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NOTE

FROM THE EDITOR'S DESK


HELLO CHAPTER MEMBERS

THANK YOU SO MUCH FOR YOUR CONTINUED SUPPORT AND HOPE YOU ENJOY THIS ISSUE. OUR THEME FOR 2023 IS ELEVATE. THAT'S ELEVATING YOUR CAREER, HEALTH, MINDSET, AND SO MUCH MORE, WHICH LEADS TO OUR MAGAZINE TITLE "ELEVATE: WHAT CAN YOU DO BETTER IN 2023?"

Our subject surrounds the feature "Elevate Your Career," which is a great reflection of our direction for 2023, written by experts in our industry. This article was written by Sascha Macias, CMCA, AMS, PCAM. Sascha is a Legal Clerk with Roseman Law, APC, past President of CAI-GLAC, co-chair of the Programs Committee, and an active CAI member. Sheridan Thompson, CMCA, AMS is a Regional Manager at Action Property Management and an active member of the CAI-GLAC Program's Committee. Evan Murray is the President of Precision Painting and Reconstruction and an active CAI sponsor and business partner. This feature discusses the experiences of these experts and how they have elevated their careers and what they continue to do to elevate their professions.

In addition, this publication has a variety of articles such as the "Tools to Thrive" in both your career and personal lives, elevate your budget and best practices in your community, elevate maintenance throughout your communities such as water damage, roof maintenance, waterproofing and painting, and elevating your reserve studies.

We also included an update from legislative and a recap of our Outreach Community and their recent benevolent activities.

We've hidden a small icon (like this one: ) somewhere in this issue. So many of our members are seeking their PCAM, it only seemed natural to choose the very pin awarded to those who reach that important designation in our hunt! If you locate it and e-mail michelle@cai-glac.org the first responder to let Michelle know the correct answer will win a \$25 gift card to Cheesecake Factory. Just provide Michelle with a brief description of the icon's location. Sharp eyes, good luck, and we'll see you at the next luncheon!

Congratulations to our most recent winner Jessica Koval CMCA, AMS, PCAM, Regional Manager with Action Property Management. She found the PCAM icon in the January/February Issue and won a \$25 gift card to Starbucks.

Our primary goal as always is to discuss important issues we face in our industry and communities. Short term aims of the committee are to continue enlisting new and dynamic authors interested in writing and to do all we can in 2023 to ensure the magazine is distributed to the CAI-GLAC members in a timely manner.

If you have ideas or suggestions for articles or topics, or would like to write an article or feature this year please let us know. You can reach us at jmaliwanag@americanheritagelandcape.com. We welcome your input and look forward to sharing this experience with you.

FOCUS Magazine Co-Editor

JOCELLE MALIWANAG, MBA

Business Development, American Heritage Landscape

Coaching to Credentials Manager Mentor Program

Would you like to be able to talk to another manager about their educational path and experience—get their advice about next steps?

CAI-GLAC is proud to offer the **Coaching to Credentials Manager Mentor Program** as a resource to our community manager members. Our goal is to encourage you to achieve CAI designations—ultimately the PCAM® designation.

Through the program, an experienced professional manager is paired with a manager newer to the industry or one looking simply for guidance. The scope and duration of the mentoring relationship is determined between the mentor and the protégé.

A Mentor can:

- Help to identify your specific goals.
- Provide career guidance.
- Provide vision and insight.
- Offer support and advice about CAI courses.
- Explain the value of credentials.
- Motivate you to progress to the next level of professionalism.

For additional information about the CAI-GLAC Manager Mentor Program, please contact the Chapter Office at 818-500-8636.

CAI-GLAC does not necessarily endorse or approve statements of fact or opinion made in these pages and assumes no responsibility for those statements. Authors are responsible for developing the logic of their expressed opinions and for the authenticity of all facts presented in articles.



MESSAGE FROM THE PRESIDENT

ELEVATE 2023!

AS WE FORGE INTO 2023, OUR CAI-GLAC BOARD, COMMITTEES, AND CHAPTER OFFICE HAVE DILIGENTLY WORKED TO ELEVATE OPERATIONS AND PROGRAMS AT EVERY LEVEL. OUR CHAPTER IS EXPERIENCING GROWTH, BOTH FIGURATIVELY AND METAPHORICALLY, AND I AM EXCITED TO SEE WHERE IT LEADS US.

Leadership, to me, means inspiring, empowering, and serving to elevate others. It means curating an environment that encourages each other's long-term success and well-being. Discipline in this environment promotes standards for individuals to choose to be at their best and improve upon relationships at every level. With intention and compassion as a foundation, we can utilize relationships, culture, purpose, priorities, standards, accountability, and coaching to elevate our profession and personal lives.

Consistently demonstrating good character, showing care for others, and your willingness to share your expertise builds trust with those around you. Culture starts with you, but your team accurately indicates success. The values you live with will be evident in your team's behavior. Safety (emotionally safe), unity (belonging and mutual respect), positivity (belief in possibilities), and energy (production and growth) are all pillars of a thriving organizational culture.

Our profession will persevere with the right culture, and our teams will thrive with purpose. By connecting people to purpose, you elevate them as a human - contributing to

a healthier state of mind. This accountability, this purpose, elevates a sense of self. It encourages elevated ingenuity, confidence, and overall happiness.

Accountability often has a negative sound to it. But that is usually the result of the lack of accountability from the beginning. Accountability is meant to keep people on track and exceed expectations. While a team can function autonomously, a robust and dedicated leader is integral in pushing people to new heights of development. Coach your team for role development; going beyond the role is essential for organizational sustainability.

There is no question that educational coaching is important to me. Programs such as our Coaching to Credentials are essential to elevating our chapter and our profession. This program is important - I encourage experienced PCAMs to become a mentor. I genuinely wish I had this program around when I worked towards my PCAM (almost a decade ago!) It warmed my heart to welcome, host, and honor our chapter's new PCAMs at The City Club Los Angeles this past month. Congrats to each one of you!

Connecting our educated business partners, managers, and homeowner leaders through CAI is paramount to empowering our future leaders and a path to an elevated profession.

ELEVATE.

