

P A D C O

PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL, INC

Odessa Intensive Training Program, July 1995

**Training Materials from the
Intensive Training Program in Odessa**

Prepared for
United States Agency for International Development

Prepared by
**OKM Associates
Boston, MA**

Contract No. CCS-0008-C-00-2057-00, TO 55

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ODESSA INTENSIVE TRAINING, JULY 1995

The purpose of the Odessa Intensive Training Program was to prepare the PADCO condominium coordinators to expand the pilot condominium program across the country. In order to successfully accomplish this task, these staff members needed intensive training in a number of areas. The three key objectives of the training program included:

- provide the trainees with a fundamental understanding of all the technical aspects of creating and operating condominiums;
- provide the trainees with an understanding of training techniques and presentation skills;
- provide the trainees with a basic understanding of professional business and work skills.

Each of these objectives was successfully met during the two weeks of full-time daily classes.

The following trip report summarizes the training activities conducted from July 4- July 20.

TRIP REPORT - ODESSA INTENSIVE TRAINING, JULY 1995

As part of the PADCO Condominium Roll-Out, OKM Associates, Inc. conducted two weeks of training in Odessa, Ukraine. The trainees were those individuals who had been hired to expand the condominium program in and around Kharkiv, Lviv, Kiev and Odessa. The focus of the training was two-fold: to teach the technical aspects of condominium creation and operation and to provide a basic overview of professional work skills and techniques.

Week of July 2, 1995

Phillip Mayfield and Judy Katz, both from OKM Associates, arrived in Odessa on Tuesday, July 4. The afternoon was spent reviewing and organizing all training materials which had been previously submitted to and translated by the Odessa PADCO office. Jeanne Gardner debriefed Phill and Judy about the status of the roll-out and each of the key participants (in addition to the individuals responsible for the roll-out, several other local educators and PADCO staff members attended at least a portion of the training).

The first section of the training program (technical aspects of condominiums) began on Wednesday morning, July 5 and continued on Thursday and Friday and into the next week. Each session was a full-day (9:00 - 5:00) and combined lecture and activity-based training.

July 5

The first day's session began with introductions and an update regarding the progress of the condominium program in the different cities. A presentation of the Ukrainian Condominium Program was made. This presentation emphasized the goals and objectives of the program, past and current activities and the use of the Pilot Program in Kharkiv as a Model for the future.

The training program itself was also presented as a three-phase activity; the Odessa Based training (designed to provide technical knowledge, development of training skills and the development of professional work skills), the U.S. Study Tour (to reinforce the training done in these sessions) and ongoing local technical assistance provided by the Odessa PADCO office. It was also emphasized that the approach to this training program was interactive.

Additional topics covered on this first day included who the various players are and their role in privatization, a basic introduction to the concept of "real estate", fundamentals of what a condominium is and the registration process.

As was done each day the last hour of the day was a discussion of training tools and methods. By reviewing the different training techniques during that day (i.e., role plays, use of overheads, group discussions and reports), participants developed a better understanding of the different ways in which one can "teach" and the value of a variety of methods depending on the material and the audience.

July 6

The technical training program continued. Topics included condominium operations (rights and responsibilities of homeownership, decision-making process, etc.) The next main topic area was financial management (fiduciary responsibilities, internal controls, budgeting).

As was the case on the prior day, the training emphasized trainee involvement and interaction. The end of the day was spent in a review of training tools and methods.

July 7

Day 3 continued with issues related to financial management, continued with a discussion of risk management and insurance and then moved onto maintenance management. There were several group activities during the day, as part of the training objective of facilitating the evolution of the trainees into teachers.

The model of examining training tools and methods at the end of the day continued.

Week of July 9

July 10

In addition to a review of the first week training program, the discussions on the topic of maintenance continued. The emphasis was on contracting and work options. Group presentations were emphasized. As an example the trainees were divided into four groups and were each required to develop a presentation and analysis of all the steps involved in contracting for a specified maintenance task. As part of the presentation, they were required to use visuals and techniques which would make their audience active participants in the presentation.

July 11

The topics discussed today included recordkeeping, and administration. In addition, as requested by the trainees, Jeanne Gardner presented additional information about the roll-out and the responsibilities of the representatives from each City. Also, based on the requests of the trainees, there was a discussion of liabilities as well as benefits of condominium formation. The trainees were especially interested in this discussion since they would be responsible in the future for convincing certain groups. It is likely that during the process they would have to combat perceived negatives. As part of the discussion, the group was divided into sub-groups, each of which were to list all the possible negatives they could think of and then develop an argument countering these negatives. As each sub-group reported back to the larger group, a master list was compiled. The resulting "product" was a comprehensive list which each trainee received and could refer to in their ongoing work.

Additional time was devoted to a detailed discussion and "evaluation" of various training methods.

July 12

There was a lengthy question and answer period conducted to review information previously presented. The major new topic for the day was problem solving in reference to the rules and regulations that define life in a condominium. After discussing various approaches and steps in responding to a problem, the trainees were divided into groups. Each group was given a problem to solve. This was done in the form of a series of role plays. After each role play was completed, the entire group analyzed the problem presented.

In mid-afternoon, the larger group was again divided, into four groups. Each group was made responsible for preparing a presentation on of the areas on which they had been trained. They were also informed of who they were presenting their information to. For example, one group was responsible for delivering a presentation about condominium documents and the Registration process to a group of City Officials. As a basis, each group was provided with the applicable overheads which had been used during the training sessions. However, the format and approach to the presentation was for them to decide. Each presentation was to be approximately 1/2 hour in length. Phill and Judy spent the remainder of the afternoon working with the groups.

July 13

This was the last 1/2 day of the technical training program. Winnie Deloayza, the professional skills trainer had already arrived and sat in on the prior day's training and was prepared to begin her sessions in the afternoon.

The topic for this morning was the group presentations. Each presentation lasted 20 minutes with a 10 minute period for critiquing by the trainers and other trainees. The morning was videotaped. The presentations varied in format. However, in all cases, this exercise made it clear that the trainees had developed training skills which would make them effective in their presentations and had also developed a solid grasp of the technical materials.

The professional/work skills portion of the training program began after lunch. After an introduction, the major topic for this first day was a discussion of various management styles.

July 14 - July 18

For the next several days, the emphasis was on the concept of Project Management - defining, planning, implementing, monitoring and completing a work project. Throughout this training, activities were used to turn the conceptual framework into a practice.

July 19 - July 20

In addition to a review of the topics previously covered, attention was directed to training methods, planning for presentations and making presentations.

The training program ended at lunch-time on July 20.

All training materials, course evaluations and student evaluations have been submitted separately.

Overhead Slides

CONDOMINIUM TRAINING

USAID / PADCO HOUSING SECTOR REFORM PROJECT

DAY 1

AGENDA

CONDOMINIUM BASICS

- Welcome, Introduction of Participants and Program
- Ukrainian Condominium Program
- The Players & Their Roles in the Program
- Key Definitions
- Legal Basis and Condominium Charter
- Process for Formation and Registration
- Benefits of Condominium Structure of Homeownership

The Players and their Role in Privatization

- National Government
- Oblast
- Municipal Government
- PADCO
- Local Professionals
- Citizens

RESPONSIBILITIES AND GOALS OF REAL ESTATE OWNERS

What is Real Estate?

- land and everything natural or man-made which is attached to it

RESPONSIBILITIES AND GOALS OF REAL ESTATE OWNERS

What is Ownership?

Possession of exclusive rights (in real estate):

- the right to possess, use, enjoy, deny others the use of
- right to sell, lease, alter, destroy
- right to receive income, responsibility for loss
- subject to limitations imposed by the public at large through laws and regulations

Ownership is generally recognized by registration of ownership interest by local authorities such as the BTI or Land Committee, though some ownership interests may exist which are not clearly documented.

RESPONSIBILITIES AND GOALS OF REAL ESTATE OWNERS

Who are Real Estate Owners?

- PUBLIC Owners (public authorities on behalf of the people at large)
 - municipal government
 - municipal enterprises
 - state government
 - state enterprises
- Legal Entities in MIXED PUBLIC & PRIVATE ownership
 - enterprise, joint stock companies
- PRIVATE Owners
 - private persons
 - firms and enterprises
 - cooperative

RESPONSIBILITIES AND GOALS OF REAL ESTATE OWNERS

What are the Responsibilities of Ownership?

- obey the law and regulations as they relate to the use of real estate:
 - land use
 - sanitary norms
 - public safety (e.g. pollution, hazards)
 - nuisance
- pay taxes (private owners)
- respect easements and other contractual obligations attached to the property such as mortgage
- register purchase or sale (transfer of ownership interest)

RESPONSIBILITIES AND GOALS OF REAL ESTATE OWNERS?

What are the Goals of Real Estate Owners?

- Shelter
 - o physical space to accomodate human activity
 - o a decent space to live and raise a family
 - o retain and enhance its utility as shelter (clean, safe)
 - o control of use and occupancy
 - o secure tenure

- Maintain or increase the value of the real estate
 - o protect the wealth represented by the real estate
 - o pass it on to heirs

- Generate income or wealth
 - o rental income
 - o secure a loan
 - o sell for a profit

HOW TO ACHIEVE THE GOALS OF HOME OWNERSHIP?

- Ownership Issues
 - clear legal description of property (rights) and real estate (physical object)
 - registered title
 - registered subordinate or contractual interests
 - ability to transfer
 - laws to protect ownership rights

- Property Management Issues
 - effective maintenance of property
 - capital repairs when required
 - effective administration of property activities
 - adherence to fiduciary responsibilities
 - equitable cost sharing for maintenance, management and repairs

WHAT IS A CONDOMINIUM?

Condominium is a partnership of owners organized for management of commonly owned real estate.

Partnership: A partnership of owners is created, which is a non-commercial legal entity having responsibility to manage the common property of the owners. The partnership is a self-management body in which owners participate equitably.

Owners: Condominium is real estate in which some parts are owned individually and some parts are jointly owned. The objects of real estate and the shares of ownership must be carefully defined. The condominium can include any type of real estate, and all types of owners.

A condominium is useful where multiple owners share common property. It helps to define their legal ownership interests and responsibilities, and to manage effectively and efficiently their common property.

Condominium Examples:

- Condominium Unit:
 - apartment
 - office
 - shop

Condominium Examples:

- Common Elements
 - hallways and entries
 - staircases, landings and lift
 - foundation and basement
 - roof and attic
 - attached territory
 - interior engineering networks

PROPERTY OWNERSHIP IN CONDOMINIUM

- a clear legal description of the property is created....what physical items of real estate are included in the condominium?
 - buildings
 - infrastructure
 - land
 - easements

- ...what parts of the real estate are “units”

- ...what parts of the real estate are “common elements”

- the share of common elements associated with each unit is defined

- the share of common property is declared to be indivisible, and shares of the common property are made to be inseparable from the units.

- public records in which ownership interests are registered are updated to reflect the change to a new form of property (condominium)

BENEFICIAL INTEREST IN CONDOMINIUM

- Determines the voting power of each unit owner
- Determines each unit owner's responsibility for common expenses

- Beneficial Interest =
$$\frac{\text{GROSS AREA OF UNIT}}{\text{GROSS AREA OF ALL UNITS}}$$

UNIT NUMBER	GROSS AREA OF UNIT (M2)	BENEFICIAL INTEREST
No. 1	50	0.018
No. 2	42	0.015
No. 3	42	0.015
No. 4	58	0.021
(etc.)	(etc.)	(etc.)
No. 5	42	0.015
Shop 1	80	0.029
Shop 2	110	0.040
Office 1	55	0.020
Total	2,720	100%

EXAMPLE:

Unit Number 1:
$$\frac{50}{2,720} = 0.018$$

PROPERTY MANAGEMENT IN CONDOMINIUM

- a non-commercial legal entity -- "partnership of homeowners" -- is established for the sole purpose of managing the common property of the condominium owners
- the method of control of the partnership of homeowners and the specific voting interest attached to each unit are defined in the Condominium Charter
- the scope of authority of the partnership of homeowners is defined and adopted by owners
- operating rules and procedures for the partnership of homeowners are adopted
- the partnership of homeowners elects from its membership, representatives to administer the daily activities of the condominium.

