

IN THIS ISSUE

CEO'S MESSAGE:
COLLECTIVE DECISION
MAKING
page 01

LEWIS MANAGEMENT
RESOURCES, INC. IS
NOW ON FACEBOOK!
page 02

RALLYING THE
TROOPS
page 03

CHANGES CAN MEAN
A BIGGER, BETTER AND
BRIGHTER FUTURE!
page 04

PRINCIPLES OF
XERISCAPE
page 05

HARD & NATURAL
PRUNING
page 06

CEO'S MESSAGE: COLLECTIVE DECISION MAKING

W. Grant Parker, CAAM®, AMS®, PCAM®

As we wind our way through the annual meeting cycle with our client associations, new board members are being elected and new groups of people are being formed to make decisions on behalf of their respective communities.

Having worked with many hundreds of HOA and condo Boards over the last two decades, I developed tremendous respect for these wonderful, well-meaning people who have decided to serve their neighbors. They found themselves thrust into a new reality, making collective decisions, which carry significant consequences, while working with other directors they barely knew.

This is not a ceremonial exercise. The money collected and spent on goods and services for

community associations in the U.S is approaching 60 billion dollars per year. One in three American families now live in some form of deed restricted association and each community is, in effect, a representative democracy. Directors are elected to govern and they must represent the majority interests of the entire association, not just their own.

Collective decision-making has its own set of challenges. The vast majority of community associations are set up as non-profit corporations. So, aside from the duties and obligations outlined in their governing documents, there are also legal duties prescribed in the Arizona Non-Profit Corporation Act. Decisions that involve money or policy must be made collectively. And the

continued on page 2

180 West Magee, Suite 134
Tucson AZ 85704
Tel: (520) 742-5674 | Web: www.lmri.org

COLLECTIVE DECISION MAKING *continued*

owners are entitled to observe the deliberations of the board. That is why we post meeting notices.

No single board member can make policy or money decisions by themselves. Those decisions must be voted on, and should reflect, at least in part, the desires of their constituents. I have seen many Boards who found this process so painful, they would simply defer to the management company or the manager.

Be careful. You can delegate but you cannot abdicate. Even if defer to the manager, you are still “on the hook” for the

outcome. The Board is elected to govern and the manager is hired to manage. A good manager will give you all the information you need to make informed decisions. You make them, he carries them out. Draw a hard and fast line between these two functions.

For those newly minted board members who have just been elected, congratulations! Now, it's time to get down to business.

LEWIS MANAGEMENT RESOURCES, INC. IS NOW ON FACEBOOK!



Lewis Management Resources, Inc. is continuing to grow its on-line presence and we now have a Facebook page as part of our continuing efforts to further engage and communicate with our neighbors and homeowners.

The social media site works in conjunction with www.lmri.org as traditional communications such as press releases, seminar information and board member announcements will be available on both sites. Facebook will provide access to exclusive multimedia content not offered on the official website.

By “liking” Lewis Management Resources, Inc. on Facebook, you will have the opportunity to receive news updates; get information on board seminars, open houses, trade shows, monthly/quarterly/annual meetings, social events and fundraisers; view video features and photos; receive special announcements; and have exclusive access to special promotions and giveaways.

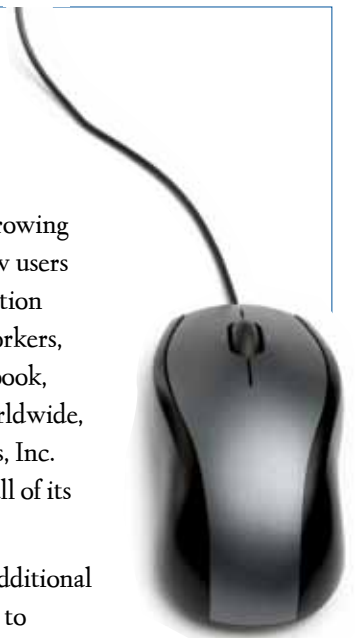
New “likes” will also provide an opportunity to receive a FREE copy of *Association Times Volume 2*, an incredible resource for community association information.

On-line social networking utilities, growing increasingly popular worldwide, allow users to connect and communicate information with others like friends, family, co-workers, immediately and unobtrusively. Facebook, with more than 500 million users worldwide, enables Lewis Management Resources, Inc. to post updates and achievements to all of its homeowners in a timely fashion.

Facebook also provides you with an additional communications channel with which to learn more about and connect with Lewis Management Resources, Inc., while providing a dialogue on topics that are current and relevant.

To “like” Lewis Management Resources, Inc., please visit www.Facebook.com/Associa and search for Lewis Management Resources, Inc.