ERIK M. RIVERA, ACOM®, CMCA®, AMS®, PCAM®
CAI-GLAC 2023 Chapter President

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2023 CAI-GLAC UPCOMING EVENTS

MARCH

06-10	Virtual CID Law Course – 8:30 a.m.	Via ZOOM
22	In-Person Educational Luncheon – 11:00 a.m.	Torrance
24	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
29	In-Person Valencia Breakfast – 8:00 a.m.	Bridgeport HOA

APRIL

03	Virtual HOA Evening Webinar – 7:00 p.m.	Via ZOOM
19	In-Person Educational Luncheon – 11:00 a.m.	Downtown LA
21	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
28	In-Person Executive Summit – 8:30 a.m.	Pasadena

MAY

08	Golf Tournament – 7:00 a.m.	Porter Valley CC
17-20	CAI National Conference	Dallas, TX
24	In-Person Educational Luncheon – 1:00 a.m.	SF Valley
26	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

JUNE

09	In-Person Community Expo – 12:00 Noon	Hilton Universal
13	Virtual Managers Only Workshop – 1:00 p.m.	Via ZOOM
16	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
23	In-Person Dodger Game – 5:30 p.m.	Dodger Stadium



Events subject to change, see website for possible updates.

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ELEVATE

YOUR CAREER WITH CAI

Following their panel appearance at the “Elevate Your Career with CAI” luncheon at Skirball Center on January 25, 2023, three rising industry stars with uniquely different backgrounds, positions, and perspectives got together to expand a bit on the secrets of their success. In their thoughtful responses to some targeted “Q&A” style prompts developed by FOCUS Magazine’s editors, Sascha Macias of the Roseman Law Firm, Sheridan Thompson from Action Property Management, and Evan Murray from Precision Paint offer some motivating wisdom to help management professionals and business partners to elevate their own professional engagements to the next level.

How did you first become involved in (or with) the field of community association management?

Sascha: I first became involved in community association management in the same way that many of us do; completely and totally by accident! I was looking for a new full-time job and applied through a temp agency. They sent me to an interview at what they described as an “architectural firm” in need of some clerical help. After a very brief interview, I was hired to start as a receptionist. Then after a few weeks I was made permanent and placed in charge of handling compliance notices and architectural applications. I quickly promoted into community management and eventually split my time between portfolio and on-site. Over the years whenever opportunities presented themselves I pushed myself, seeking positions of increased responsibility and leadership. I recently shifted my professional focus away from the management side to work toward further advancement of my legal career aspirations as counsel in representation of HOA clients.

Sheridan: I started 12 years ago at Action Property Management. My first position was entry level, working overnight front desk as a property ambassador (i.e., security/access control). After three years I was promoted

to the role of Supervisor and once in that position I gained more insight into the unique and challenging aspects of the management field and discovered it was something I could do and do well. I viewed it as a field that would challenge me and allow me to utilize more advanced, specialized skill sets relating to problem solving. I quickly learned that while the situations I encountered daily bore similarities to one another, no two problems were the same. As someone who has always enjoyed puzzles and strategy games, I was eager and determined when faced with the opportunity to view each difficulty or challenge in its own light. Once I became a General Manager, I realized that for me, managing an association was just like playing a game of 3-D chess!

Evan: I was originally introduced to CAI by my mom, who is also an industry business partner, and a member of the Channel Islands Chapter. She was fortunate to have grown a very successful company through her professional association with groups like CAI. For that reason and with her encouragement, I decided that joining the Los Angeles Chapter might be a good strategy for my brother and I as we sought to get our family-based painting business off the ground. In 2016 we joined CAI and signed up to be a sponsor at several lunch events. We had very little in the way of an integrated advertising or marketing strategy at the time. In fact, we didn’t even have a true pop-up or portable display set up in that first year.

Tips and Perspective from Three Industry Professionals



Sascha Macias, CMCA®, AMS®, PCAM®
Roseman Law APC



Sheridan Thompson, CMCA®, AMS®
Action Property Management AAMC



Evan Murray
Precision Painting & Reconstruction

To what do you attribute your success?

Did you learn any hard lessons along the way?

Sascha: I don't think there is any one thing I can attribute my success to, but some keys for me have been work ethic, curiosity, education, and demonstrating kindness to others. Have you ever had an experience where you are working really hard, but then others around you just seem to be perpetually slacking off or wasting time? I felt like that a lot in my early days. I recall particular co-workers making ridiculous justifications for their conduct but I always felt that if those people were failing to do their job, it would be found out eventually. And consequently, if I continued to keep my head down, work hard, take on more assignments, and ask what the next steps were to continue ascending, then I would eventually see the fruits of my labor. I have also always sought to understand "the why" in my work and in my educational pursuits.

There were definitely some hard lessons along the way for me. To name just a few, I learned that not everyone has a good work ethic, not everyone was my friend, and that it was going to be a long and difficult road if I didn't learn to take things a little less personally at times (i.e., when owners

(Continues on page 8)



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*"There is no passion to be found in playing small –
in settling for a life that is less than you are capable of living."
– Nelson Mandela*

yelled at me, when a board member got upset with me for something trivial, or if I happened to make an honest mistake, which for a young manager is all but inevitable). I eventually came to understand that how people treat you demonstrated far more about their own character defects and limitations than they did yours and came to understand that openness to feedback and willingness to try and fail made me better in the end.

Sheridan: There are many things to which I attribute to my success. First, I have been blessed to have met many people throughout this industry who have contributed actively and consistently to my educational pursuits and to the continued refinement of my skills. When I initially started in this industry, I found myself striving to attain the knowledge I witnessed other managers summon on demand; it seemed magical. As I met with manager colleagues and industry leaders, I found that they too were once like me. It seemed like the common message stated and restated was, "There is no knowing it all." You can be knowledgeable and still not know it all. One's commitment to lifelong learning is the true key to success in any endeavor and association management is no different. This industry is like sand: firm yet always shifting! The second keys to success are hard work & luck! Most times luck gets you through the door, but it's hard work that keeps you in the room. The third key to success is a willingness to take a chance and get outside of your comfort zone. Because this industry has many facets, that means there are many opportunities to learn and grow. If you don't take a chance, you stop growing and your effectiveness fades.

Of course, there have also been hard lessons along the way, such as the consequences of failing to attend to personal quality of life. Self-care is critical to longevity and success. It is also important to not take everything personally. Most homeowners are great. However, you will come across the inevitable exceptions. All you can do is your best while maintaining professional bearing at all times.

Evan: The key to our success both as a commercial painter and as a business partner within CAI was tenacity. As I mentioned, that first year was somewhat of a hard start for us. There I'd sit at an essentially empty table, no display, and no swag to give away to prospective leads. We were a new and unknown company in that environment beside seasoned vendors who all seemed to know the drill, the managers, and

one another. After that first year having seen no return on my investment, I decided that it simply wasn't a good fit for a painting contractor and opted out in 2017, putting CAI on the backburner as a networking and lead source. Business developed for us organically, but the nagging suspicion that I had left some amazing HOA opportunities on the table persisted. In 2018 I decided I wanted another shot and signed up not just for a handful of events, but for 80% of all available sponsorships. It was this committed, "all-in" approach that really planted the seed for us as a company and proved to be the start of a successful business plan. Since then, we have become members of 5 CAI chapters throughout Southern California.