CONDOMINIUM BENEFITS FOR PROPERTY OWNERS:

- Owners have more power when acting together.
- Self-management is more effective and efficient.
- Owners can determine the quality and timing of maintenance and repairs.
- Contracting through competitive bidding will improve quality of maintenance and reduce costs.
- Control over housing payment and subsidies results in better performance.
- Condominium association represents owners' interests.
- Condominium association helps residents solve problems.
- Ownership of attached territories gives greater control, security of tenure.
- Owners involved in management of the property will take greater care to maintain and protect it, thus increasing the value of the property.
- Association may be able to lease out common areas to receive rental income to offset expenses.

CONDOMINIUM BENEFITS FOR ZhEKs:

- The contract with customer (condo association) will clearly define the terms of performance and payment.
- ZhEK is more likely to get full payment when full service is provided if the owner-customers have control over maintenance funds.
- ZhEK will find it more efficient to contract and do business with a single legal entity (the condominium association).
- A responsible person acting for the association will be more professional and efficient in dealing with ZhEKs.
- Well-run ZhEKs will be able to compete for a wider base of customers and may earn more incomes as a result.

CONDOMINIUM BENEFITS FOR ENTERPRISES AND MUNICIPALITY

- **Enterprises transfer buildings to the balance of the condominium owners, and infrastructure to the balance of municipal utility enterprises.**
- Condominium association assists the municipality (as co-owner of housing) to make better decisions on property management and maintenance, resulting in higher property values, better quality housing and more productive use of subsidies and house payments.

LEGAL BASIS FOR CONDOMINIUM REGISTRATION

- Legislation on Privatization of Real Estate
- National & Local Condominium Enabling Legislation
- Specific Resolution to Register a Condominium in individual Cities
- The Charter & Constituent Agreement of the Condominium Association

THE CONDOMINIUM CHARTER

The Charter defines the structure of the partnership and how it operates.

- If the Condominium is like a Country, the Charter (and bylaws) is like the Constitution
- Citizenship is automatic, but citizens may choose whether or not to participate in decisionmaking (e.g. voting in elections). Membership in Condominium should be automatic but people don't have to participate in decisionmaking (e.g. voting in general meeting).
- condominium owners/members are like Citizens. Tenants in condo units are like foreigners -- they have no voting rights but still must obey the laws (charter and rules).
- citizens may vote (for example to elect president), foreigners cannot. Condominium owners/members may vote, tenants cannot.
- Citizens may run for political office, foreigners cannot. Condo members can hold office, tenants cannot.
- Taxes are like common charges. If you are a citizen you are liable to pay taxes. The same for a condo unit owner paying common charges.

The Charter is required by the current legislation on legal entities. It is the document which establishes the partnership as a legal entity, and it is registered in the Department for Registration of Legal Entities.

Model Charter of Partnership of Residential & Nonresidential Owners

Section	Title & Main Features
1	<p data-bbox="431 415 643 447">General Terms</p> <ul data-bbox="431 489 1268 877" style="list-style-type: none"><li data-bbox="431 489 829 520">◦ names the condo, address<li data-bbox="431 569 849 600">◦ states Ukrainian legal basis<li data-bbox="431 648 1268 722">◦ states that all homeowners are obliged to “meet the requirements of the Charter” (as per Ukrainian legislation)<li data-bbox="431 770 857 802">◦ non-commercial legal entity<li data-bbox="431 850 824 882">◦ defines objectives of assn.
2	<p data-bbox="431 997 1317 1071">Property of the Partnership Members and Objects of Common Property</p> <ul data-bbox="431 1113 1170 1459" style="list-style-type: none"><li data-bbox="431 1113 776 1144">◦ all types of ownership<li data-bbox="431 1192 630 1224">◦ defines unit<li data-bbox="431 1272 829 1304">◦ defines common property<li data-bbox="431 1352 1170 1383">◦ owner cannot separate share of common property<li data-bbox="431 1432 1097 1463">◦ owner and tenants must abide by the charter

Model Charter of Partnership of Residential & Nonresidential Owners

Section	Title & Main Features
3	<p data-bbox="483 394 928 430">Membership in the Partnership</p> <ul data-bbox="483 506 1062 1094" style="list-style-type: none"><li data-bbox="483 506 683 541">◦ sell the unit<li data-bbox="483 583 943 619">◦ participate in decision making<li data-bbox="483 661 740 697">◦ re: voting rights<li data-bbox="483 739 695 774">◦ alter his unit<li data-bbox="483 816 948 894">◦ get information about status of the partnership<li data-bbox="483 936 1003 1014">◦ share the cost of managing and maintaining the common elements<li data-bbox="483 1056 1062 1092">◦ maintain and repair unit at his expense

Model Charter of Partnership of Residential & Nonresidential Owners

Section	Title & Main Features
4	<p data-bbox="428 405 938 436">Rights and Obligations of Members</p> <ul data-bbox="428 478 1218 1182" style="list-style-type: none"><li data-bbox="428 478 1024 510">◦ members can use the common elements<li data-bbox="428 558 630 590">◦ sell the unit<li data-bbox="428 638 889 669">◦ participate in decision making<li data-bbox="428 718 784 749">◦ describes voting rights<li data-bbox="428 798 643 829">◦ alter his unit<li data-bbox="428 877 1122 909">◦ get information about status of the partnership<li data-bbox="428 957 1218 1020">◦ share the cost of managing and maintaining common elements<li data-bbox="428 1068 1016 1100">◦ maintain and repair unit at his expense<li data-bbox="428 1148 881 1180">◦ give emergency access to unit
5	<p data-bbox="428 1230 1016 1262">Rights and Obligations of the Partnership</p> <ul data-bbox="428 1304 1295 1650" style="list-style-type: none"><li data-bbox="428 1304 1187 1335">◦ manage, maintain and repair the common property<li data-bbox="428 1383 1295 1415">◦ lease out common property on decision of general meeting<li data-bbox="428 1463 1040 1495">◦ use the financial assets of the partnership<li data-bbox="428 1543 959 1575">◦ be customer for communal services<li data-bbox="428 1623 748 1654">◦ set common charges

Model Charter of Partnership of Residential & Nonresidential Owners

Section	Title & Main Features
6	<p data-bbox="488 390 1040 432">Management of the Common Property</p> <ul data-bbox="488 464 1365 747" style="list-style-type: none"><li data-bbox="488 464 1279 516">◦ defines the types of financial assets of the partnership<li data-bbox="488 537 1365 590">◦ defines scope of property management activities (expenses)<li data-bbox="488 611 878 663">◦ defines beneficial interest<li data-bbox="488 684 1162 737">◦ requires a budget and bookkeeping for M&M
7	<p data-bbox="488 783 1308 856">Maintenance, Repairs and Reconstruction of the Common Property</p> <ul data-bbox="488 888 1390 1066" style="list-style-type: none"><li data-bbox="488 888 1390 982">◦ divides responsibility for maintenance and repair of property between unit owners and partnership<li data-bbox="488 1003 1341 1056">◦ owner may improve unit without approval of partnership

Model Charter of Partnership of Residential & Nonresidential Owners

Section	Title & Main Features
8	<p data-bbox="415 401 1146 432">Management and Control Bodies of the Partnership</p> <ul data-bbox="415 474 1305 1094" style="list-style-type: none"><li data-bbox="415 474 1268 548">◦ identifies “general meeting” and “board” as management bodies<li data-bbox="415 590 1065 621">◦ defines rules for calculation of voting share<li data-bbox="415 663 1305 737">◦ defines rules and subject for annual general meeting, how to give notice, rules for quorum, etc.<li data-bbox="415 779 1243 852">◦ identifies decisions which may and may not be made by majority vote at general meeting<li data-bbox="415 894 1179 926">◦ defines scope of decisionmaking @ general meeting<li data-bbox="415 968 1016 999">◦ defines size, scope of authority of board<li data-bbox="415 1041 935 1073">◦ sets rules of operation of the board
9	<p data-bbox="415 1140 846 1171">Liquidation of the Partnership</p> <ul data-bbox="415 1213 1276 1287" style="list-style-type: none"><li data-bbox="415 1213 1276 1287">◦ sets conditions for liquidation: destruction of the property, transfer into ownership by a single owner

STEPS TO FORM AND REGISTER A CONDOMINIUM (1)

- 1 Form the Initiative Group
- 2 Draft Foundation Documents
- 3 Hold a Meeting of All Owners in the Building
- 4 Draft City Government Resolution for Registration of the specific Condo Association (if required by the City Administrator)
- 5 Obtain Planning Passport at BTI. Update if Necessary
- 6 Apply to Chief Architect's Office Authorize Ownership/Use of Land Parcel
- 7 Calculate Beneficial Interests
- 8 Register as Non-Commercial Legal Entity

NEEDS REVISION

STEPS TO FORM & REGISTER A CONDOMINIUM (2)

- a) Obtain Oblast Registration Code (OKPO)
 - b) Obtain Tax Registration Number at District Inspection Dept.
- 9 Register Charter at BTI
 - 10 Obtain Seal and Stamp
 - 11 Apply to Chief Architect's Office & Land Committee for Ownership Certificate for Land Parcel
 - 12 Open Bank Account
 - 13 Conclude New Contract with Maintenance & Communal Service Providers

DAY 2

AGENDA

- Association Decision-Making
- Fiduciary Responsibilities
- Budgeting
- Financial Accounting
- Risk Management

Homeowner Association Decision Making

- Meetings:
 1. Organizational; pre-condominium
 2. General Meetings
 - a. First General Meeting - Approval of Charter & Election of Board Members
 - b. Subsequent Annual General Meetings
 3. Board Meetings
 4. Committees

Board of Trustees: *General Authority*

- Elected by all owners to represent condominium association

- Facilitate management of the property
 - * physical
 - * financial
 - * legal
administration

- * rules & regulations

Board of Trustees: *Obligations*

- Fiduciary responsibilities
 - * avoid conflict of interest
 - * refuse unauthorized remuneration
 - * refuse discounts, rebates

- Act on behalf of the common interest

Communication

- Agendas
- Notices
- Minutes
- Newsletters

Fiduciary Responsibilities

- Legal
- Moral
- Practical
- Internal Controls

Budgeting

- How to Develop a Budget
 - * Who prepares it
 - * Budget Categories
 - * Assumptions and Justifications
 - ◇ Historical
 - ◇ Objective of Association
 - ◇ Inflation Factor
 - ◇ Quotations/bids
-

Budgeting

- Operating
 - Capital Budgets
 - Cash Flow Projections
 - How to Present the Budget to Association Members
-

Financial Accounting

- Mechanics
 - Staffing - Who should do it?
 - ◇ Requisite skills
 - ◇ Voluntary or paid
 - ◇ Role of Board Members
 - Methods - How should they do it?
 - ◇ Paper
 - ◇ Books
 - ◇ Computers / software

Bookkeeping - Recordkeeping for Financial Information

- Revenues
 - Receive
 - Record
 - Reconcile
- Expenses
 - Purchase
 - Post
 - Pay

Financial Report Presentation

- Reports
 - - ◇ Summary
 - ◇ Receivables
 - ◇ Payables
 - ◇ Variances (Profit & Loss Statement)
 - Frequency of Reporting
 - Distribution of Reports
-

Audits

- Board Auditing Committee
 - Independent Auditor
-

DAY 3

AGENDA

- Collections
- Risk Management
- Maintenance Management - Physical Systems & Building Components
- Types of Maintenance

Collections

- Sources of Income
 - Fees
 - Subsidies
 - Rental
- Policies
- Procedures

Risk Management

- Types of Insurance
 - Property
 - Liability
 - Fidelity
 - Loss of Income
- Loss Prevention

Maintenance Management

- *Physical Systems* are the lifeblood of a property, including infrastructure such as heating, electricity and water.
- *Building Components* form the skeletal structure for the property and include items such as windows, doors, and elevators.

