, prudent man theory)
- Remember your responsibility
- Consider 2nd opinion

Tip #2: Let tech work for you!

PAST
Paper, Files, Mailings, Newsletters, Landfill

PRESENT
Some paper, some files, emails, internet, data security

FUTURE
Connectivity, APPs, fully digital, handheld devices, paperless, new horizons…

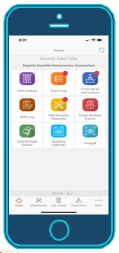
Tip #2: Let tech work for you!

New ideas are all around…
- Look for them
- Embrace them

Tip #2: Let tech work for you!

Practical Advice
- Stay plugged in
- Never stop learning
- Reach out
- Scan for efficiencies
- Be an early adopter
- Engage it, and leverage it!

Tip #2: Let tech work for you!



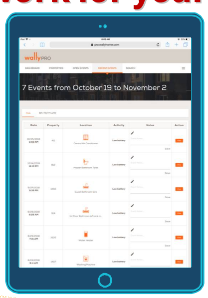
Building Link:

This cloud based APP on the phone allows remote access to a host of community management tools.

Tip #2: Let tech work for you!

Dashboard at front desk:

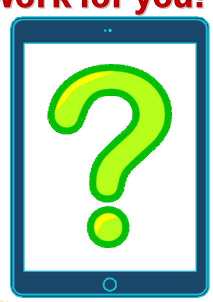
Our water detection system is monitored at the front desk on an iPad Pro. It continually monitors over 1500 water sensors in resident's units



Tip #2: Let tech work for you!

Consider the possibilities...

What will you adopt or create?



Tip #3: No substitute for hard work

Kate Hightshoe

Over 8 years as an Association Manager
Selected 2018 Portfolio Manager of the Year. Kate is currently the Director of Community Management at Hubbell Realty Company in West Des Moines, Iowa.

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Tip #1: Define Success

How do we plan for the success we desire?
"Opportunities don't happen. You create them." C.Grosser

Tip #1: Define Success

What's your definition of success?

- Success means different things to different people
- Work with your team and Boards to create buy in
- Hold strategic planning sessions, brainstorming activities, etc.
- Gain consensus for the vision
- See success and articulate what it will take to get it
- Create specific goals or action items to achieve the vision

"Working without a vision is like traveling without a destination, it's hard to say where you might end up!" K.Hightshoe

Tip #1: Define Success

Up Your Game!

Use best practices to reach success and turn your vision into reality!

- What top 3-5 things are mission critical to your success?
- Define your KPI's, Key Performance Indicators, what matters most?
- Create a Score Card and use it!
- Measure it! Without data and metrics, you're guessing.

SMART – Specific, Measurable, Achievable, Relevant, Timely

Tip #1: Define Success

Process Improvement

•Even when we reach our goals and achieve success, we always have room for improvement.

•Strategic planning sessions, brainstorming, and keeping a score card will point out to opportunities for improvement.

•Embrace the mindset of continual process improvement.

•Work with a process improvement specialist, hold process improvement work sessions, get creative!

Tip #2: Focus on Customer Experience

"Just having satisfied customers isn't good enough anymore. If you really want booming business, you have to create raving fans."

K. Blanchard

Tip #2: Focus on Customer Experience

Focus on the Customer Experience through quality initiatives

Customer-centric mindset lead to better business decisions

- Focus on quality is tied to customer and employee retention
- Focus on quality is tied to higher margins in net income
- Focus on quality is tied to greater revenue potential
- Focus on quality lead to improved brand and reputation
- Focus on quality mitigates risk
- Focus on quality helps to establish trust

Tip #2: Focus on Customer Experience

"Quality is remembered long after the price is forgotten."
Gucci Family Slogan

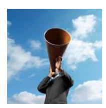
"If you take care of your people, your people will take care of your customers and your business will take care of itself."
JW Marriott

Tip #3: Communicate Effectively

"Communication leads to community, that is, to understanding, intimacy and mutual valuing."
R. May

Tip #3: Communicate Effectively

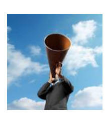
"Words, once they are printed, have a life of their own."
C. Burnett



Effective communication is one of the lowest cost yet highest impact business solutions we have, it's worth getting right!