For others looking to elevate their practice as leaders within the field, what advice or tips might you offer?

Sascha: For those looking to elevate themselves I would recommend focusing on being self-aware and self-reflective. It is really important to understand what you are good at, where you can improve, and what skill development areas or specialties might not YET be an area of strength for you, but to work at gaining mastery. That, and to work on things constructively and from a place of flexibility; this industry is constantly changing. I also think it is incredibly important to just be kind to people – even when it comes to "competitors" or those who have been unkind to you. If someone needs guidance, mentorship, or simply a friend to lend an ear, be that resource. In return, when you need that help, people will assist you. I am living proof that you never know where your career path will take you. Network, attend industry events to maintain a good understanding of issues currently trending, and keep your professional education up to date. Don't be afraid to ask for help or guidance and make your future goals known. If you want to grow and look for the next step, put yourself out there and you will be surprised at what kind of doors open up.

Sheridan: This whole industry is driven by relationships. While it might not seem important now, the next person you meet and have lunch with could end up being an employer or colleague, so it's important to maintain positive professional connections with that always in mind. Additionally, I think it is important to be a resource to others in the field. Obviously,

we all work for different companies and there is a competitive angle that inevitably exists. However, this industry is also driven by information and cooperation. Since we are all interconnected in some manner (and you might find yourself needing some help one day) I think it is important to maintain a friendly and amicable atmosphere and it is refreshing to be able to reach out to another colleague and get their advice or perspective from time to time.

Evan: I would tell anyone looking for advice as a CAI business partner that they need to fully commit and have reasonable or even limited expectations for their first year. Everything great in life takes patience, focus, and perseverance. Make a solid plan, work hard and you will see results! As the saying goes, the harder you work the luckier it seems you will become. Make your own luck in 2023! 📈

Sascha Macias, CMCA, AMS, PCAM is a Legal Clerk with Roseman Law, APC, past President of CAI-GLAC, co-chair of the Programs Committee, and an active CAI member. She can be reached at macias@roseman.law

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Evan Murray is the President of Precision Painting and Reconstruction



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Tools TO Thrive



By Jocelle Maliwanag, MBA
Business Development Manager
American Heritage Landscape

There are many key components to thrive in your careers, personal life, and mindset. Daily activities such as work and family can run you down and leave



you unhappy and unfulfilled. If you are wanting to perform your best, there are learning tools and techniques that can alleviate stress and help you thrive in your life. I reached out to three key individuals in our industry to discuss “tools to thrive” and what they do to balance their lives. James Beard, General Manager with Valencia Management Group, Jerri Gaddis with Management Trust, and Cynthia Brown, On-site General Manager with Ross Morgan & Company discuss their tools for success in this article.

By James Beard, CMCA®, AMS®, PCAM®
General Manager
Valencia Management Group, AAMC®

Managing your time effectively is an important professional skill to develop. Organizing your tasks each day helps you complete work on time, prioritize your projects and communicate your progress to supervisors and colleagues. Having strong time-management skills can ultimately lead to accomplishing key goals and advancing in your career.

Daily interruptions are unavoidable in our industry. Emergencies are part of the norm in this field from lengthy telephone calls with homeowners, vendors and board members to dealing with emergency roof leaks, plumbing leaks, etc. It is important to plan time in our day to deal with emergency situations and interruptions.

Studies show that we are most productive at the beginning of the day. We should spend the beginning of our day focusing on emails, voicemails, and other urgent matters. We must find a method to manage our time that works for us. Once we discover our best method, we should stick to this method daily. The more organized we are, the more efficient we will be. Let's mimic our good habits for all of our portfolio accounts.

It is crucial to schedule focus time where we are not distracted by telephone calls and emails to achieve our peak performance. It is not wise to focus on several tasks at



once. Let's prioritize the most important or the most difficult task and attack that task first. We should also set reasonable expectations of what we can achieve in one day. We only hurt ourselves when we set unrealistic goals and tasks and are unable to reach them.

It is imperative that we plan out our day the previous business day before. Let's spend 10 to 15 minutes at the end of our day to plan for tomorrow. We want to start our day with a plan of action so when we come into our office in the morning we are ready to go.

We should make a list from the start of our day to the end of our day of what we want to accomplish. We should carry over the items and tasks that we did not complete to the next workday. By doing this, we will have more time to focus.

We need to be able to identify what is distracting us. Is it a chatty co-worker? A board member that is constantly calling and emailing? A family member that is frequently coming into our home office? Once we identify our distractions, we must find solutions to prevent them in the future. Inform our board member or co-worker that they are only allowed 5-10 minutes of our time. Place a do not disturb sign in your office to prevent people from casually walking in. Put your phone on “do not disturb” if you are in the middle of a project.

As time management becomes a habit, you can spend more time improving your quality of work because you have allotted time for each task. This can also give you time to consider all aspects of a task and make sure you complete them correctly. Doing it right the first time prevents you from redoing a task or project.

By Jerri Gaddis, CMCA®, AMS®, PCAM® The Management Trust

The PCAM Designation – the Professional Community Association Manager program was launched in 1982. In 2021, I became the 3,384th manager to receive the PCAM. The PCAM designation is an achievement of which I am very proud. It is the pinnacle achievement for managers in our industry. For all managers on this career path, we in CAI are here to encourage and support you.



There are some things to do on your path To PCAM. You must pass the CMCA exam, successfully complete all six M200 classes, and earn 55 points from attendance at CAI industry related programs and events and participation in CAI committees.

You might be asking yourself how you can do that with an already busy schedule. Plan the plan and stick to the plan. Make and take the time to elevate your career.

The Path to PCAM is a process. It takes a minimum of five years experience and much more to get there. Completing all the requirements takes time and money.

My journey to PCAM wasn't easy. I didn't pass it on my first go around. I had a lot of management experience, but I didn't know how to put together a successful study. For my last study I called on some wonderful business partners to review my work, make suggested changes and just give me the support and encouragement I needed to make it to the finish line!

Value – the PCAM designation is recognized nationally. Having the PCAM signifies we are the experts and puts you in a great position to advance your career.

PCAM Scholarship Program – the Greater LA Chapter offers rebates for passing M 200 classes. Contact the chapter office for more information.

Coaching To Credentials – CAI-GLAC Manager Mentor Program - PCAM certified managers who will meet with you and share their experience and advise you as you pursue your PCAM.

Begin scheduling your classes and events now!