Building Organization and Inventory

- To maintain a building efficiently, it is important to understand the systems and building components and what types of services they need. This can be determined through a comprehensive *inspection system*.
- An effective inspection system will consider

What type of inspections should be done (i.e., observations, testing)

How frequently

By Whom

What data will be collected

observations

analysis of problem, if any

estimate of cost for labor and materials

seriousness of condition

1	2	3	4	5	6	7	8
	activity	I/T/S	how freq.?	Skill Req*	est of time	est of mat.	cost
GROUND							
SERVICE SYSTEMS							
EXTERIOR BUILDINGS							
INTERIOR COMMON AREA							
LIVING UNITS							

Documentation of Maintenance Work

- document deficiencies
 - track repairs
 - use for guarantees and warranties
 - assist in decision to replace or repair
- track negligence or abuse

DAY FOUR

AGENDA

- Methods for Delivering Maintenance Services
 - Contracting for Maintenance Work
 - Common vs. Individual Maintenance Responsibilities
 - Administration - Overview of Management Tasks
 - Administration - Management Options
-

Types of Maintenance

- Planned
- Preventive
- Routine Repairs
- Emergencies
- Work Items

Methods for Delivering Maintenance Services

- Volunteers
- Employees Hired by Board
- Private Contractors
- ZhEK

Contracting for Maintenance Work

- Who has the skills to perform the service?
- Does the cost change depending on who does the work?
- Are certain licenses or insurance required to perform the service?
- Who has access to the required materials and equipment?
- Who has the ability to guarantee the work?

Contracting for Maintenance Work

- Define the Job/s in Specific Terms
 - What is the job that needs to be done
 - What are the tasks that together form the job
 - What are the needs in terms of scheduling
 - Are there special requirements, licenses or permits needed
- Solicit bids from qualified contractors
- Write up job specifications and provide same information to all bidders
- If there are multiple jobs, group them together in a way that leads to the most efficient and cost effective responses.

Contracting for Maintenance Work

- Meet with the most responsive bidders
- Select the *lowest responsible* bidder
- Negotiate the contract
 - Agree on total price
 - Agree on any changes from original specifications
 - Agree on the responsibilities of the association (i.e., coordination, securing permits)
 - Agree on scheduling
 - Agree on payment plan
 - Agree on how to handle disagreements
- Managing the Contract
 - Monitor the work for timeliness
 - Monitor the work for adherence to specifications
 - Monitor the work for quality of workmanship
 - Meet regularly to insure that all parties understand the job status

Common vs. Individual Maintenance Responsibilities

A condominium association has responsibilities for maintaining, repairing and making replacements in all common areas as defined in the charter. Owners are responsible for maintenance repair and replacement in individual unit space.

- **Definition - Common Area**

The portion of the property shared by all owners. All spaces, physical systems and building components that are either in common spaces or may be contained within a unit but serve more than that unit.

- **Definition - Individual Area**

All space and elements of the unit which are contained within that unit and serve only that unit.

In addition to the responsibility for maintaining common area, the Trustees have the right to cause individual repairs to be made which in their judgement affect the health and safety of other units or may affect the real estate value of all condominiums in the building/s.

Administration

- Overview of Management Tasks

- Financial
- Maintenance
- General Administration & Recordkeeping

- Management Options

- Volunteers
- Direct Employees
- Private Contractors
- ZhEk

DAY FIVE

AGENDA

- Contracting Process
- Recordkeeping
- Problem Solving

Contracting Process

- Develop Specifications
- Solicit Bids
- Select Contractor
- Negotiate Contract
- Execute Contract
- Monitor Work Quality
- Dispute Resolution (Arbitration)

Recordkeeping

- Goals & Objectives

Provides a historical perspective for planning purposes

Evidence and Confirmation of transactions & activities

Ready access to useful information

Problem Solving

- Reference Materials
 - ◊ Charter
 - Constituent Agreement
 - Rules and Regulations
 - National and Local Laws

Problem Solving Tools

- Communication
- Documentation
- Mediation
- Litigation

Problem Solving Steps

1. Identify the scope of the problem.
2. Determine who has the authority and obligation to address the problem.
3. Consider different approaches to solving the problem, evaluate the human and financial resources in relation to the various approaches.
4. Formulate and implement a plan.
5. Communicate the plan to those involved.
6. Monitor and evaluate the implementation.

Speaker Notes

DAY ONE		
Time	Slide	Comments
<p>9:00- 9:15</p> <p>15 min.</p>	<p>1-1</p>	<p><i>(Show this slide while people arrive and seat themselves).</i></p> <p><i>Thank the organizers and hosts.</i></p> <p><i>Introduce presenters and describe their backgrounds.</i></p> <p><i>Have attendees introduce themselves. Have each attendee describe their position and their professional background.</i></p>
<p>9:15 -10:15</p> <p>60 min.</p>	<p>1-2</p>	<p>Briefly describe the "Ukrainian Condominium Program". Make certain to explain:</p> <ol style="list-style-type: none"> 1. Goals and Objectives of Program 2. Past and Current Activities 3. Demonstration/Pilot Program as a Model <p>HANDOUTS: Organizational Chart (JG) Flow Chart (JG) Goals Chart (JG)</p> <p>The creation of condominiums in the Ukraine has come about as a result of economic reformsone of the fundamental reforms is privatization of property . Today in Ukraine, there is a rapidly growing group of ordinary people who are owners of real estate. These are people who do not necessarily understand their roles and responsibilities as private owners. Some of our attendees may be owners of property or know others who are real estate owners.</p> <p><i>Ask the participants to indicate by a show of hand who are owners of real estate, we ask about owners of coop units, and about who are employees of public bodies city/district/maintenance</i></p>

	<p><i>body. Ask also if there are any condominium owners in the crowd.)</i></p> <p>Our overall objective during the next five days will be to insure that all participants gain sufficient technical knowledge and expertise to assist those individuals who will be or already have privatized units in multi-family buildings and are interested in forming condominium associations as a mechanism to administer their jointly owned property (such as lifts, hallways, and other common space). This is the first part of this first segment of training.</p>
<p>10:15-10:30</p> <p>30 min</p>	<p>There are three phases to this training:</p> <ol style="list-style-type: none">1. Odessa Based Training<ol style="list-style-type: none">a. Technical Knowledgeb. Development of training skillsc. Professional work/business Skills2. U. S. Study Tour3. Ongoing "local" technical assistance. <p>The approach to training is "interactive"</p> <p><i>Ask how many have ever been involved in a training which is interactive and not straight lecture. Invite participants to forget what they know about traditional seminars and open their minds. Invite them to share their ideas with the group. The more they participate, the more they will get out of it. The last 1-2 hours of each day, we will discuss training tools and methods based on the technical information discussed that day.</i></p>

		B R E A K
10:30-11:30 60 min	1-2	<p>Review Agenda for Day One</p> <p><i>Next, leader should review the objectives of the first day (this list should be on a flip chart and hanging on the wall, we will refer back to it):</i></p> <ol style="list-style-type: none"> 1. meet others who you may not know who are interested in condominiums or who may be ahead of you in the process of registration. 2. develop awareness of the responsibilities and goals of ownership. 3. develop awareness of need for mechanism for management of commonly owned property. 4. understand the condo concept or definition and main features. 5. understand the process of registration. 6. understand the role of the Board of Trustees and decision making processes.
	1-3	<p>The Players and their Role In Privatization (slide)</p> <p>Describe the role of each group listed:</p> <ul style="list-style-type: none"> • National Government: Adopted legislation supporting privatization in several areas including housing. • Oblast: endorsed it. • City: Invited PADCO to come to Ukraine to help in the transition through training and assistance.

		<ul style="list-style-type: none"> • USAID: Working with all levels of government and with citizens to implement privatization and understand how it is to be successful • OKM: Invited to work specifically with condominiums and potential condominiums through trainings. • Local Professionals: Individuals committed to making this happen and insuring that there is an indigenous expertise and capacity. • Citizens: the ones who will actually make it all happen. <p><i>Ask for representatives of each group to stand - Once everyone is standing, give ourselves a standing ovation.</i></p> <p><i>Leader: confirm now that you have met objective #1. (they will get to know everyone better and understand the different roles during the next several days)</i></p>
11:30-12:00 30 min		<p><u>Activity:</u></p> <p><i>Split group into groups of 4. Give them 10 - 15 minutes to list the advantages of becoming an association from national, municipal and individual owners perspectives. When they are finished, collect the sheets and continue with the training. In the meantime have an assistant transcribe the list onto a large flip chart or onto an overhead slide. Also translate the list onto a piece of paper for speaker if English speaking only.</i></p>
		LUNCH
1:00-1:30 30 min	1-4 thru 1-9	This is contextual material which reinforces the idea that ownership of real estate carries burdens and responsibilities for owners.....also helps to identify a range of goals which condominiums help owners achieve.

"	1-4	<p>Responsibilities and Goals of <u>Real Estate Owners</u> (slide)</p> <p>First define <u>real estate</u> separately from ownership.</p>
"	1-5	<p>Responsibilities and Goals of Real Estate <u>Owners</u> (slide)</p> <p>Work on Ownership which is a looser definition and as far as we know, not as clearly defined in the National legislation.</p> <p><i>Ask members of audience "What do you own?"</i></p> <p><i>Before you show the full slide, put a piece of paper over everything but the question "What is Ownership?" and ask the audience what they think the answer is. Try to help them arrive at some of the features listed here. Then show the rest of slide.</i></p>
"	1-6	<p>Responsibilities and Goals of <u>Real Estate Owners</u> (slide)</p> <p><i>Again, before you show the full slide, put a piece of paper over everything but the question "Who are Real Estate Owners" and ask the audience what they think the answer is. Try to help them arrive at some of the types listed here. Then show the rest of the slide.</i></p> <p><i>It is important to emphasize each type of owner. Public officials often do not view themselves as owners (on behalf of the public) There is a connection on slide 1-9 where we emphasize that condos are for all kinds, not just private.</i></p>
"	1-7	<p>Responsibilities and Goals of Real Estate Owners (slide)</p> <p><i>"Owners have important responsibilities."</i></p>

PRESENTER'S NOTES

		<p>Show the partial slide again and see if they can answer the question.</p> <p>For some, especially ordinary people, these responsibilities can be complex and burdensome, A condominium can help people deal with this new responsibility.</p>
"	1-8	<p>Responsibilities and <u>Goals</u> of Real Estate Owners (slide)</p> <p>On the other hand, ownership of real-estate opens up new opportunities ... owners may have one or more of the following goals:</p> <p>The condominium form of ownership can help to facilitate these goals</p>
"	1-9	<p>How to Achieve the Goals of Homeownership (slide)</p> <p>This summarizes and regroups some of the points made already) The emphasis of this slide is that some of these issues relate to ownership and some to management.</p> <p>We now repeat that the Condominium is a self - management body which can help owners of real estate to achieve their goals and to fulfill their responsibilities.</p> <p><i>Confirm verbally that we have now met objective number 2 of our list. Ask if they agree and if they have any questions or comments at this point- if they ask about something not yet covered but will be, explain that "we will be addressing that issue later"</i></p>
1:30-1:50 20 min thru 1-12	1-10	<p>What is a Condominium? (slide)</p> <p>Every word of the definition (first sentence on slide) is important. <i>Repeat the definition slowly several times.</i></p> <p>In discussing the definition of owners, emphasize that</p>