Tip #3: Communicate Effectively

How do we create effective communication?

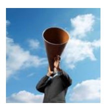


- Consider the audience and customer demographic.
- What tone is appropriate?
- Who needs to know?
- What are the facts?
- Is there a call for action?
- What format is most effective? Written, phone, in person?

Tip #3: Communicate Effectively

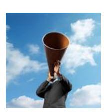
Written Communication
- •Proofread emails and letters
- •Have a co-worker proofread communication
- •Work with a marketing specialist
- •Stay away from emojis and abbreviations
- •Use professional greetings in written communication
- •Avoid sarcasm and personal humor
- •Avoid emotional responses

Tip #3: Communicate Effectively



Oral Communication
- •Dress for success
- •Use body language best practices
- •Personal grooming and presentation
- •Who do you admire most? Study them
- •Videotape yourself for practice
- •Practice in front of a mirror or co-workers
- •Consider inflection, volume of speaking, tone
- •Avoid distracting quirks

Tip #3: Communicate Effectively



Get feedback!

- •Send surveys
- •Use your score card
- •Track results and impact after critical communications
- •Career development opportunity through coaching or mentoring

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Apply online Jan 10-31, 2019

$3000 cash prize $

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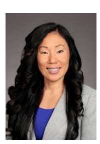
Thank you for joining us!



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Questions from the Audience

1. We are a 2800 member community who were transitioned from the developer controlled board now in a self-managed environment after throwing out the management company. How would you suggest we do visioning for our long term goals?

   Kate H: I would recommend doing a strategic planning session with the Board or even the entire community. This will allow everyone to have some type of input and feel valued and invested in the vision. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a great way to start. This will assist in really understanding the different dynamics of the Association and provide a good starting point and foundation.

   Robert S: I believe that Kate is spot on to answer your question specifically. But be careful, as going fully independent from a developer's board can be tricky as all of the responsibility falls directly on the shoulders of the independent board which likely does not have a track record of Community Management. There is always tremendous value in having the advice of credentialed professionals and those who have Community Management experience. Consider getting expert advice from either a *very seasoned and credentialed* manager, or from a qualified Management Company. Reinventing the wheel, even if the board is quite qualified in their respective professions, can be both costly and frustrating.

2. What tips do you have for when multiple people are working on issues for one subdivision? Ideas for easy transparency within a team? (manager, assistants, accountants, etc.)

   Kate H: Having one single email that everyone would access for communication would be one potential solution. This way, everyone sees the same information at the same time. An alternative is to create several email addresses, one for the Board and one for each committee.

   Robert S: In California, we have statutory collars on board discussions via electronic means. This does not technically extend to committee members, if they are not prescribed board powers through a vote of the board. So be aware of your State's regulations. Also, there are other technological tools that could be explored where a group can share information in a single location. The key is to keep everyone in the loop. Otherwise, defining the roles and defining the rules of communication are important at the outset. Periodic, and prescribed, meetings or updates would likely be helpful as well.

3. An Open Forum time during Board meetings is required by law in our State. Since Open Forum is a proceeding therefore minutes are required (according our understanding of the law). I've noticed some associations do record minutes for Open Forum and some don't. What is your opinion?

   Robert S: You should ask your counsel for advice and guidance. For us, we find that minutes are a record of actions of the board and we do not go adrift in the "he said, she said" of the deliberations. I'm sure your counsel can advise on the level of detail you should archive in the minutes.

   Kate H: I agree with Robert that Legal Counsel can assist. However, be aware that best practice is to take notes at a very high level (stay away from getting "in the weeds", just bullet points). This allows you to recall some of the various topics that were discussed without focusing too heavily on information that may or may not deserve extra attention or scrutiny.

4. For Robert S: Other than Wally, what sensor vendors did you consider?

   Robert S: Water sensors have evolved since we engaged with Wally. The decision tree will likely focus on one of two branches, either analytical sensors that monitor water flow into the unit (assuming you have individual water lines to each unit), vs dedicated water sensors placed at locations that detect water. Since we built the dashboard with Wally, we were on such an early horizon that no vendors were offering what we were looking for. Instead, we partnered with a company to build a system. If we were looking today, and certainly things have matured since, we would open to a wider group of vendors. A tip I may offer, if looking for this tech today, is to find something that will automate the response as much as possible (Building Link, for example, has an analytical system that will automatically shut off the water valve).

