

ARTICLE 7

THE ASSOCIATION MANAGEMENT

The Association Management is comprised of two major entities: The Board of Trustees and The Property Manager.

The duties of the Property Manager are administrative in nature, while the Board is the principal policy-making body that sets policies, standards, procedures, programs, and the budget. The management function is to carry out the Board decisions. The management role can be as limited, or as substantial as the Board or situation demands. There are certain steps needed to assure a successful relationship, a management plan and system, definition of duties, and ongoing evaluation of the management system.

7.1 The Association Management-Roles and Responsibilities

1. The Board of Trustees sets policies, procedures, and guidelines.
 - a. The Board has the authority and the power to set policies and standards and to carry these policies out.
 - b. The Board may delegate its authority to implement its decisions, but it cannot delegate its responsibility to see that they are implemented and implemented properly.
 - c. The Board when it delegates its authority regarding administration and implementation, it must do so based on procedures and policies which assure that appropriate parties are selected with the proper guidelines to assure policies are properly administered.
2. Management implements the decisions of the Board and administers the programs, services, and activities of the Association within the policies and guidelines set by the Board.
 - a. The Management takes on as few or as many tasks and functions as the Board gives it authority to undertake.
 - b. All actions and decisions of Management are administrative in nature, subject to and within guidelines set by the Board.

7.2 THE PROPERTY MANAGER-BOARD OF TRUSTEE RELATIONSHIP

The Property Manager, answers to the Board of Trustees composed of nine (9) Trustees. In order to effectively manage under such a large number of overseers, and to avoid confusion, there has to be ground rules and a method of operation established. Therefore, the following guide lines are instituted:

1. The Board of Trustees should act as a Committee to discuss the subject of management per se and its operations only through its Chairperson, or designated three (3) Trustee Management Committee. All instructions to the Manager should be in writing.
2. The Board of Trustees individually, or any Committee head can request information. The Board of Trustees as the Board or Board Members as Committee Representatives or the Chairpersons of the various Committees can give instructions about specific items within the area of that Committees responsibility to the Manager. General verbal discussions are allowed by a Board member or Committee heads, but all requests for information or action must be in writing.
3. The Manager will answer all written requests in writing within a reasonable time.

7.3 ADMINISTRATIVE AND MANAGEMENT FUNCTIONS

Ridgefield has numerous management functions that must be properly administered for a smooth operation, whether they are carried out by volunteers, contractors, employees or a management company. These functions not only involve traditional financial and property management activities, but also people-oriented tasks of rules enforcement, communications, and the governance process.

1. Enforcement of Rules and Restrictions
 - a. Management assures that proper procedures, and guidelines are in place for enforcement.
 - b. Management assures that an appropriate process is sustained to identify and deal with violations on a timely basis.
2. Property Maintenance
 - a. Management establishes routine inspection and maintenance procedures for common property and other facilities the Association is responsible for maintaining.

- b. Management undertakes, directly or through contractors, the proper maintenance, repair, and replacement of such properties, equipment and facilities.
 - c. Management assures that the common property is maintained in compliance with local laws and ordinances.
3. Association Services - Management assures that Association services are provided to members adequately and on a timely basis, including such services as:
- a. Trash collection.
 - b. Snow removal.
 - c. Grounds & Building Maintenance
 - d. Convenience services.
 - e. Recreation Facilities Operation
 - f. Outdoor lighting.
 - g. TV cable.
 - h. Management services offered at Ridgefield greatly affect the lifestyle and the comfort level of living at Ridgefield. The following services are included in the monthly condo fees with no additional charge to the residence:
 - Security supervision as provided by Bob Boivin.
 - Exterior coach light bulb changing.
 - Emergency Services, whatever they may be.
 - Extra courtesy services to the elderly, handicapped, or residents who are ill or incapacitated.
 - Mail and package acceptance.
 - Unit checks while residents are away or on vacation.
 - i. The following services are available to residents but, on a fee basis:
 - Furnace and hot water problems.
 - Furnace cleaning and filter changing.
 - Rental unit management services.
 - Frozen pipe thawing if heat set too low.
 - Distribution of monthly advertising inserts.
 - Six "D" Certificates and lawn inspection services.