		<p>we are talking about <u>all types of owners</u>, (not tenants even though there are tenants in condos), and <u>all types of real estate</u> (not only housing).</p> <p><i>One way to emphasize this is to ask participants questions -- For example, "Do you think this partnership involves all of the types of owners we talked about in the earlier slide? Does this include just housing, or all types of real estate? What about tenants? Leader, you will be able to tell if they understand by what their answers are. Make sure they "get it" if you think they don't.</i></p> <p><i>Repeat the definitions again at the end of the slide)</i></p>
	1-11	<p>Condominium Examples: Condominium Unit (slide)</p> <p>Explain the difference between <i>Units</i> which refers to the interior space which the unit owner takes care of are taken care of independently individually and the <i>common area</i> or elements which are jointly owned and managed by the association.</p> <p><i>Use colored pen to outline a flat in the building and say that flat is a condo. Do the same for a shop on the ground floor (with door). Outline another unit and say it is an office. Explain they are all units in a condo.</i></p> <p><i>Then use a different color to highlight some of the common elements...entrance, stairways (vertical part of the facade) roof (draw it in) and land parcel.</i></p>
	1-12	<p>Condominium Examples: Common Elements (slide)</p> <p><i>Repeat activity in 1-11 but emphasize common areas.</i></p>
1:50-2:30 thru slide 1-18	1-13	<p><u>Property Ownership</u> in A Condominium (slide)</p> <p>During the formation of the condominium, these are the issues of property ownership which arise.</p>

		<p><i>Ask what the physical components of real estate include. Discuss other items on slide.</i></p>
	1-14	<p><u>Beneficial Interest</u> in Condominium</p> <p>Explain the concept and importance of beneficial interest.</p> <p>Two examples:</p> <p>(1) An owner's beneficial interest represents his/her undivided interest in the common areas -- when he sells, he/she cannot take the hallway with him/her. However, he/she can pass on his/her rights to use and responsibility to assist in maintaining that hallway for common use of all owners.</p> <p>(2) Beneficial interest is also important for equitable sharing of management and maintenance costs. Let's say that we all are owners in this building. But Natasha's (or someone in the room's) is huge... her flat takes up 50 % of the building. Ask the group if they think that she should pay more, based on the size of her unit. If there is anyone who says no, you have to ask them why and then explain why she should pay more. It is assumed that size approximates value and those who own something of greater value have a larger say in what happens at the property. At the same time, it is assumed that a larger unit will place a larger burden on the common areas than a smaller one. This is an inexact science.</p> <p>All unit owners vote in accord with their beneficial interest and are responsible for costs in accord with their beneficial interest.</p> <p>Now let's see how it is calculated.</p> <p><i>Cover up the figures under Beneficial interest. Walk through the calculation for unit # 1 to get .018 (or 18%). Then have participants try one or two calculations.</i></p>

1-14

		Confirm now that you <i>have covered objective number 4</i> and have they any questions?
	1-15	<p>Property Management in a Condominium (slide)</p> <p>The day to day operations of a condominium require that the property be “managed”</p> <p><i>Review the information on the slide. Ask participants to suggest what some of the management functions might be. We are looking for responses that deal with items such as physical maintenance, finances, legal responsibilities, owner complaints</i></p>
	1-16 - 18	<p>Condominium Benefits (slides)</p> <p>Highlight the benefits for each group.</p>
		<p><u>Activity:</u> Take the lists the groups made first thing and review them with the whole group. Some may not be right and hopefully the group will recognize that now, if not, tell them why it is not a benefit. (i.e.: free housing) Also, this is a chance to add to the list and reinforce benefits.</p>
35 min 2:30-3:05 (thru slide 1-25)	1-19	<p>Legal Basis for Condominium Registration (slide)</p> <p>Review the Legal Basis and what the components are. If the audience is mostly homeowners, don't spend much time on the laws. If it is mostly public officials, spend more time on the laws.</p>
	1-20	<p>The Condominium Charter (slide)</p> <p>The Charter is important for all to understand</p>

		<p>HANDOUT: Charter</p> <p>Review the slide thoroughly. If the city you are working in has adopted a model charter already, hand out a copy. If not available, use a prototype of a Charter.</p> <p>* The information on this slide must be checked for accuracy in each location.</p>
"	1-21 thru 1-25	<p>Model Charter (slides).</p> <p>These slides are important especially for cities just starting the process.</p> <p><i>If you do not have time to review each Section thoroughly, make certain that Section 8 is emphasized.</i></p>
B R E A K		
3:15 -3:30	1-26 thru 1-27	<p>Registration Steps (slide)</p> <p>These are the main steps for registration of a condominium, which should be carefully reviewed - they also may differ from City to City and will need to be adjusted accordingly.</p>
		<p><u>Activity:</u> Have cards made up with one step on each of the cards up among audience and have them come to the front of the room. Then have card holders stand in correct order. This should be a quickie, maybe 30 seconds to get in order. Depending on the size of the group, you may have to split up the steps into 1-7 and 8- 15 and do it twice.</p> <p><i>Confirm that with this activity should meet objective # 5</i></p>
3:30-3:45		<p>HANDOUT: "Housing Which Belongs to Us".</p> <p>Explain the writers are a group of "local professionals" from Ekaterinburg who began</p>

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		<p>work about 1 1/2 years ago and now have expanded to numerous other cities. Ekaterinburg has operating condominiums.</p> <p><i>Discuss Objective 3: Ask question: Based on what we have discussed today, why? does there need to be a mechanism for management of commonly owned property</i></p>
3:45 - 5:00		Training Tools and Methods
		Day Two
15 min 9:00- 9:15	2-1	<p>Welcome participants back. Do warmup activity using following handout.</p> <p>HANDOUT: "How Does A Condominium Work?"</p> <p><i>Have everyone answer individually or in a group and then jointly review answers.</i></p> <p>Review prior day's work. Confirm that objectives 1-5 were met.</p> <p>Day 2 Agenda (slide)</p> <p>Review the Agenda for the day.</p> <p><i>Enumerate objectives for day two and put on a flip chart to be hung in the room and referred to throughout the day, (just like day 1)</i></p> <ol style="list-style-type: none"> 1. Understand the role of the Board of Trustees and the decision-making processes. 2. Experience the Board Meeting and witness the fundamental communication tools used in condominium operations. 3. Understand the importance of taking fiduciary responsibility in the operations of the property.

		4. Understand the process of budgeting as well as the importance of this step in the financial planning of the building
30 min (thru slide 2-5) 9:15-9:45	2-2 - 2-4	<p>Homeowner Association Decision-Making (slide)</p> <p>Board of Trustees: General Authority (slide)</p> <p>Engage participants in describing the Board and how it operates. in the description of the Board.</p> <p>Emphasize the concept of representative form of governing. The Board is elected to represent the entire building and to make decisions on behalf of the building owners. Board members must be given a certain amount of latitude to make decisions regarding the operations of the building. With that comes obligations the most important of which is fiduciary responsibility....</p> <p>Board of Trustees: Obligations (slide)</p> <p>Board members must remember they have been elected to make decisions that benefit the entire condominium and in no way benefit them individually. They may receive payment from the association but no other income can be made as a result of their position. This would be unfair to the rest of the association. (use example of choosing a contractor who pays off the trustee in order to get the contract. The costs of the payoff eventually will come back to the association).</p> <p><i>Invite the audience to add to the list of responsibilities and write them into the slide as they do.</i></p>
	2-2 & 2-5	Homeowner Association Decision Making (slide) Communication (slide)

		<p><i>Briefly</i> define the modes of decision making vehicles as listed on the slide. The most common form in which the Board makes decisions for the property will be through periodic meetings where they will receive information and vote on actions. They will take notes, or "minutes" at each meeting to document how the decisions have been made and in many cases will break into sub-committees to address some of the larger issues facing the property. (i.e.; budget committee, subsidy negotiation committee, etc.)</p>
9:45-10:30		<p><u>Activity:</u> When the group comes back from the break, explain that the room will now be in "meeting mode". This will be a role play of sorts. The leader will assume the role of organizer of "Chaika Association" and this will be the first "General Meeting". The leader will update group on how we have come to this point in our organization (review the organizational meetings and how we have finally arrived at this meeting to vote in the charter etc.) Leader should have an agenda, minutes from previous meetings, proxy forms, etc. and work them into the "meeting". (note: when possible, have everyone wear hats or visors during the role play to indicate we are "in role-play" and throughout the training, when we wear the visor we are in "character".)</p> <p>As an alternative activity, lay out three categories: Outcomes, Meeting Activities, Preparation. Divide group and have each list everything that they can think of in the given category.</p> <p>HANDOUTS: Agenda, Proxy, Ballot, Meeting Minutes</p> <p><i>Confirm that objectives 1 & 2 have been met.</i></p>
		B R E A K
10:45-11:30	2-6	Fiduciary Responsibilities (slide)

PRESENTER'S NOTES

		<p>Refer back to prior mention of fiduciary responsibilities as it relates to Board responsibilities.</p> <p>Legally and morally (ethics) it is wrong to mis-use condominium income.</p> <p>In order to insure that everyone is being responsible, the condominium association must implement internal controls. Internal controls is the mechanism used to make certain that money is handled properly. It provides for a system of checks and balances and recordkeeping. This will help to avoid the temptation a board member may have if he/she has full control of all the money.</p> <p><i>As you discuss the internal controls, take five to ten 1-dollar bills out and rip them up as you speak. Explain that if an association has no internal controls, they may as well just rip up their funds and throw them away. This should get the attention of the audience and ensure the point will not be forgotten.)</i></p>
30 min 11:30-12:00		<p>HANDOUT: Internal Controls Quiz</p> <p><u>Activity:</u> Handout the Internal Control Quiz and have small group discussion to answer quiz questions. Objective is to facilitate discussing how a board must operate, be accountable and build confidence among the association members. Have each group provide one or more of their answers to general session - Record and discuss.</p>
		LUNCH
80 minutes 1:00-2:20	2-7	<p>Budgeting (slide)</p> <p>One of the most significant changes in the move to private real estate ownership is financial responsibility. In a fully market economy, owners have full responsibility and control over income and expenses. In Ukraine, there has already been a shift, but the current system is a "hybrid" and although it will continue to move further in the direction of private control, it is likely that for the foreseeable future, the municipalities will still be involved both in terms of service provision and subsidy transfers. These conditions make budgeting somewhat more complicated although no less important.</p>