Join our network today!



RALLYING THE TROOPS

By Barbara Daoust, CMCA®, AMS®, PCAM® | Vice President, Lewis Management Resources, Inc.

Volunteerism is the foundation that Community Associations base their operation and support on. Volunteering is a calling for many. It is a commitment of time and effort with a purpose. The purpose can vary from self interest to the overall mission of protecting property values and enhancing quality of life for the members. No matter what the reason everyone is proud to be part of it. The hunt for volunteers is an endless task as well as keeping them motivated but the rewards are well worth the effort which contributes to a well organized and functioning community.

Organizations that have been successful in the call for volunteers have been effective in their recruiting methods by making a personal appeal to each and everyone they contact to join. Continuous announcements are sent out thru newsletters, websites, emails and notices to solicit support. The communication clearly identifies the need of the organization in a positive and enthused manner. After awhile the calling becomes contagious.

Solicitation and motivation of volunteers is the responsibility of the board. The board is selected by the community to make important decisions on financial, legal matters, maintenance issues that impact the appearance and property values of the property that often by themselves do not have the skills needed to accomplish all the issues at hand.

The board needs to extend this partnership to the members to share in maintaining the community. A board that portrays confidence and is inspirational will have a better chance attracting members to be part of the team. Being part of a successful team with a number of accomplishments under its belt is far more appealing than one that lacks direction and commitment.

To be successful you must understand the reasons why members volunteer. It can be a social or humanitarian need, educational opportunity or career advancement, personal expression, social conscientiousness, sharing knowledge or simply giving back to the community. No matter what the reason is it should be fun. Otherwise, you will alienate your volunteers. Every community resident can be a potential volunteer including absentee owners, tenants and new homeowners. Don't overlook the talents that these individuals have to offer. Recruit them early before they make other



commitments. A good way of doing this is through a welcome committee which can provide essential information about the community and surrounding area. This is away of reaching out to let them know that a sense of community exists. Individuals that have a track record of volunteering in public service positions, service organizations and have performed civic duties are good candidates. Let them know you are in need of their service and they might be willing to find the time to serve the community.

More people would likely volunteer if the association was apt to advertise their accomplishments. Overall people need to be appreciated and recognized for their efforts. Individuals often will volunteer for things that interested them. To motivate volunteers leaders must provide encouragement and the necessary resources and tools for them to accomplish their mission. Clear and reasonable objectives and timelines must be set.

Volunteers must be empowered to complete their task without too many restrictions. It is important that the association leaders match volunteers with their interest and see that they are successful.

Volunteers provide a significant contribution to the association which needs to be recognized and acknowledged. A pat on the back, certificates, recognition at the annual meeting or newsletter goes along way in expressing the gratitude of the association for their time and effort. They deserve it.

Changes Can Mean a **BIGGER, BETTER,** and **BRIGHTER Future!**

By Jason Marx Director of Client Accounting & Association Manager
Lewis Management Resources, Inc.

The Lewis Management Resources (LMR) accounting staff has remained consistent over the last few years but some staffing modifications and growth opportunities are now changing the accounting landscape here at LMR. Lisa O'Neill has been the accounting department supervisor and corporate controller since 2002. Over the years her responsibilities have grown and now more of her time and energy is required for the corporate side of our business. Lisa is still in the office though, and available to offer her financial expertise when needed. Also, we reorganized our department further so we are able to interact more directly with the managers, assistant managers, compliance personnel, and the customer service department.

In October 2010, I was appointed to the Director of Client Accounting Services position and am now responsible for ensuring that our accounting staff is meeting the expanding needs of the associations we manage. I have been a member of the LMR accounting team since 2005 starting in accounts receivable and moving on to portfolio bookkeeping. I enjoy working directly with the Boards, homeowners, and associations and consider it a privilege to be entrusted with overseeing their financial operations. This August, I will be completing my B.S. degree in Business Accounting and look forward to continuing my career in the specialized field of HOA finance and accounting. As we grow, LMR and Associa continue to offer many challenges and opportunities in this area.

While accounting may sound a bit dry to some, there are presently many exciting things happening in the department here. Closing out the past year is underway. Year-end financials have been completed and are now undergoing final and thorough reviews. Taxes must be filed before mid-March and the CPA's annual financial reviews will be completed over the next few months culminating in the final archiving of the 2010 financial records late this spring.

Also, the financial reports in 2011 will look a little different for those associations who collect assessments on a quarterly,

semi-annual, or annual basis.

This change will not affect those associations who collect assessments each month. In the past, assessment revenue was allocated to the month in which assessments were charged. In 2011, assessments will be allocated to an unearned (deferred) revenue account on the balance sheet and adjusted monthly to show assessment revenue on a month-by-month basis.