By Cynthia Brown, CMCA®, AMS® On-site General Manager Ross Morgan & Company, AAMC®

We have all heard how important it is to plan our trajectory by setting goals, but what tools are available to help us with this? The CAI Continued Education Matrix is a great tool to stay on course.

This handy matrix lists all of the CAI educational courses offered and which courses you need to in order to earn and/or redesignate a CMCA, AMS, or PCAM. I keep this pinned up on a discreet bulletin board in my office as a gentle and constant reminder of what my next step is. You may download a copy here: <https://bit.ly/mgr-course-matrix>

Undoubtedly, an educated Board is much more effective and easier to work with. So often new Directors have misconceptions about their role and the general operations of a Board. I welcome everyone to their new position with some helpful light reading and my promise to support them. To avoid any apprehension, I always assure directors that all questions are welcome. Two CAI Board Education Tools I like to provide are the CAI Board Member Tool Kit and the Rights and Responsibilities for Better Communities.



The CAI Board Member Tool Kit is a 125-page packet that provides a comprehensive overview of the sometimes-taxing job of a Director. It covers things like Corporate Leadership, Board Authority, Governing Documents, Governance Guidelines, The Role of The Board (i.e., what is appropriate and inappropriate Director behavior), the details of Officer Positions, and my favorite; Working with a Professional Manager. I have only named about half of the topics covered. This is perhaps the best of all the tools I provide to new directors, and it is sometimes a great refresher for long-time directors. You may download a copy here: <https://bit.ly/boardtoolkitCAI>

Rights and Responsibilities for Better Communities is a brief handout that serves as a reminder of everyone's rights and responsibilities. This is a good tool to share with Directors as Community Leaders and for Homeowners, who may be unclear on their rights and responsibilities. I am certain everyone will find a good use for this two-page tool. ⬆



Getting from 'No Way' to 'Yay!'

Elevating Budgets

By Joy Steele, CMCA, AMS



In the entire history of the interwebs, there is no page anywhere, on any site, that proclaims, “YAY, Budgets!” for an HOA. Although a simple search for “How to Plan an HOA Budget” will yield nearly 14 million results in less than a quarter of a second. So, how can an HOA sift through all those results to determine which budget planning will help them build the best budget?

That answer is easy...sort of. It's never too soon in the year to begin and plan for next year. Elevating a community's budget will require some planning. But the beginning

is important. Whether a community is new or well established, the Board can do a few things to elevate the process and reduce headaches along the way. Here are some of the basic questions to ask:

- Do we have a Budget Committee?
- Are we following the recommendations in the Reserve Study?
- Do we communicate to the community throughout the year about increasing expenses and unexpected costs?

If the answer to any of these questions is “No,” the Board should take a closer look at what is needed to get them all to “Yes.”

Invariably, there are Boards and Homeowners who believe their main goal is to keep the regular assessments low, with few and minimal increases. But that is the contrary to their fiduciary responsibility to the Association. It's like using duct tape to cover a hole in the roof. While it may seem like an easy fix, it is not a viable solution for a complex issue, and certainly not a permanent one.

Besides, what reasonable person could look at a roof with duct tape on it and think that it was a qualified repair? Short answer, no one. In that same respect, an HOA cannot reasonably expect to never increase the assessments and be able to maintain the community when the cost of everything else is going up. It's just not sustainable.

Now that it's been established that the process can be elevated at the outset, here are a few next steps to maintaining momentum:

1 Plan the timeline with the Community Manager

Ideally, a standard fiscal calendar HOA should engage their Reserve Specialist in May and be ready to receive the Reserve Study no later than early June. That gives the Board and the Manager time to review what should be in the planning of Reserve items for replacement/repair. The Budget can be drafted in July; and the Board along with the Budget Committee can review it in early August, with the plan to make final approval no later than mid-September. Actively work with the community manager, while they may be putting together the initial draft, it's the Board's ultimate responsibility to check the figures and ensure the draft encompasses the predictable cost increases.

2 Review Vendor Contracts

Not all vendors have annual increases, it's a safe bet to anticipate them, regardless. Also, get feedback from them on what can be done to mitigate some of the increase. Is there an aspect of something they do that can be handled by a volunteer? This also includes reviewing utility costs. While a standard increase is inevitable, savings may be achieved by developing conservation plans for the community, i.e., watering restrictions, adjusting lighting timers, and so on.

3 Special Projects

The Reserve Study is a valuable tool to follow when planning for special projects. Identify how many items are at or near the end of life and create a timeline for getting those projects handled sooner, rather than later.



4 Communicate, Communicate, Communicate

Many homeowners will invariably say that their assessments are too high for what they are getting in return. But do they know the actual costs included in the operating budget? When communicated clearly and consistently, most homeowners will understand the need for annual increases. Utilities and services can be counted on for annual rate increases, so why not explain to the community that the HOA is no different? A reasonable homeowner will appreciate being brought into the loop on what to expect. To quote the character CJ Cregg from *The West Wing*, "Information breeds confidence, silence breeds fear."

These items incorporated with strategic planning, assertive delinquency management, and long-term goal setting, provides the foundation upon which you can elevate your budget development early and minimize the headaches during the drafting and approval process.

Please note, these suggestions are general in nature and not intended as a substitute for your management contract; nor is it to be construed as legal advice. [↑](#)



Joy Steele, CMCA®, AMS®, is a Senior Association Manager with HOA Organizers, Inc. AAMC. She can be reached at joy@hoaorganizers.com.



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A dynamic splash of water with bubbles and droplets, rendered in a light blue and white color scheme, serves as a background for the title.

Water Damage

RESPONSE, DOCUMENTATION, AND METHODS

By Ian Spizman

Homeowner and HOA Responsibilities

In order to protect the interest of all homeowners and minimize collateral damage, an HOA should be prepared to retain a restoration contractor¹ to control errant water flow when it will impact more than one unit and/or common areas. Since it is likely the resulting cost of this mitigation effort will be the responsibility of the homeowner causing the errant water flow, it's best to have an emergency response policy that every owner understands and accepts.

Typical causes of errant water flow include failure of internal plumbing and end-use fixtures (e.g., water filters, water heaters, washing machine hoses, faucet supply lines, toilet angle-stops, etc.), sewer back-flows or breaches, and fire sprinklers. Because errant water flow in one unit could impact another unit or common area, it should be understood that water damage of any size or type is to be reported to the HOA. The HOA should then have the right to investigate and document the incident.

In matters involving small, well contained water damage, the HOA's investigation and documentation may be limited to direct observation, photos, and notes. In matters involving larger, expansive errant water flows, the HOA might well have the responsibility to retain a restoration contractor or independent Indoor Environmental Professional (IEP) to investigate and document the incident. This process should meet restoration industry standards² so that if a conflict occurs in the future, all parties are protected.