	<p>Budgeting, or, "financial planning" is also important because the city requires a written financial plan to authorize payment of subsidies directly to condominium associations.</p> <p>Who prepares it?</p> <p><i>*Handout or (Write on flip chart) graph that depicts increase in decision making rights and responsibilities)</i></p> <p>The Manager prepares the budget, whether the manager is the Board or a committee of the Board or an employee. The Board is responsible to approve it, and the owners may or may not approve it, depending on the association. (remind them about representative form of governing)</p> <p>HANDOUT: Budget and Annotated Items</p> <p>Budget categories</p> <p><i>Ask participants for input on what categories may be and provide list. Hand out annotated budget. Point out that this information is the basis for an indepth workshop, but participants, even at this early juncture need to understand that budget preparation is complex if it is to be a useful tool (which should always be the primary consideration).</i></p> <p>Assumptions and justifications:</p> <ol style="list-style-type: none">1. History should be considered, but carefully, in planning for the future. It must be considered but not alone especially since it appears that historical municipal and state information is not reliable2. The objectives and priorities of the association should be considered. Tonight's homework will help to illustrate how you can go about deciding on priorities. Also, 3. Inflation should be considered and in many cases, if the condominium knows they will be contracting for a large job, they will4. gather quotes/bids on the work to help write their budget. <p>Explain that they will have a better understanding of the assumptions and justifications as we go through Maintenance Management on day three. Encourage them not to get to</p>
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		hung up on it now, it will come. (this hopefully will give them more reason to come to class tomorrow!)
	2-8	<p>Budgeting (slide)</p> <p>We have already discussed the Operating Budget</p> <p>HANDOUT: "Reserves for Future Capital Expenditures".</p> <p>Explain Handout. Point out that current inflation makes creating and maintaining a Reserve Account difficult.</p> <p>Briefly mention cash flow projections and How to Present Budget to Association ,</p>
2:20-3:00 30 minutes		<p>Activity: When they come back, be wearing the hats and resume "Chaika Meeting Mode". The meeting will be discussing the Chaika budget which at first will not include inflation. Have a PADCO "plug" notice that if no one else does. Then teach them how to apply inflation to the budget items effected by inflation. (provide calculators if need be).</p> <p>Remain in meeting mode and decide whether to charge a flat fee spread over twelve months for condominium fees or make adjustments for inflation each quarter.</p> <p><i>Confirm that objectives 3 & 4 have been met.</i></p>
B R E A K		
3:00 - 3:20	2-9	<p>Financial Accounting (slide)</p> <p>Discuss staffing as a group. specifically the skills required and whether they should be Board members or separate staff (people should be encouraged to share their opinions, there is no real right or wrong here)</p> <p>methods; paper - in an envelope, (not very efficient)</p> <p>books - i.e. double entry accounting, (better and more common)</p> <p>computers - (best, but may be too much money right now)</p>

	2-10	<p>Bookkeeping - Recordkeeping for Financial Information (slide)</p> <p>This should be brief. The overall point is that condominiums must be certain that bookkeeping is done and records are kept in an orderly fashion.</p> <p>Define Revenues and Expenses - walk through slide information in detail..</p>
3:20-3:50	2-11	<p>Financial Report Presentation (slide)</p> <p>HANDOUT: Chaika Financial Statement:</p> <p><i>Walk through the 4 basic reports listed here. (possibly in "meeting mode" depending on the crowd and how that idea has flown up to this point)</i></p> <p>Discuss how frequent to write reports, (monthly, quarterly?) and to whom (board, owners, city if there is a subsidy received)</p>
3:50-4:00	2-12	<p>Audits (slide)</p> <p>Audits; how often? if annually by Board Committee, then what about an independent accounting firm to do one each 5 years? (discussion should get opinions, pros and cons) Independent auditors may cost significant money.</p>
4:00 - 5:00	Training Tools and Methods	
DAY THREE		
9:00-9:15	3-1	<p>Welcome participants back</p> <p>Review Prior Day</p>

		<p>Review Agenda for Day Three <i>and enumerate objectives (again, put on flip chart to refer to throughout day)</i></p> <ol style="list-style-type: none"> 1. Understand the importance of timely collection of fees and how to handle non-payment. 2. Understand the purpose of insurance and how to minimize losses. 3. Understand the basic physical elements of a property, how to organize the physical plant and how to prioritize its maintenance. 4. Understand what a deficiency is and how to address each identified deficiency.
9:15 - 10:05	3-2	<p>Collections (slide)</p> <p><i>Divide into two groups. Each group discusses and presents reasons why people will either pay their fees late or not at all. Each group develops a procedure for dealing with non-payment for one of the reasons already given.</i></p> <p>HANDOUT: Collections of Fees</p> <p><i>Use handout on collections as guide after groups have had opportunity to present.</i></p> <p><i>Confirm that objective 1 has been met.</i></p>
10:05-10:20	3-3	<p>Risk Management (slide)</p> <p>Briefly define different types of insurance</p> <p>property - to protect against loss in the event of building damage liability - to protect against loss when there is a safety accident fidelity - to protect against loss due to employee theft</p>

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		<p>loss of income - to protect against loss from fees or rents if a unit is not habitable</p> <p><i>Ask participants for ways in which they might prevent losses (such as maintenance of equipment, removal of safety hazards, corresponding with owners about precautions they should take)</i></p> <p><i>Confirm that objective 2 has been met</i></p>
		B R E A K
<p>10:30 - 12:30 3-4 thru 3-7 10.30-11.00</p>	3-4	<p>Maintenance Management (slide)</p> <p>Present each definition to the participants</p> <p>HANDOUT: "Six Ways to Span Space" (#1 & 2)</p>
<p>11.00-11.30 11.30-11.45</p>		<p>(slide)</p> <p>Ask the group to imagine there are 4000 items in a building. This includes halls, stairs, lifts, pipes, pipe hangars, bricks, door knobs....everything.</p> <p>Ask them in small groups to then think about how they might organize all the items to keep track of them and create a "file cabinet" consisting of about five drawers. Ask them to list the main elements which would go into each 'drawer'.</p> <p>Report back and guide the session into the following list (encourage the audience to come up with the list, the leader should just be steering them):</p> <ul style="list-style-type: none"> grounds building exterior building interior common area service systems living units <p>Once they complete the list (to be done by leader on flip chart), put the key elements into each category and leave hanging on wall as reference.</p>

11.45-12.00	3-5	<p>Building Organization and Inventory (slide)</p> <p><i>Ask same small groups to code against each element what the main activity will be for planned maintenance - i.e., inspections, testing or services. (I,T,S)</i></p> <p><i>Ask participants who is capable of doing inspections, what types of inspections,, how frequently and what data will be collected. Write questions on flip chart and provide answers in writing. Similar for testing and services.</i></p>
12.00-12.30	3-6	<p><i>Using this inspection form, divide group into two and each take responsibility for conducting half the inspection - using the meeting space as the "facility". Regroup and review results -- after lunch, discuss and emphasize the correctness, especially in terms of frequency, skill level and time estimates.</i></p>
		LUNCH
1:30 - 2.00		<i>Discuss results from morning inspection exercise</i>
2.00-3.00		<p>Review major elements for grounds, exterior of buildings, interior common areas, and service systems.</p> <p>HANDOUT: Developing a Maintenance Plan for a Condominium</p> <p><i>Confirm that Objective 3 has been met.</i></p>
3.00 - 3:30	3-7	<p>Documentation of Maintenance Work (slide)</p> <p><i>Review each element of slide presentation. In particular make sure that you discuss codes and standards as the measure of whether an item is deficient or not. A simple class exercise is to ask each person to select an item in the room which they consider to be deficient and thus in need of repair or replacement. Then ask a few people what they selected and the justification for its deficiency or need for repair or replacement. Ask the group what codes apply to their buildings and where do they get a copy to use as a training and reference manual.</i></p> <p>Confirm that objective 4 has been met</p>
		B R E A K
3:30 - 5:00		Training Tools and Methods

DAY 4		
9:00 - 9:15	4-1	<p>Welcome Back</p> <p>Review Day 4 Agenda</p> <p><i>Enumerate Objectives and again put on flip chart to refer to throughout day.</i></p> <ol style="list-style-type: none"> 1. Be able to identify and differentiate between the different types of maintenance activities. 2. Understand the various options in terms of methods for obtaining maintenance services. 3. Understand when and how to contract for maintenance services. 4. What maintenance responsibilities are common and which are individual? 5. What are the basic tasks involved in operating a condominium on a day to day basis? 6. What options are there regarding who will "manage" the condominium.
9:15 - 9:45	4-1A	<p>Types of Maintenance (slide)</p> <p>Define each type of maintenance and how they relate to each other</p> <p>HANDOUT: Priorities & Use Survey</p> <p><i>Confirm that objective 1 has been met</i></p>
9:45-10:45	4-2	<p>Methods for Delivering Maintenance Services (slide)</p> <p><i>Ask participants to suggest different methods - help lead discussion. Once methods have been identified - divide into two groups - have once list benefits of each methods and other group</i></p>

		<p><i>identify liabilities to each method. Write on flip chart.</i></p> <p><i>Confirm that objective 2 has been met.</i></p>
		B R E A K
10:45-11:15	4-4	<p>Contracting for Maintenance Work (slide)</p> <p>Before reviewing each item on the slide have the group list up critical questions for potential contractors. Go to slide to discuss these further.</p>
11:15 - 11:45	4-5	<p>Contracting for Maintenance Work (slide)</p> <p>Ask small groups to list specific steps in issuing a request for bids or quotes. Put on board Discuss the slide items after</p>
11:45 - 12:15	4-6	<p>Contracting for Maintenance Work (slide)</p> <p>Ask small groups to list specific steps in issuing a request for bids or quotes. Put on board</p> <p>Selection Process -- discuss all items on slide</p> <p><i>Confirm that objective 3 has been met.</i></p>
12:15-12:30	4-7	<p>Common vs. Individual Maintenance Responsibilities (slide)</p> <p>Review the definitions. Use example of faucet in sink and the riser feeding it.</p> <p>Before the building was a condominium, all work was done for the resident (or they at least were entitled to have all work done for them). Depending on the reliability of the ZhEK assigned to their building, tenants may have had to do work themselves.</p> <p>But now individuals will have responsibility to maintain their own living space.</p>

		<i>Confirm that objective 4 has been met.</i>
		LUNCH
1:30-2:00	4-8	Administration (slide)
2:00-3:00	4-8	Overview of Management Tasks Administration (slide) HANDOUT: Management Options <i>Confirm that objectives 5 & 6 have been met</i>
		BREAK
3:15-5:00		Training Tools & Methods
		DAY 5
9:00-9:15	5-1	Welcome Back. Review Day 5 Agenda <i>Enumerate objectives for the day and list on flip chart.</i> 1. Understand all elements in the contracting process as they relate to other activities as well as maintenance. 2. Understand purposes and methods of recordkeeping. 3. Develop a capability to address and resolve internal problems in a constructive manner that places the "common good" first.
9:15 - 10:00	5-2	Contracting Process (slide) We have discussed this previously as it relates to maintenance. Review information on

		<p>slide and emphasize that the process needs to be used in other areas besides maintenance (i.e., hiring an accountant or a "management" company)</p> <p>HANDOUT: Contracting Steps</p>
		B R E A K
10:15-12:00	5-3	<p>Recordkeeping (slide)</p> <p>Create a role play. Have Board Members of a newly created condominium meet to discuss how records are going to be maintained, who is responsible for correspondence, what are the procedures for documenting actions, etc.</p> <p>HANDOUT: Recordkeeping/Management Report</p>
		L U N C H
1:00-1:15	5-4	<p>Problem Solving (slide)</p> <p>The Board of Trustees must also enforce the rules and regulations of the Association. These rules in some cases will be outlined in the charter for such things as defining beneficial interest, where common area begins and ends etc. However, other rules, particularly those governing the day to day living of the association is often decided upon by the Board and in some cases the General Meeting.</p>
1:15-1:30	5-5	Problem Solving Tools (slide)
1:30-2:00	5-6	<p>Problem Solving Steps (slide)</p> <p>HANDOUT: Problem Solving Steps</p> <p>Regardless of what rule is broken, there are some basic principles to follow when responding to a rule violation.</p> <p>(slide)</p> <p>read each step, then;</p> <p>leader chooses a violation (non payment of rent) to discuss each step.</p> <p>1. the scope is significant since non payment can affect the ability of the property to pay</p>

		<p>it's bills; If violator continues to miss his monthly fees, the inflation will increase the burden of the association and the owner.</p> <ol style="list-style-type: none"> 2. The Board has the authority and obligation, to address and collect the late fees 3. They may consider first a knock on the door of the unit owner as a friendly reminder, then a letter, then threaten legal action, then take legal action, garnish wages, if possible. 4. With each step taken, the Board should make every effort to resolve the problem. 5. they should communicate with the owner so he knows what they are doing before they do,(it may be incentive for him to pay up before legal action is taken, for example) 6. Keep a record of all action taken and don't give up too quickly on a step before the owner is given a chance to respond.
30 min 2:00-2:30		<p>Activity</p> <p>HANDOUT: "Steps to Respond to a Rules Violation"</p> <p><i>Then, break into groups and assign by role of dice one of the following problems to each one to be solved. The number on the dice will correspond to the numbered problems. Give them 20 minutes to implement each step. Have each group report to the class.</i></p> <ol style="list-style-type: none"> 1. large loud barking biting dog in unit (assume there is a no-dangerous pet rule. 2. loud parties late in the night (possible illegal activities going on) 3. adding extra radiators to unit which has effected other units' ability to get sufficient heat 4. extra people in the unit and not registering with Board. (therefore affecting communal services usage) 5. unauthorized business in unit. 6. leaving baby carriage in hallway and therefore obstructing the exits.
2:30 - 3:15		Problem Solving Role Play
		B R E A K
3:30-5:00		Training Tools and Methods

NOTE: The following activity should be conducted once the trainer is confident that the audience understands the condominium basics. Divide the audience into groups and ask each to list five negatives of condominiums and then to respond to counter the negative with a positive.