As an Associa member company, LMR complies with GAAP (Generally Accepted Accounting Principles) guidelines and industry best practices when

providing our specialized services. During these difficult financial times, you can be assured that your HOA's funds are in secure and competent hands.

If there any questions or concerns regarding my new position, or about these processes, please feel free to contact me any time at jmarx@lmri.org or by phone at 520-877-4650.



PRINCIPLES OF XERISCAPE

Here in Arizona we are always looking for ways to protect our water resources. Xeriscape is one of the most popular types of landscape in the Southwest. With the right variety of plants your yard can have a lush, colorful look without using a lot of water. Xeriscape uses six principles to achieve water efficiency.



Planning and Design

Draw it out on paper first. Mistakes on paper can be tossed away; mistakes in the landscape are not so easily repaired. Often the first concept of design isn't what ends up in the landscape. Successful xeriscapes begin with good designs that consider the function of the landscape and the mature size and water needs of the plant.

Appropriate Turf Areas

Locate grass only in areas where it provides functional benefits like the children's play area. Keep grass away from sidewalks, walls and fences for easier maintenance. Avoid planting turf in oddly shaped areas or on slopes that can't be watered efficiently.

Efficient Irrigation

Water all trees, shrubs and groundcovers with an efficient, low-volume drip system. Irrigate grass areas separately from other plantings. Trees, shrubs and all plants with similar watering needs should be grouped together on separate irrigation valves. Change the irrigation schedule frequently with seasonal weather changes.

Low Water-Use Plants

Many low water use plants are available. Some provide shade and screening, others are perfect for borders and accents. Many flowering plants provide seasonal bursts of color. Contact your local water conservation office for ideas on what type of plants to use. The Arizona Municipal Water Users Association is a great resource for this information; www.amwua.org. When it is time to plant remember to go from largest to smallest. Start with your trees then move to your larger shrubs. Smaller shrubs and groundcovers are accents to the rest of the landscape. It is much easier to plant shrubs around the trees than it is to plant trees around the shrubs.



Surface Mulches

Use mulches to cover and cool the soil, decrease evaporation, reduce weed growth and slow erosion. Use organic mulches such as bark chips or wood shavings, or inorganic mulches like rock and gravel.

Appropriate Maintenance

Xeriscapes require less maintenance than traditional landscapes, but to preserve the appearance and water efficiency, some regular maintenance is required. Proper pruning, weeding, fertilization and pest control will keep your Xeriscape looking good. Irrigation system maintenance and adjustments help save water.

Copyright © 2010 AAA Landscape - Reprinted with permission
3747 EAST SOUTHERN AVENUE • PHOENIX, AZ 85040
(602) 437-2690
aaalandscape.com

Hard & Natural Pruning

IMPORTANCE OF THE PROGRAM

The purpose for selective, natural pruning is essentially to extend the life of a plant longer than can be achieved by “manicured” pruning. By hard pruning shrubs to approximately 18” in height, new growth is encouraged on the lower portion of the plant and the natural shape is reestablished. Secondary buds located in the lower part of the plant are activated to create new growth.

MAINTAINING A NATURAL SHAPE

Ideally, one hard prune per year will rejuvenate the plant and allow less yearly maintenance to be required. By selectively pruning to thin out the center of the shrub a few times throughout the year, flower production is increased. It also gives the shrub a more natural look while keeping the shrub in its allotted space without having to shear it. In general, most shrubs will grow into their natural shapes without any pruning at all. However, they can become overgrown and crowded, making them a nuisance.

DISADVANTAGES OF SHEARING PLANTS

While some prefer the manicured look created by shearing, the practice actually shortens the life

of the plant, restricts flowering, and increases interior dead and unproductive stems. The plant’s response to shearing is to continually produce fresh foliage to replace the foliage lost to shearing. This continuous new succulent growth requires additional water and fertilizer to maintain the new foliage. A sheared plant, by definition, will require constant, frequent, and expensive repetitive labor to hold the shape that so many believe to be the right way to prune. Breaking away from this practice will reduce labor and water costs, restore the natural growth habits of the plant, and maximize flower production.

Copyright © 2010 AAA Landscape
3747 EAST SOUTHERN AVENUE | PHOENIX, AZ 85040
(602) 437-2690 | aaalandscape.com



The above look was achieved using natural pruning practices. Maximum flowering was attained by restoring the plant to its natural shape.

 **Associa**[®]
Lewis Management Resources, Inc.

180 West Magee, Suite 134
Tucson AZ 85704
Tel: (520) 742-5674
Web: www.lmri.org