- j. The full-time maintenance person as part of his regular work program will:
 - 1) Clean and maintain the pool, recreation grounds, and tennis courts.
 - 2) Pick up and patrol the roads, drives, and common areas.
 - 3) Assist manager with service calls, and move ins.
 - 4) Change light bulbs on common meters.
 - 5) Maintain common property - signs, street lights, fences, utility service boxes.
4. Communications - Management assures that appropriate systems are in place for Association communications with prospective buyers, Owners, renters and related neighborhood and municipal groups, through such techniques as:
 - a. Periodic newsletters.
 - b. Ridgefield News Sign Board.
 - c. Annual reports.
 - d. Annual and special meetings.
 - e. Periodic notices.
5. Finances - a significant Management function is the administration of an effective financial system for the association, including:
 - a. Development of annual operating and reserve budgets.
 - b. An effective assessment collections system.
 - c. A properly managed disbursement process.
 - d. Preparation of periodic financial reports.
6. Administration - Management coordinates or performs various general administrative services, including:
 - a. Handling general correspondence.
 - b. Record-keeping of legal documents, contracts, minutes, etc.
 - c. Meeting management, including notices, room arrangements, minutes preparation. Recording

Secretarial services as paid for by the Association for recording Committee meetings.

- d. Personnel management function.
 - e. Administration of effective volunteer leadership program.
7. Asset Protection - Management assists and advises the Board in the acquisition of products and services, to protect the Association assets, including:
- a. Appropriate insurance for the property, the volunteers, personnel, and monies of the Association.
 - b. A periodic financial audit of Association financial statements and procedures.
8. Policy - Management provides input, assistance and advice to the Board on a wide range of policy deliberations, including:
- a. Award of contracts.
 - b. Modifications to the Management Plan.
 - c. Adoption of annual budgets and programs.
 - d. Selection of professionals, such as attorneys, accountants etc.
 - e. Changes to standard operating procedures.

7.4 EFFECTIVE MANAGEMENT PROCEDURES

The Board has a significant responsibility in governing the Associations' affairs--a fiduciary responsibility to use care and good judgment in establishing effective management. Considering the importance of this responsibility, the Board must proceed in a business-like way in setting up the process and in selecting personnel. There are several procedures and steps necessary.

1. Annual Program, Budget and Management Plan

The Board sets policies, goals and standards each year in the annual program and budget process. A management plan should also be supplemental to the annual budget, detailing how and by whom the various goals are to be accomplished. This provides a medium for Board input before implemented and a guide against which progress can be measured and adjustments made during the year.

2. Prepare and Continually Update this Operating and Procedures Manual

The Board should adopt, with advice of committee leadership and management, standard operating procedures for carrying out administrative functions cited in this plan. The Board itself is a policy-making body and ought not to get too involved in the details of the procedures but must affirm that they, in substance, are consistent with Board guidelines.

3. Decide on the Management System

The Board must, consistent with budget considerations, adopt the management system best suited to carry out the functions of the Association and for achieving the goals established. The key criteria for the Board has to be what form of management is best able to perform the tasks outlined with the volunteer and financial resources available, and at the level of service desired.

Price or cost alone should not be the prime consideration--clearly volunteer management costs less than contract management, but is not necessarily the best buy for the level of services required. Nor should loyalty to companies or personnel or "ego," such as desire to have "your own staff," be prime issues.

4. Define Management Functions

Whether dealing with volunteers, contract management or association staff, successful management is most likely to occur based on clearly defined, established tasks, functions and responsibilities. Whether by job description or contract terms, the Board must set out the terms---authority of management, the functions and responsibilities to be performed, levels of performance expected, reporting responsibilities and lines, of authority.

5. Monitor Performance

Having selected management, the Board should not become involved further in day-to-day operations. Goals have been set, a budget adopted, and operational procedures are in place to guide management. However, periodic monitoring of performance through management reports and periodic meetings are necessary to assure that management is moving in the right direction. Adjustments to the management plan or procedures may be necessary because of changed circumstances.