FINAL PRESENTATION: Divide audience into four groups and have each responsible for one presentation as follows:

Group One: Presenters will be responsible for delivering presentation to a mixed audience of residents and city officials. Their topic will be Real Estate Ownership (overheads 1-4 thru 1-9)

Group Two: Presenters will be responsible for delivering presentation to residents in a cooperative who are considering conversion to condominiums. Their topic will be What is a Condominium? (overheads 1-10 thru 1-14).

Group Three: Presenters will be responsible for delivering presentation to an audience of city officials. Their topic will be Condominium Documents and Registration Process (overheads 1-19 thru 1-25).

Group Four: Presenters will be responsible for delivering a presentation to a group which has already decided to form a condominium (overheads 2-2 thru 2-5).

The objectives of these presentations will be to provide an opportunity for trainees to use techniques and methods learned during training. It will also provide an opportunity to review condominium basics and make certain that all trainees have gained sufficient knowledge and understanding.

Odessa Handouts

HOUSING WHICH BELONGS TO US

Lets talk a little bit about housing problems. We've grown accustomed to live in someone else's house. We were just tenants. This meant we couldn't choose that apartment to live in. The state decided for us when to do capital repairs, how to landscape the courtyard and other things. For example, the schedule of work of ZhEK stipulated pipe replacement this year and re-roofing next year. On the other hand the pipes in the house were ok but the roof is leaking even now. But the state was too big to get deeply concerned with our daily problems. Thus we have to find other ways to manage our building and how to improve it. Privatization is the first step to better living.

But many people suppose there is no advantage to privatizing their flat because they think municipal housing is cheaper. This is not necessarily true. Next year, even without inflation, house payments are going to double -- for owners and tenants alike. The difference is that owners have the right to decide how house payments are spent, whereas municipal tenants simply have to live with the decisions of the City.

Today the people pay directly 20% of communal service costs. The state program "Housing" and the resolution of the soviet of ministers of RF "on transition to the new system of payments for housing and communal charges" establish a step-by-step transition to full payment of communal service charges by residents by the year 1998.

As prices for maintenance and services rise we will surely grow more concerned to get full value for our hard earned money. We should always have hot water, heating should be switched on at the right time, and we shouldn't have leaking faucets. Owners of housing have the full right to control how expenses for maintenance are spent. But having the right is not enough. We really need a practical way to exercise our rights. Only then can we enjoy the full benefits of privatization.

A lot of people realize what this means. Some of the benefits are already well known. Now, our children can inherit the apartments. The owners of privatized flats cannot be evicted from housing, or in case of enforced (for example, from housing to be demolished or in case of capital repair) to allocate a flat which is smaller than your own.

But we can only gain further benefits from privatization if we work together. How?

Lets refer to history. Even before the revolution in Russia there were partnerships of homeowners which had to take care of the comfort and attractiveness of their houses. But then during more than 70 years we had only one owner: the state.

Abroad, this form of management by owners was kept, and in multi-unit apartment buildings the (owners) people gather to solve their common current problems not waiting until the municipal authorities could help them.

Such unions are called condominiums. The origin of this word is from ancient Rome, and is translated as "common ownership." This concept has recently come to our country. In December 1993 the order of President of RF "Temporary Regulation on Condominium" which clarifies many problems on privatization and housing management, and promotes owners to keep control of housing in their hands. In Sverdlovsk Oblast, the "Regulation on Condominium" was adopted even earlier, in May 1993. In October 1994 the Mayor of the City signed to resolution "on Procedure of Creation and Registration of Partnerships of Homeowners (Condominiums) in Ekaterinburg" which regulates the procedure of setting up and registering condominiums in the City.

What does it mean "Condominium?" It is a partnership of homeowners of housing (for example apartments) and non-residential (for example shops and tailors) for joint management and maintenance of their building, including elements of common use (for example, basements, roofs, attached territories).

What are the advantages of such a partnership? It is an effective organization for managing our property -- something we can't do this individually, and which the state has done inefficiently and without much sensitivity to our real needs.

Owners who are united in a partnership have wider possibilities, for example:

- self management of the building
- to independently contract for maintenance and repairs with those who work better and cheaper
- to use effectively the rent fee, to control how your money is spent and if it is wasted you will know whom to ask (who is accountable)
- if not only your apartment, but even your building inside and outside, your courtyard looks better and cleaner, the value of your property is higher -- thus if you want to sell or exchange your flat it will be easier and you will get more money.
- you can take care of the security of your house yourself
- an opportunity to be the real owner of the land around you
- there will be no garbage in your courtyard and nobody will park his car on your flowers because if it all belongs to you and you spent money for its maintenance

you won't want to destroy the comfort created by your hands and jointly you won't allow others to do this

Who didn't dream of having a garden under the window? Who didn't want the children to have a well-equipped playground? Who didn't want to feel "at home" on entering the building?

A lot of people probably thought how to use more effectively the basements of their building, very often dirty and empty. How to prevent these areas from being hand-outs. The solution is very simple... they can be leased and the rent can be spent on repairs and maintenance of the building, and again, it can be done only jointly.

Condominiums will help to regulate the relationship between the neighbors because jointly it is easier to find the right solution and to bring a noisy resident to reason.

At first you might think it is not necessary to join condominium. that everyone can take care of himself. But imagine an apartment with 150 flats where all the owners have concluded separate contracts for maintenance and repair with different ZhEks (or what about contractors), and if the pipe was damaged in the entrance, it will be necessary first to find out who this part of the pipe belongs to and which ZhEK will repair it. While it is being discussed the water will flood the entry.

Condominium, as a legal entity, acting on behalf of all the owners in the building can conclude the contract with a single work provider, and monitor the quality of work executed. It will be your own contract, and you will pay money not for what was supposed to be done. If the work isn't done, for example you don't have hot water or your entrance wasn't cleaned for a month, you will pay nothing.

And it isn't so important who is the owner: an individual who privatized, enterprise, municipality or private firm. All owners can be members of the condominium and all of them have equal rights. All of them have some common goals. Even the City Administration, which should be interested to protect the value of the property and the living condition of the tenants will also become a member of the condominium. This means improving the living conditions in the building together with other owners.

Until recently we grew accustomed to live alone, and nobody is interested in us. Condominium is for everybody, because only together can we better protect our rights and get the standard of living which we should have

Mark Richard Brown
Natasha Evgenevna Kovalyeva
Alla Arkadievna Noudel

PADCO Inc.

HOW DOES A CONDOMINIUM ASSOCIATION WORK?

1. Trustees are representatives elected by the owners to operate the condominium association.
T F
2. There can be as many Trustees as the owners choose.
T F
3. Trustees are responsible for repairing the inside of owner's homes.
T F
4. Trustees can fine individual owners for breaking rules.
T F
5. Trustees are volunteers and cannot be paid for their time or activities.
T F
6. Trustees can hire and fire staff without asking the owners.
T F
7. Trustees are responsible for preparing a new budget each year.
T F
8. Trustees can make improvements to the property without asking the owners.
T F
9. Trustees can make rules and regulations without consulting the owners.
T F
10. Trustees can change the by-laws without consulting the owners.
T F

11. Unit owners can change the interior of their units without permission from the Trustees.
T F
12. The Trustees can take legal action against unit owners as necessary.
T F
13. Trustees are responsible for all maintenance and repairs to common areas.
T F
14. When a contractor is used, competitive bids must be solicited.
T F
15. Both the Condominium Association and individual owners must have insurance policies for the property.
T F
16. Unit owners can keep pets, with no limitations.
T F
17. Owners have the right to review all financial records at any time.
T F
18. Owners can rent out their units if they choose.
T F
19. Owners have to pay their condominium fees under all circumstances.
T F
20. Tenants have the same rights as owners.
T F

CHAIKA CONDOMINIUM

Proxy

I/We, _____, unit owner
of Unit _____ (the unit) at Chaika ,
hereby grant to

(name of Proxy Voter)

(address of Proxy voter)

a complete and absolute proxy to vote the entire beneficial interest of my unit at the General Meeting of Chaika to be held on 4 July 1995 for the purpose of electing a Board of Trustees and any other issue that will require a vote at the meeting.

The undersigned understands that this proxy is revocable at anytime by written notice to the General Meeting prior to any vote at said meeting.

Signature (unit owner)

Date

Signature (Proxy)

Date

*****Proxy Voter: BRING THIS SIGNED PROXY TO THE MEETING.**

CHAIKA CONDOMINIUM

General Meeting

AGENDA

4 July 1995

Review and approval of minutes

Old Business

Update to group on previous organizational meetings
Winter storm damage repairs

New Business

Election of Board

Assign Committees

City Liaison / Resolution Committee

Finance / Budget Committee

Maintenance Management Committee

Registration Committee

Schedule Next meeting

CHAIKA
OFFICIAL BOARD OF TRUSTEE BALLOT
FOR 1995

Owners Name: _____

Unit Number: _____

Beneficial Interest : _____

Please cast your vote for 5 people

_____ Andrei _____

_____ Lesya _____

_____ Tamara _____

_____ Sergie _____

_____ Victor _____

_____ (write in) _____

_____ (write in) _____

Signed:(owner or proxy*) _____

*proxy; please attach completed authorization form

CHAIKA

MEETING MINUTES

Meeting Date: 14 June 1995

Recorder of
Minutes: Victor _____

Persons Present: Andrei _____
Lesya _____
Tamara _____
Sergie _____
Victor _____

Issues Discussed/Decisions made:

- ◇ Review 17 May 1995 meeting minutes reviewed and approved.
- ◇ Sergie presented his report on his recent meeting with PADCO/USAID a. They will be sending a representative to our General Meeting in July to as an observer. Sergie also reported that he has formats for ballots and proxies for the General Meeting and that announcements of time and date will be distributed next week.
- ◇ Tamara reported the lifts have been serviced by the ZeHK last week and 2 of the 3 are working adequately for now. She also reported that the third one has a problem with the motor and may have to be replaced.
- ◇ Victor reported that he has begun to meet with the new trash removal company about contracting with them for trash removal. Victor reported that the is new enterprise called "Business Is Picking Up" , is anxious to do the work and will be more reliable than the Monopoly currently handling the job. It was decided that we should investigate other new companies and get prices before concluding any new contracts. Victor agreed to continue looking for new companies.
- ◇ Lesya and Andrei reported that they are progressing well in negotiations with the city for housing subsidies to be sent directly to CHAIKA and they believe they will have the approval soon. One thing that has to be completed is a financial plan for the building and submitted to the city before they will release the subsidies. Lesya and Andrei will continue working on the budget.