5. For Robert S: The 'Screenshot' on your page is very helpful. Where did you get it?

   Robert S: Both iPhone and iPad screen images are directly from the cloud-based programs that we use at Regatta.

6. Are your Board meetings open to residents? If so, how do you limit the time they need or take to impact the agenda?

   Robert S: Residents, no. Homeowners, yes. At our meetings, non-homeowners are asked to leave, or in rare circumstances, the board may extend permission to attend for qualified reasons that they determine. The attendees are not allowed to directly impact the agenda, per se. Our formal agendas are posted and set by the board and we stick to the topics of discussion. If a homeowner wants to address the board on a topic that is not on the agenda, we do not comment on that topic and, if appropriate and the board desires, we tee it up for the next meeting. In California, we are strictly regulated on such matters and cannot speak to matters not on the agenda. One other measure we use is that we ask every person requesting to speak to the board to fill out a slip with the topic listed and then in open session (at the end of our meetings), we give each person a three-minute period to address the board.

Kate H: Every Board is different and guided by a different set of Governing Documents. We have some Boards that do invite all owners to Board meetings, others do not.

7. What software, apps or IT tools do you use to make your team more efficient/effective?

   Robert S: C-3 integration with the financial manager, Building Link for operations, GEO APP to Building Link, Microsoft Office Suite, Adobe to build board packs in PDF, iOS for the iPads we supply to the directors, the iAnnotate APP installed on all iPads for commenting and marking up PDF's, Survey Monkey to get feedback from the Community, Quake Alert for seismic matters, DWP for utility mgmt., etc

   Kate H: We have so many different systems that all work together, Constant Contact, Building Engines, Nexus Payables, Forte, Heartland Payment Systems…. It's a fairly long list.

8. A reserve study indicates 3 future (2035, 2040 and 2043) special assessments and even after the 3 special assessments the percent funded will be 0.7%. The special assessments were the result of underfunding reserve contributions. Would this be a high risk behavior?

   Robert N: Yes - Underfunding Reserves is high-risk behavior because Reserve obligations/costs are real. Those expenses will someday need to be paid. I strongly recommend your association increase your budgeted Reserve contributions to avoid future "catch-up" special assessments, and so each owner pays their fair share of the ongoing cost of living at the association.

9. Can you please describe how you approach the preparation of Board Meeting Packets in terms of your philosophy, how you present the packets, what to include or not include on the agenda, and any other advice related to Board Meeting packets?

   Robert S: At Regatta, we really focus on matters that are actionable. We avoid matters that simply lead to circular discussion. This means agendas are focused and divided along the lines of Old Business and New Business. For operational transparency, we include current financials and a host of Mgmt Reports. Putting that aside, as the GM, I create a bookmarked PDF of our board packs and then email them to the directors and they track their flow on the iPads during the meeting. Some take notes ahead of time. I generally get a set agenda a week and a half ahead of the meeting and then build the board pack and release it at least four or five days ahead of the meeting.

Kate H: As a portfolio manager, I prepare the Board Packets based on how each Board would like to receive them. I find that in our business, we should be tailored and customer specific as often as we can.

10. Do you or your team send out a regular newsletter or blog or other regular communication? And can you please describe what you think works best about those types of communications?

    Robert S: Our newsletter is created by one of our contractors that has a concierge focus to it. We certainly add mission-critical HOA notices. But, the newsletter, to keep attention, also includes matters that a typical concierge might include (local events, restaurant deals, etc). This is appropriate for our luxury high-rise community. One thing we DO NOT do is provide a printed version. Everything is electronic. For the most part, our instant communication via Building Link precludes us from using a newsletter to force feed information to the community. Still, we find a monthly newsletter is enjoyed by socially active folks that are attracted to the concierge focus of our newsletters.

    Kate H: We do a monthly newsletter that's distributed electronically through Constant Contact. We keep them fairly high level and include other leaders and businesses and organization in the community to keep it community-centric and keep it interesting. We may feature the Des Moines Symphony, the Ballet, the Science Center, Community Centers, the Zoo, etc.