Basic Procedures in Matters Involving Water Damage

The first step in any water damage scenario is to stop the water! The second is to determine the errant water's source and classification. Restoration industry classifications² include Category 1 Clean Water (the source does not pose a health risk on its own), Category 2 Grey Water (it can pose a health risk due to source or migration), and Category 3 Black Water (it is known to carry health risk based on source, migration, or standing time). The third step is to survey the impacted areas, interview witnesses, and determine the level of response required.

Determining the nature and extent of water damage is best left to professionals with the knowledge, experience, and investigative tools for the job. Tools needed include an infrared camera (helpful, but not required), direct and indirect reading moisture meters, and a temperature and humidity meter. Documentation required for water damage includes photographs, a site diagram highlighting impacted areas and materials (ceilings and floors), and logs of moisture, temperature, and humidity readings.

Typical control and restorative measures for Category 1 Clean Water:

- Stop the source of errant water flow:
 - › Turn-off the building or local water supply
- Interrupt water flow down through and across the building (see the following steps)
- Remove standing water from hard surfaces
- Extract water from carpet and pad
- Determine if there are any hazards:
 - › Pre-existing mold growth³;
 - › Electrical and mechanical hazards
 - › Collapse potential (typically associated with ceilings, mounted mirrors, etc.)
 - › Asbestos containing materials (fireproofing, sprayed-on acoustic, acoustic plaster, plaster, drywall joint-compound, troweled-on or knock-down surface texture, floor tile and mastic, etc.)
- Start the dry-down effort (if no asbestos, pre-existing mold, or other safety issues exist):
 - › Install drying and dust control equipment (fans, dehumidifiers, and HEPA air purifiers)
 - › Monitor the dry-down effort with moisture and temperature/humidity meters
- Determine if materials can or are worth drying:
 - › Age and condition limitations
 - › Surface covering issues (i.e., wallpaper, paneling, cabinets, etc.)

- › Difficulty in drying (i.e., double layers of drywall)
- › Irreversible water damage (i.e., hardwood floors)
- Remove non-salvageable materials and provide ingress for drying:
 - › Remove baseboards, toe-kicks, mirrors, etc.
 - › Drill or cut holes in walls and ceilings

Added steps for Category 2 Gray Water and Category 3 Black Water:

- Workers should be specifically trained and inoculated
- Appropriate personal protection equipment (PPE) should be used:
 - › Impervious (typically disposable) suits, booties, and gloves
 - › Face shield and respirators (P100 mask at minimum) should be worn
 - › A transitional location should be established for removing contaminated PPE before leaving the work area
- Limit access to the impacted areas to prevent the spreading of contaminants by tracking (foot traffic)

- Seal-off ventilation systems and establish local containments
- Treat impacted surfaces and materials with an U.S. EPA registered disinfectant product designed for biological hazardous waste:
 - › It is illegal to use a disinfectant in a manner inconsistent with its label
 - › Most disinfectants are not registered for use on porous materials
 - › To be effective, the dwell time prescribed for the product must be met
- Remove porous materials and appropriately bag debris for safe removal from the building

(Continues on page 16)



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Water Damage (Continued from page 15)

- Clean surfaces and remaining materials with an appropriate solution, taking care not to spread contaminants or leave any surface films
- Re-treat previously impacted surfaces with the prescribed disinfectant
- Dry remaining materials to background levels of moisture

Bringing Closure to the Water Damage Incident

During the course of the project, the restoration contractor should provide written notice of any complexities or deficiencies, or any services recommended but declined. When the project is complete, the restoration contractor should provide a written document indicating the job is complete and all is clean and dry. They should also provide copies of all site diagrams, infrared images, photos, videos, and measurement logs for moisture, temperature, and humidity. Optionally, an IEP can be retained for a third party inspection for cleanliness and dryness, air and source sampling (optional), and the issuance of a report affirming the project is complete.

Water damage is a messy business, both from a legal and environmental perspective. Accordingly, it is best to be prepared: know what to expect, be ready to act, and always make sure there is closure in the end. 



Ian Spizman is President of Aeroscopic Environmental, Inc., a full-service restoration, remediation, and reconstruction company. ian@aeroscopic.com.

¹ The restoration contractor should be pre-screened and re-qualified every year. This is important because, in time of emergency, there is no time to go through the vetting process. Besides meeting license, insurance, and basic qualifications, references should be checked.

² Institute of Inspection, Cleaning and Restoration Certification (IICRC), ANSI/IICRC S500 Standard for Professional Water Damage Restoration, Fourth Edition,

³ Pre-existing mold growth could well be disturbed by the use of fans and dehumidifiers. If mold growth is observed immediately after the incident occurs, it most certainly indicates pre-existing water damage. Identifying mold growth could well impact how the restoration effort is undertaken and further, who is responsible for its clean-up.



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Anticipating Precipitation

By **Cori Vernam**, Antis Roofing & Waterproofing

-Personal stories with insights to help keep your roof and family safe & dry, by Charles Antis

While on KLOS Radio's Heidi & Frank Show; host, Frank Kramer told us about the roof leak at his home during February's record rainstorm.

Frank was in pain, because his "castle" was being invaded by rainwater. He even had a huge blister on his wall!

It's a pain that many homeowners and property managers are also feeling right now as SoCal experiences its hardest rains in more than ten years! So, just like I did over the radio, when I shouted at Frank, "Pop the bubble, let the water out," I'll share a few roofing stories with insights to help keep you safe and dry.

The Flow of Water & Letting it Out!

Once I was called out to an HOA President's home who was upset about a massive leak in her kitchen. It was 2 AM, and we both assumed it was flowing from the roof. However, when we went up on the patio deck, we discovered that leaves were blocking the drain, causing water to back-up and overflow. We cleared it, though her kitchen had already flooded.

The truth is, water flows without bias. It'll find any weakness, so you've got to let it out!

Prior to rains, remove all leaves and debris from decks, window tracks and exterior systems and have your roofing pro clean your roofs annually.

A Duck's Back & the 90/10 Rule

When I started in the trade in 1984, I didn't get "the flow of water." During that first year, my boss, Tim Curtis, sent me to do my first roof repair. The next day I was full of pride when he came up on the roof to see it, though I saw him shake his head in disappointment saying, "It's going to leak again." I said, "But no Tim, I pulled up the coping, I saw the failure and I repaired the membrane!" Tim interrupted me and said, "You backwards lapped the flashing," and I looked to where he pointed, where I'd put the bottom piece on last.