Next Meeting:

General Meeting

July 4, 1995 at 19.00 in Foyer (remember to bring a chair!)

102

INTERNAL CONTROLS

- I. If there are no internal controls, what problems can occur?
 - Money can be stolen.
 - Service providers can cheat the Association.
 - Mistakes can be made which result in inaccurate financial information.

- II. What objective is the Association trying to accomplish in establishing internal controls?
 - Safeguard against theft.
 - Make certain that costs billed and paid for services are correct.
 - Provide reliable financial information for budgeting.
 - Meet legal obligations of the Association.

- III. How can an Association meet these objectives?
 - Separate the financial responsibilities, so that one person is not responsible for everything.
 - Make certain that there is written documentation (i.e. receipts, invoices, deposit records)
 - Require written approvals (signatures) for certain expenditures.
 - Have the audit committee review financial reports on a regular basis.

Account Number	ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM
Account numbers are used in market economies	Whether providing a plan for condominium operations or preparing an application to a city for subsidies, budgeting or financial planning is essential. It provides a financial picture of Board and membership decisions and becomes a tool for measuring how things are going.
	DATE:
	This is the date of this financial plan or budget. It should be changed whenever the information is changed or updated.
	CONDOMINIUM DATA
	This information is used both in the budgeting process and in an application to a municipality for subsidy funds.
1	Number of Units
	This is the number of units in the building whether residential or commercial and whether privatised or not.
2	Number of Privileged People Units
	Some people are entitled to special rates for fees and rentals. These are termed "privileged" people. The number of units occupied by such people goes here. During this transitional period, condominiums may be required to perpetuate this differential rate in condominium fees to reflect status. In the future, this differential rate may be abandoned in favor of some form of housing allowance for such people.
3	Gross Area of the Building
	This includes all areas including commercial space, residential space and common areas (halls, stairways, etc.). If not on the passport of the building, a quick way to calculate it is to measure the dimensions of the building (sometimes referred to as the "footprint") and multiply the base area by the number of floors. This measurement includes basement and attic space if accessible.
4	Gross Area of the Apartments
	This is the residential living space, including renters, owners, privileged and other occupants. It does not include commercial space or common areas not occupied by people.
5	Gross Area for Full Payment Owners
	Full payment owners here, means all those who are not privileged and entitled to special rates. Again, this is the residential living space, including renters and owners. It does not include commercial space or common areas not occupied by people.
6	Gross Area for "privileged" Owners
	This is the living space occupied by "privileged" people.

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
7	Gross Area of the Commercial Space
	This is the area owned or occupied by commercial tenants. It would include space owned by the government, by enterprises, by private firms or by individuals but dedicated to commercial use, even if vacant. It would not include space which might at some point in the future become commercial. For example, basement space might be just storage at the moment and there are plans to convert it into commercial space. Until that happens, it does not get included here.
8	Net Common Area
	This can either be measured or calculated. The calculation is Item #3 less items #4 and #7.
9	Number of Occupant Apartment Owners
	This is the number of owners who occupy their units. If the government owns a unit it is not counted as an "occupant apartment owner". This is the total number of owners not people. If a husband owns one room and a wife owns another room in an apartment, it counts as one (1) owner. If two unrelated people each own a room in an apartment, it counts as one half an owner each for a total of one (1).
10	Number of people in apartments
	This is the total number of people occupying the residential apartments. It includes all children and any unrelated persons living there permanently. Thus if someone is renting a room from an owner who occupies the rest of the apartment, then that person is counted.
11	Number of Privileged People
	This is the number of privileged people, as defined by law and regulation, who are living in the building. In some cases there will be privileged and non-privileged people living in the same apartment.
12	Number of Apartment Tenants
	This is the number of tenant families. If a husband rents one room and a wife rents another room in an apartment, it counts as one (1) tenant. If two unrelated people each rent a room in an apartment, it counts as one half a tenant each for a total of one (1).
13	Number of Occupant Commercial Owners
	This is the number of commercial owners who occupy their own premises.
14	Number of Commercial Tenants
	This is the number of commercial tenants who occupy premises owned by others, including the government.
15	Number of Elevators
	This is the number of elevators in all buildings which make up the condominium

Account Number	ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM
16	Number of People Attributable to Elevators
	Some apartments are not entitled to use the elevators. Typically these are people on the first three (3) floors of a building. This number is the total number of occupants, adults and children, who have a right to use the elevators. During this transitional period, most condominiums may choose to perpetuate the splitting of condominium fees to reflect use. In the future, this splitting by use may be abandoned in favor of sharing the amenity equally amongst all owners, whether they use it or not.
17	Number of Rubbish Chutes
	This is the number of rubbish chutes in all the buildings which make up the condominium.
18	Number of People Attributable to Rubbish Chutes
	Some apartments are not entitled to use the rubbish chutes. Typically these are people on the first floor of a building. This number is the total number of occupants, adults and children, who have a right to use the rubbish chutes. During this transitional period, most condominiums may choose to perpetuate the splitting of condominium fees to reflect use. In the future, this splitting by use may be abandoned in favor of sharing the amenity equally amongst all owners, whether they use it or not.
19	Number of "H. Calories"
	Typically the district heating bill for heat and hot water will show the calculation for the invoiced amount to the property. It is a calculation using the number of units of consumption attributed to that property expressed in calories and the current price per calorie.
20	Projected Inflation rate for this year
	In a non-inflationary economic climate, one would not need to include the inflation rate, because roubles budgeted for month one will essentially buy the same amount of goods in month 12. However, if inflation is high and any expenditures will change during the year because of inflation, then either expenses must be less in the early months to make up for these inflation driven "cost" increases or fees charged owners and tenants, must be sufficient to pay for them. The budget needs to incorporate this factor.

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<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
21	Also attached as Exhibit 1, is a list of all owners and tenants and their fees according to this financial plan/budget
	All owners, whether occupying their units or renting them, need to know what their fees will be, as does the Condominium Board and Manager. In addition, by including a list, including the beneficial interest attributed to each unit, one can easily calculate the fees as the budget is being developed. Thereby, one can see the impact of planning on each owner and tenant.
22	The attached Financial Plan for _____ Condominium, was approved by the Board on ___/___/___
	Gaining the support and commitment of all owners for a budget is important if one wants to ensure that all fees will be collected. If a budget is prepared by a manager without at least a majority of the Board members approving it, is likely to weaken that commitment to pay. In addition, the City will want to know that the Board has approved the budget before it approves the transfer of subsidies to the condominium for expenditure.
23	Signatures by a majority of the Board
	As noted, having a signature of each Board member builds credibility and confidence.

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<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
	<u>Income</u>
	<u>Condominium Owner Regular Fees</u>
101	Condominium Apartment Owner Fees
	These are the maintenance fees which households currently pay the ZheKs or the City. In a condominium, they become known variously as "fees", "maintenance fees", "carrying charges" but they are essentially calculated by using an owner's beneficial interest and assigning a proportionate share of the budget accordingly. However, within this transitional period, the maintenance fees are stipulated by the government.
101.1	Regular Owner Fees
	Again as we have noted above, the regular owners are the ones who pay the full amount of the fee. This fee is the normative amount stipulated at this time by the government but in the future by the Board. The formula uses the gross area of the flats owned by regular or full payment owners.
101.2	"Privileged" Owner Fees
	Again as we have noted above, the regular owners are the ones who pay the full amount of the fee. This fee is the normative amount stipulated at this time by the government. In the future this may be changed to a direct subsidy or housing allowance payment to the "privileged" and then these fees will likely be set by the Board. The formula uses the gross area of the flats owned by privileged owners.
102	Condominium Commercial Owner Fees
	Commercial owners in fact often have additional fees they are obligated for. Typically this is because many commercial operations generate more costs. While some of these may be stipulated by the government, mostly they are set by the Board. The Board needs to guard against using commercial owners as an easy way to raise additional money. Properly speaking, a commercial owner should only pay its fair share of the condominium operating budget. If the commercial operation in the condominium property is a restaurant, it will likely use more water and generate more trash. Its fees therefore should be higher to compensate unless it has a water meter and pays what it uses and collects and disposes of its own trash.

18

Account Number	ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM
108	<i>Less Collection Losses</i>
	This is one of the most important items in the revenue or income section of the budget. The items discussed above state the expected income the condominium will receive from owners for maintenance. This has a technical term - Gross Potential Income. Collection losses are what the condominium expects will not be paid this year. Perhaps it may be paid in future years through court action or through sale of the unit. It is usually based on experience. Where a condominium is new, the experience of other condominiums, cooperatives and even of the government itself can help establish the amount. Typically it is set at a percentage of the gross potential income. In a self-governing condominium collection losses are usually quite low, because owners have a personal interest in maintaining the property and a personal relationship with each other.
109	<u>Subtotal Regular Owner Fees</u>
	<u>Special Fees</u>
	In most established condominium housing economies, there are no or only one or two special fees. In Russia, the government has broken up the overall carrying cost of property into component parts and stipulated a series of fees accordingly. In other countries these would be known as "user fees".
110.1	Building Cleaning
	The cost is calculated here by a formula using the number of occupants. Again, as we have been reiterating, this would normally be included in the overall condominium fee for maintaining the property.
110.2	Groundskeeping
	Similar to housekeeping.
110.3	Rubbish Removal
	Similar to housekeeping.
110.4	Elevator
	Similar to housekeeping. However one difference is that it is only assessed against people who use the elevator.
110.5	Rubbish Chute
	Similar to housekeeping. However one difference is that it is only assessed against people who use the rubbish chute.
110.6	Heating Infrastructure Servicing - People
	The pipes, valves, distribution vents and radiators must be serviced. So the cost is broken down into two components. This one is calculated using the number of people.

Account Number	ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM
110.7	Heating Infrastructure Servicing - Area
	The pipes, valves, distribution vents and radiators must be serviced. So the cost is broken down into two components. This one is calculated using the gross area of the residential flats. A question here is why the commercial areas are not included in the calculation and share of the costs.
110.8	Electrical Infrastructure Servicing
	This is for repairing and maintaining the electrical distribution system and meters. This one is calculated using ??????
110.9	Water/Sewer Infrastructure Servicing
	This is for maintaining and repairing the cold water supply and the sanitary sewer and storm drain systems. This one is calculated using the number of residents.
111	Radio
	This is for supplying flats with radio service. It is calculated using the number of residential flats. If any owner chooses not to have radio service, they are exempt from this fee.
111.1	Miscellaneous Fees
	There may be other "user" fees which are assessed which would be included here.
118	<i>Less Collection Losses</i>
	The same comments in item #108 above apply here.
119	Subtotal Special Owner Fees
	Special Assessment Fees
	From time to time a condominium will authorize a special assessment. It may be to bridge an operating deficit. It most commonly is used to make a major repair or replacement such as a new roof. It might even be to make a major improvement such as converting basement space to commercial space or building a tennis court in the yard.
120.1	Condominium Apartment Owner Special Assessment Fees
	This is the assessed amount to residential owners. It is calculated by multiplying the budgeted amount for this special expense by the "beneficial interest" of the owners.
120.2	Condominium Commercial Owner Special Assessment Fees
	This is the assessed amount to commercial owners. It is calculated by multiplying the budgeted amount for this special expense by the "beneficial interest" of the owners.
128	<i>Less Collection Losses</i>
	The same comments in item #108 above apply here.
129	Subtotal Regular Owner Fees

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
	<u>Association Owned Property Rental Fees</u>
	Some condominium associations may own residential and/or commercial units. Perhaps they acquired them temporarily for non-payment of fees. Perhaps they developed them out of unused areas (such as basements). If the association owns such property, it will probably receive rents for the space.
130.1	<u>Apartment Rentals</u>
	This is the rental income from any residential flats the association owns. Most importantly , it is not the rental income which another owner such as the government receives.
130.2	<u>Commercial Rentals</u>
	This is the rental income from any commercial units the association owns. Most importantly , it is not the rental income which another owner such as the government receives.
130.3	<u>Other Rentals</u>
	An association may generate income from other pieces of the property. It may own garages or parking spaces and rent these out. It may rent a room for a social function. It may rent equipment or vehicles. This is where that income goes.
138	<i>Less Collection Losses</i>
	The same comments in item #108 above apply here.
139	<u>Subtotal Association Rental Income</u>
	<u>Subsidies</u>
	Currently, the government is subsidizing a number of services which housing receives. Some of these subsidies go to the producers and some go to providers. Just as the government has stipulated what people must pay for their housing, they have also stipulated what subsidies are part of that calculation. Over time the intent is to reduce those subsidies to zero - a process known as full cost recovery. In the meantime, owners of condominiums are entitled to receive credit for such subsidies. If the condominium chooses to use the service provider, payment of the subsidy to the producer or provider is not a problem. However, a condominium is entitled to cease the use of the government producers and providers and use others from the private sector. Subsidies must therefore be transferred to the condominium association so that it can use them to pay for such services. While there is a normative amount of subsidy, as a practical matter, the government appropriates less than the norm. Therefore each year, the condominium will need to determine the exact amount of the appropriated subsidy to incorporate in this budget and financial plan.