I felt humiliated, and promised myself to never miss a leak again, though Tim was wise, and in that moment he gave me a metaphor I've always remembered.

"A Duck's Back" Tim said, "Roofing components are exactly like the feathers on a duck's back. A duck's feathers are perfectly placed, so feathers above overlap the feathers below and water cascades off its back. The same is true with roofing & wall components, — everything above must overlap what's below to protect your home."

Most of your feathers are likely in place, though Tim is right, there are lots of components up on your roof that can leak!



The 90/10 Rule: 90% of roof leaks come from 10% of the roof area, —it's the penetrations, transitions, and termination points. So, by focusing on maintenance of these, we can extend your roof-life.

Thinking like Water Special-Ops

I learned to “think like water” in 1989, after I started Antis Roofing, when I was desperate to solve a family's leak. I Remember lying down next to their chimney till my head hit the tiles imagining, “I am water...I am a drop of water being pulled and pooled, to find the weakness.”

It still astounds me how when I got up, I was able to see the failure. I pulled up the tiles to discover a nail penetrating the roofing membrane, causing premature failure near that chimney.

Thinking like water allows roofing pros to build “Special Operations” on your roof!

Special Ops Demo

Fifteen years ago, the Board of Directors of a 500-unit community in Torrance was spending \$60,000 a year on leak repairs and was ready to spend \$4M for a new roof. That's when we discovered that all leaks were in high traffic areas, and within the 90/10 rule. So, we designed a partial replacement and gave them a 4 year all-inclusive leak warranty. I call that “Special Operations.” It lasted 10 more years and was only 10% the cost of a new roof so it was very high value. If most of your roofing is in good condition this option could be your best value too!

I hope these stories and insights help you anticipate precipitation better!

Remember to like water, be creative, responsible and don't agree to a whole new roof if you only have a hole in your roof.

The more I think like water, the more I can see. For where there is failure water will find it, always. It does not pause to preside. It simply flows without bias.

Also, thinking like water doesn't begin and end in roofing. It also spreads outward into our community. Did you know that the Heidi and Frank show shines a light on blood drives, California Love Drops, Ronald McDonald House and more on KLOS? They truly flow without bias. It's why we're going to take care of Frank's home and keep his family safe and dry. 🏠

Cori Vernam is the Director of Marketing & Cause at Antis Roofing & Waterproofing.



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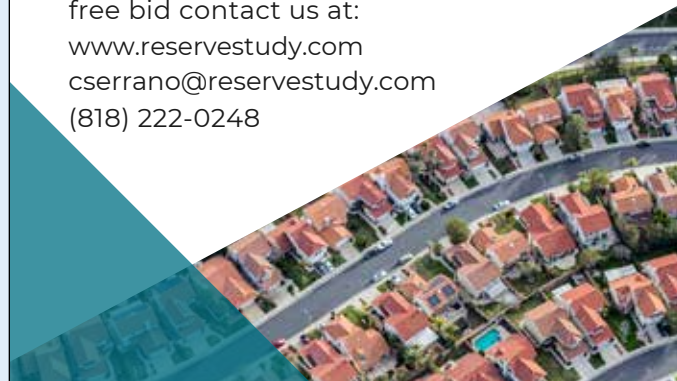
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Inflation sucks... fight back with your Reserve Study!!!

By Les Weinberg, RS, MBA

That evil “INFLATION MONSTER” is back again, and its sibling “RECESSION” is predicted to follow in the not too distant future...uggghh!



For those of us that have been around for a while, it's a familiar scene – we WILL survive, but how do we manage it in the meantime?

There are several techniques that can be utilized with respect to your Reserve Study which can help alleviate the pain. Read on to discover how your association can put them to work.

Borrowing From Reserves

Borrowing IS permitted (**interest free!**) per California Civil Code (CCC) section 5515, which allows a board to transfer money from the reserve fund to the operating fund to meet short-term cash flow requirements. Although the funds must be repaid within a year, there is no limit on the dollar amount – as long as the following procedure is employed:

- Provide notice of the intent to borrow in a board meeting.
- Record the details in board minutes, including the reasons for the transfer as well as how & when it will be repaid.

Laddering Investments

Interest rates are currently not only high on the lending side, but on the investment side as well! Certificates of Deposit (CD's) are paying above 4%, are FDIC insured (up to \$250,000 per institution), and can be typically locked in for 6 months to 5 years.

- Laddering entails investing funds at intervals – e.g., initially invest \$10,000, 1 or months later invest another \$10,000, and so on. The maturities can be established in conjunction with the timing of reserve expenditures as scheduled in the Reserve Study.
- Money market rates have been as low as .01%, yielding as low as \$10 per year on \$100,000, versus a 4% CD compounded daily, yielding approximately \$4,000 per year.

Component Replacements with Lower Lifecycle Costs

Many components, such as roofing, siding, HVAC equipment, etc. are regularly being re-engineered to higher standards, resulting in longer life expectancies than that of the existing components. Even if the replacement component is more expensive than what the existing component would have cost, the annual cost (i.e., depreciation) is often less when the typical useful life increases. This results in the need for lower contributions to the reserve fund.

- \$10,000 component cost with a 10 year life = \$1,000/year depreciation
- \$12,000 component cost with a 15 year life = \$800/year depreciation

Advanced Warning for Component Replacements

Most Reserve Studies provide a schedule of components anticipated to need replacement in the next 0, 1, and 2 years. Not only is this information useful from a cash flow standpoint, but it will allow for the timely obtaining of proposals for replacement...serving to avoid needing to take the "quickest" which is often more expensive.

In order for the above techniques to be effective, it's critical to ensure that Reserve Study basics are being followed:



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Current Reserve Study

The Reserve Study must be current. Remember, after the initial Reserve Study is done, **annual updates** are required to be done per the CCC – with every 3rd year including a site visit and each year in between only necessitating a financial update.

Distribute within the Deadline

The Reserve Study summary and the accompanying Assessment and Reserve Funding Summary (ARFDS) must be distributed within 30 to 90 days from the **beginning of the year** the study is for. For example, if the Reserve Study is for the 2024 calendar year, these documents must be distributed to the homeowners as early as September 30, 2023, but no later than December 2, 2023.

Some Good News: the predictions are that the measures to tame the current high level of inflation are having a positive effect, and that if a Recession does result then it should be somewhat mild and short lived. In the meantime, the advice noted above should help weather the storm! ⬆



Les Weinberg, RS®, MBA, is the co-founder and Chief Financial Officer of Reserve Studies Incorporated, A full service Reserve Study provider to homeowners associations since 1991. He can be reached at les@reservestudiesinc.com.



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Extending the life of one of your biggest assets

By Dan Huertas

Recent unprecedented rains have left many scrambling. For Associations that have been diligent in inspecting their roofs and maintaining them, it may come as a shock to be experiencing roof leaks and water intrusion. The fact is, the volume, force and frequency of rainfall all impact how soon visible evidence of water intrusion will present itself. So, before pointing fingers or questioning how thorough your roofing contractors were when performing your maintenance, consider these points and work with your contractors to resolve any issues quickly as a team.

First, be reminded that there are many factors that can impact the condition of a roof. HVAC systems may have been replaced or repaired may leave tears. Skylights, exhaust ventilation pipes or gutters may have undergone work. Each time the roof is accessed for work either by the HOA or an owner, there is risk for damage. It is important for the Association to review their policy for roof access, and owner's obligations related to their contractors having proper insurance coverage for such work and will cover potential damage or injury. Requiring owners to request

access provides management and the Board to have the condition of the roof verified before and after leaving less chance for damage to go unaddressed.

There is value in establishing a maintenance program that will help you plan and work to address the condition of a roof seasonally. To be clear, roof maintenance operates on a schedule that is set prior to the next rainy season. It works in anticipation of the upcoming season. This way, once the rain arrives, all interrelated roof components are in optimal condition, and you will not be affected by needed services during peak times when vendors are spread thin.

Planning will give everyone a higher comfort level moving through the seasons and the monetary savings will help keep the community on budget. To help, we have provided suggested quarterly Roof related maintenance items to consider.

Quarterly maintenance calendars that align with seasonal needs.

*Get a jump start on a plan
and reap the rewards of a
well maintained roof in 2023.
The time is now!*

NEVER RAINS,"

Southern California?

January-March

Areas of roofs that have trees overhanging may need additional attention. Temperature drops are the leading cause for falling leaves. Don't make the mistake of assuming Fall gutter cleaning is enough. Cold reasons bring out wildlife. They often try to find access to warm dry places. Sometimes those access ways are Exhaust pipes on the roof. Installing mesh if they are a concern may be an option.

April- June

Schedule maintenance and repairs of HVAC systems and have the areas inspected thereafter for potential areas that need to be resealed. If owners are responsible for maintaining their HVAC systems, encourage them to have this performed during this quarter as well so there is sufficient time to address any unforeseen concerns.

July-September

Associated components such as roof hatches, safety rails, walk pads, skylight maintenance should all be inspected to ensure accessibility when the time comes.

Cable penetrations should also be resealed if needed.

October-December

Send notices to inform the owner to clear debris from their patio drains. If rain gutters are within reach or they are obligated to clean them, they should be reminded early on. Hydro-jetting drain lines so that rain will flow unobstructed from the rain gutters is essential. Taking care of your roof will reduce the likelihood that your HOA will be faced with various contaminants, including mold, bacteria or fungi, that thrive with moisture. 🏠



Dan Huertas
Sales and Project Manager
Adco Roofing & Waterproofing

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New Laws Effective January 2023

By **Adrian Chiang, Esq. and Collette Bonyadi, Esq.**

SwedelsonGottlieb

Four newly passed legislative bills are briefly summarized below with comments on their possible impact on associations for managers and board of directors to consider.

AB 1410 - Enforcement During a State of Emergency; Owner Occupied Rental Restrictions; and Use of Social Media

AB 1410 contains multiple new laws directly affecting associations. First, the bill creates Civil Code §5875, which prohibits associations from pursuing enforcement actions for violations of governing documents (except for nonpayment of assessments) during a declared state or local emergency if the nature of the emergency giving rise to the declaration makes it unsafe or impossible for the owner to prevent or fix the violation. As a result, enforcement action during a declared state of emergency for issues such as architectural, nuisance, occupancy, and use violations may violate the new law. Associations are encouraged to inquire with their legal counsel regarding enforcement during a state or local emergency to avoid violating this new law.

Second, the bill creates Civil Code § 4739, which eliminates restrictions found in the governing documents on leasing portions of an owner-occupied home, as long as the lease is for a period of more than 30 days. Associations will have to allow owners to rent out rooms in their homes as long as the owner also lives in the home. As a result, associations may want to adopt their leasing policies in accordance with the Civil Code.

Third, the bill creates Civil Code § 4515, which voids and makes unenforceable any provision in the governing documents that restricts using social media or other online resources to discuss community association-related topics, even if the content is critical of the association or its board. It also prohibits retaliation against a member or resident for exercising their free speech rights. By law, social media may be used to discuss association living, elections, legislation, and other political and association matters. However, associations would not be required to provide social media or other online resources or to allow members to post content on the association's own website. In short, the legislature has further prohibited the limitation of free speech rights in the association context.

Amended/New Sections: Civil Code §§ 4515, 4739 and 5875

Effective Date: January 1, 2023

AB 2097 - Removal of Mandatory Parking Minimums

Under existing law, public agencies can require parking for new developments. This bill prohibits public agencies from imposing minimum parking requirements on residential, commercial, or other developments located within a ½ mile of public transit, unless they make detailed written findings that doing so would have a "substantially negative impact" on the public agency's ability to fulfill certain regional or special housing needs or on existing residential or commercial parking within a ½ mile of the development. As a result, this bill is most likely to affect brand new developments seeking parking changes, but could possibly affect existing developments seeking to obtain local governmental approval for changing their parking situation, for example, the annexation of new property that will have parking, and possibly when changing an existing parking area into something else, such as a storage area or clubhouse.

Amended/New Section: Government Code § 65863.2

Effective Date: January 1, 2023

AB 1738 & AB 2075 - New Building Code Standards for Electric Vehicle Charging Stations

These bills will require the State Energy Resources Conservation and Development Commission (Energy Commission), California Building Standards Commission, and Department of Housing and Community Development to research and develop, and authorize the Building Standards Commission and Department to propose for adoption, mandatory building standards for the installation of electric vehicle charging stations (EVCSs) with low power level 2 or higher electric vehicle chargers in existing multifamily dwellings, hotels, motels, and nonresidential development during certain retrofits, additions, and alterations to existing parking facilities. Every few years these building standards will be updated until specified goals are met. Until the State standards are adopted and published, the true effect of this legislation will not be known but it is foreseeable that associations and their future installation/construction of EVCSs in their developments may be impacted. For example, associations may be required to upgrade infrastructure to accommodate faster EVCSs and consequently prepare to raise assessments for the upgrades (costs of the infrastructure, engineer(s), and/or contractor(s)).

Amended/New Sections: Health & Safety Code §§ 18941.10, 18941.11, 18941.17; Public Resources Code § 25233.5

Effective Date:

January 1, 2023



Adrian Chiang, Esq.
Associate Attorney



Collette Bonyadi, Esq.
Associate Attorney



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The California Legislative Action Committee (CLAC) is a volunteer committee of Community Associations Institute (CAI), consisting of homeowners and professionals serving homeowner associations (HOAs).

CAI is the largest organization in America dedicated to the monitoring of legislation, educating elected state lawmakers and protecting the interests of those living in community associations.

CAI-CLAC is working toward legislative solutions that are right for California homeowner associations.

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Cupid Crew

By Jocelle Maliwanag

MBA-Director of Business Development

American Heritage Landscape, Community Outreach Committee Member

The Community Outreach Committee pulled off another spectacular Valentine's Event on Friday, February 3 at Brookdale Gardens Senior Living in Tarzana and Monday, February 6 at Mother Gertrude Balcazar Home Assisted Living in San Fernando. The committee delivered personally signed Valentine's Day cards, coloring and crossword puzzles, goodies, and sundries to 60 residents at Brookdale and 65 residents at Mother Gertrude. The committee was able to make flower arrangements and play trivia games with each resident. It truly was a heartfelt event with many smiles and so much love!



Valentine's Event



OUTREACH COMMITTEE CHAIRS

Stephanie Romero
Aeroscopic Environmental

Jerri Gaddis CMCA, AMS®, PCAM®
The Management Trust

OUTREACH COMMITTEE MEMBERS

Jocelle Maliwanag
American Heritage Landscape

Jessica Koval CMCA®, AMS®, PCAM®
Action Property Management AAMC®

Patti Specht
ServiceMaster Recovery by C2C Restoration

Alexandria (Lexie) Pollock, CMCA®, AMS®, PCAM®
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AS OF DECEMBER 30, 2022

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Arboristas Inc.
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California Sub-Meters
Design Build Associates
Du Mont Engineering
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Baywatch Townhomes Association
Escadrille Homeowners Association

International Tower Owners Association
Library Court Association
Lingate Owners Association
Mariners Park Village Homeowners Association
Pacific Pines Torrance Maintenance Association
Raintree Condominium Association
View Ridge Towne Homes Owners Association
Village Green Owners Association

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Bentley Community Management Inc. AAMC®
Consensys Property Management
HOA Organizers, Inc., AAMC®
Horizon Management Company, AAMC®
Manhattan Management Corporation
Miller & Desatnik Management, Co.
National Property Management Group, Inc.
Partners Community Management, Inc.

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Jaime Centeno
Century Plaza Towers
Christopher Church II, CMCA®
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Action Property Management, AAMC®

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AS OF DECEMBER 15, 2022



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LIO Insurance Company
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Ruff Ruff Poop Bags
US Integrated Design Build Group Inc.
Paul Davis Restoration of Pasadena
Pro Window Care
Safeguard EnviroGroup
NeoManage

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Shadow Ranch HOA, Inc.

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Ocean Towers HOA
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Ocean Towers HOA
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2023 CAI-GLAC UPCOMING EVENTS

MARCH

06-10	Virtual CID Law Course – 8:30 a.m.	Via ZOOM
22	In-Person Educational Luncheon – 11:00 a.m.	Torrance
24	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
29	In-Person Valencia Breakfast – 8:00 a.m.	Bridgeport HOA

APRIL

03	Virtual HOA Evening Webinar – 7:00 p.m.	Via ZOOM
19	In-Person Educational Luncheon – 11:00 a.m.	Downtown LA
21	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
28	In-Person Executive Summit – 8:30 a.m.	Pasadena

MAY

08	Golf Tournament – 7:00 a.m.	Porter Valley CC
17-20	CAI National Conference	Dallas, TX
24	In-Person Educational Luncheon – 1:00 a.m.	SF Valley
26	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

JUNE

09	In-Person Community Expo – 12:00 Noon	Hilton Universal
13	Virtual Managers Only Workshop – 1:00 p.m.	Via ZOOM
16	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
23	In-Person Dodger Game – 5:30 p.m.	Dodger Stadium

JULY

10	Virtual HOA Educational Webinar – 7:00 p.m.	Via ZOOM
15	Virtual Board Leadership Workshop – Part 1 – 9:00 a.m.	Via ZOOM
19	In-Person Educational Luncheon – 11:00 a.m.	Skirball
22	Virtual Board Leadership Workshop – Part 2 – 9:00 a.m.	Via ZOOM
26	In-Person Valencia Breakfast – 8:00 a.m.	Bridgeport HOA
28	Chapter Board of Directors Retreat – 9:00 a.m.	Location TBD

Events subject to change. See website for updates. Rev 2-22-23

AUGUST

07-11	Virtual CID Law Course – 9:00 a.m.	Via ZOOM
18	In-Person CMCA Review – 8:30 a.m.	Location TBD
23	In-Person Educational Luncheon – 11:00 a.m.	South Bay
25	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

SEPTEMBER

07	Virtual Managers Ed. Boot Camp – 1:00 p.m.	Via ZOOM
09	Virtual Board Leadership Workshop – Part 1 – 9:00 a.m.	Via ZOOM
16	Virtual Board Leadership Workshop – Part 2 – 9:00 a.m.	Via ZOOM
20	In-Person Educational Luncheon – 11:00 a.m.	Downtown LA
20	Board/Committee Chair Strategic Planning – 1:30 p.m.	Downtown LA
22	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM
27	Virtual Reverse Trade Show – 1:00 p.m.	Via ZOOM

OCTOBER

03	Virtual Managers Workshop – 1:00 p.m.	Via ZOOM
09	Virtual HOA Educational Webinar – 7:00 p.m.	Via ZOOM
21	In-Person CLAC Fundraiser – 4:00 p.m.	Location TBD
25	In-Person Valencia Breakfast – 8:00 a.m.	Bridgeport HOA
27	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

NOVEMBER

04	Virtual Board Leadership Workshop – Part 1 – 9:00 a.m.	Via ZOOM
11	Virtual Board Leadership Workshop – Part 2 – 9:00 a.m.	Via ZOOM
11	In-Person Awards Gala – 6:00 p.m.	Location TBD
15	In-Person Educational Luncheon	Skirball
17	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

DECEMBER

01	In-Person Holiday Happy Hour – 4:00 p.m.	Location TBD
05	In-Person SGV Education – Time TBD	Location TBD
15	Chapter Board of Directors Meeting – 9:00 a.m.	Via ZOOM

MARCH

06-10	Virtual CID Law Course – 8:30 a.m.	Via ZOOM
22	In-Person Educational Luncheon – 11:00 a.m.	South Bay
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