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
140.1	Elevator
	The amount of elevator subsidy is entered here. It is calculated by the City Budget Office and traditionally it has been paid to the ZheK.
140.2	Heat and Hot Water
	The amount of heat and hot water subsidy is entered here. Traditionally it has been paid to the Heating Company. The formula for calculating this is unknown, but the amount is on the "bill" which the condominium receives.
140.3	"Privileged" People
	The amount of subsidy for privileged people is entered here. Traditionally it has been paid to the ZheK. The City budget office calculates it.
140.4	Current Maintenance
	The amount of maintenance subsidy is entered here. It is calculated by the City Budget Office and traditionally it has been paid to the ZheK.
149	Subtotal Subsidies
	<u>Other Income</u>
	There will be other sources of income which in general should be itemized so that owners understand the sources of such income.
150.1	Interest on Operating Fund
	Whether one is in an inflationary climate or not, funds paid to the condominium should be earning interest until they are disbursed. High risk investments should be avoided but low risk instruments are available with terms which permit the manager to pay expenses without a major effort to use the funds. Good managers will often have two operating funds, one with a higher yield into which they "sweep" excess operating funds which are not needed immediately and one with a lower yield for immediate or day to day expenses.
150.2	Reimbursables - Unit Owners (Electricity)
	From time to time, condominium associations may act as a type of "pass through" manager. This means that they may collect fees from owners and/or tenants on behalf of other third parties and pass them through to them. Typically they will be paid a fee for such management responsibility. These "pass throughs" are sometimes known as reimbursables. In this particular line item, unit owners have electric meters and they receive a bill from the condominium association manager on behalf of the electric power company. They pay the bill to the condominium association, which in turn passes it through or on to the electric power company.

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
150.3	Late Payment Fees/Penalties
	Most condominiums will charge late fees to owners who do not pay on time. This is only fair, because the condominium is losing interest on that money. Moreover in extreme cases, the other owners may have to pay more or borrow money, in order to pay bills if some owners don't pay. There also may be penalties assessed for other "offences"
150.4	Other Miscellaneous Income
	There may be other income to be accounted for. Generally if this item becomes larger than say 5% of the budget, new line items should be created to detail out the largest income sources in this "other" category.
159	<u>Subtotal Other Income</u>
199	<u>TOTAL INCOME</u>
	This is the total of all the items above.
949	<u>TOTAL EXPENSES</u>
	This is brought up from the end of the expenses. Note that the account number matches the expense line item. Because depreciation is a "Balance Sheet" item and is really not expended, many accountants leave it out when calculating the surplus (profit) or deficit (loss) from operations.
	<u>TOTAL SURPLUS (DEFICIT)</u>
	In condominiums, one would usually like this to be "0". In initial budget runs. It usually becomes the mechanism for determining what amount of money will be deposited into the reserve fund.
	<u>Capital Replacement Fund</u>
	The analysis of any property will yield not only an operating budget for maintenance but also a capital budget for effectuating replacement of worn out or obsolete elements of the property. It is based on appropriate analyses of what will be needed in the future and what is a reasonable amount to set aside in the current year (which is usually less than what is theoretically needed). Normally these funds would be invested for longer terms than operating funds and would produce a higher yield.
	Opening Balance Beginning of Period
	Technically, one would not put the opening balance in this section. However, it is helpful to have it here in order to calculate the projected interest and in order to enable the budgeting of transfers for capital repairs and even for operating deficits.
180.1	Owner Fees
	As with regular condominium fees, there may be a special assessment or itemization for the Capital Replacement Fund.

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
180.2	Capital Replacement
	The amount of maintenance subsidy is entered here. It is calculated by the City Budget Office and traditionally it has been paid to the ZheK. Currently there are no rules governing whether this should be allocated in certain circumstances to condominiums.
180.3	Capital Replacement Fund Interest
	This is the interest earned on the fund.
185.1	Transfer to Operating for Capital Replacement
	The Replacement Reserve Account would be used to cover expenses for capital repairs and replacements. This line item would be used when it was planned to use the reserve for making capital repairs or replacements.
185.2	Transfer to Operating for Deficit
	Ideally one would have an Operative Reserve Account and a Capital Replacement Account. The Operating Reserve Account would be used to cover operating deficits. As a practical matter, most condominiums would, albeit reluctantly, use their Capital Replacement Fund to cover operating deficits. This line item is for that eventuality.
189	Total Capital Replacement Fund end of Period

<u>Account Number</u>	<u>ITEM IN THE BUDGET/FINANCIAL PLAN FOR THE CONDOMINIUM</u>
	<u>Expenses</u>
	<u>General Administrative</u>
201	Contract Accounting
202	Contract Book-Keeping
203	Legal
204	Insurance
205	Contract Management Fee
206	Telephone
207	Postage
208	Copying
209	Bank Fees
210	Office Supplies
211	Transportation
212	Miscellaneous
249	
	<u>Subtotal General and Administrative</u>
	<u>Utilities</u>
251	Heat and Hot Water
252	Water and Sewer
253	Water Pumps
254	Gas
255	Electricity - Individual
256	Electricity - Common
299	
	<u>Subtotal Utilities</u>
	<u>Personnel</u>
301	Management Staff
302	Board Chairman Salary
303	Accountant
304	Passport Registrar
305	Maintenance Staff
306	Building Cleaner
307	Grounds Janitor
308	Garbage Collector
309	Electrician
310	Plumber
311	Carpenter
312	Other Maintenance Staff
313	Other Staff
314	Other Personnel Benefits
349	
	<u>Subtotal Personnel</u>
	<u>Taxes</u>

351	Real Estate Taxes
352	Association Income Taxes
353	Pensioner's Fund
354	Employment Fund
355	Medical Insurance
356	Maintenance of the Militia
357	Education Tax
358	Land Tax
359	Miscellaneous Taxes
399	
	Subtotal Taxes
	<u>Leasing/Rental Costs</u>
401	Land
402	Other
449	
	Subtotal Rental
	<u>Maintenance Supplies</u>
451	Janitorial
452	Groundskeeping
453	Miscellaneous
499	
	Subtotal Supplies
	<u>Maintenance Service Contracts</u>
501	Janitorial
502	Groundskeeping
503	Cleaning and Grounds
504	Communications (Elevator)
505	Elevator
506	Trash Chute/Compactor
507	Extermination
508	Garbage Removal
509	Antennae
510	Radio
511	Water/Sewer
512	Fire Protection
513	Security
514	Transportation
515	Heating, Ventilating, Airconditioning
516	Miscellaneous (Undifferentiated)
549	
	Subtotal Maintenance Service Contracts
	<u>Repairs</u>
551	Heating, Ventilating, Airconditioning
552	Roofing
553	Elevator
554	Carpentry
555	Water Meters

556	Locks/doors
557	Patching & Painting
558	Masonry
559	Electrical
560	Water Wells
561	Pipes (Plumbing)
562	Miscellaneous
599	<u>Subtotal Maintenance Repairs</u>
	<u>Miscellaneous Costs</u>
601	Replacement Expenses
602	Loans
603	Other
649	<u>Subtotal Miscellaneous Costs</u>
949	<u>TOTAL EXPENSES</u>
951	<u>Depreciation</u>
999	<u>NET EXPENSES</u>

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CHAIKA CONDOMINIUM
MONTHLY FINANCIAL REPORT

MONTH ENDING: Apr-95

BEGINNING OPERATING CASH		<u>0.00</u>
RECEIPTS - Regular Owner Fees	<u>1,322.00</u>	
- Privileged Owner Fees	<u>391.00</u>	
- Transfer from Capital Replacement	<u>7,797.00</u>	
TOTAL RECEIPTS		<u>9,510.00</u>
TOTAL CASH & RECEIPTS		<u>9,510.00</u>
ENDING CASH - OPERATING		<u>9,510.00</u>
CAPITAL REPLACEMENT FUND		<u>1,619.00</u>
ACCOUNTS RECEIVABLE : Regular Owner		<u>2,021.00</u>
ACCOUNTS RECEIVABLE : Privileged Owner		<u>453.00</u>

:

CHAIKA CONDOMINIUM RUSSIA
MONTHLY FINANCIAL REPORT

MONTH ENDING: Apr-95

BEGINNING OPERATING CASH		<u>0.00</u>
RECEIPTS - Regular Owner Fees	<u>1,322.00</u>	
- Privileged Owner Fees	<u>391.00</u>	
- Transfer from Capital Replacement	<u>7,797.00</u>	
TOTAL RECEIPTS		<u>9,510.00</u>
TOTAL CASH & RECEIPTS		<u>9,510.00</u>
ENDING CASH - OPERATING		<u>9,510.00</u>
CAPITAL REPLACEMENT FUND		<u>1,619.00</u>
ACCOUNTS RECEIVABLE : Regular Owner		<u>2,021.00</u>
ACCOUNTS RECEIVABLE : Privileged Owner		<u>453.00</u>

B a l a n c e S h e e t
CHAIKA
For Month Ending April 30, 1995

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Assets

Current Assets

OPERATING ACCOUNT	9,510.00
CAPITAL REPLACEMENT	1,619.00
A/R REGULAR OWNER	2,021.00
A/R PRIVILEGED OWNER	453.00

Total Current Assets	-----	13,603.00
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Total Assets	-----	13,603.00
	=====	

Member's Equity

EQUITY	10,269.00
CAPITAL REPL. FUND	9,403.00
YTD Excess/(Deficit)	-6,069.00

Total Member's Equity	-----	13,603.00
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Total Liabilities and Member's Equity	-----	13,603.00
	=====	

*** End of Report ***

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Income Statement - Variance

CHAIKA
 For Month Ending April 30, 1995
 Unexpended Budget

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 Page 1

	***** Actual	Current Period Budget	***** Variance	***** Actual	Year To Date Budget	***** Variance	Annual Budget	Unexpended Budget
Income								
CONDO OWNR REGLR FE								
REGULAR OWNER FEES	3,343.00	3,343.50	-0.50	3,343.00	3,343.50	-0.50	40,122.00	-36,779.00
PRIVILEGED OWNER FEES	844.00	844.50	-0.50	844.00	844.50	-0.50	10,134.00	-9,290.00
LESS COLLECTION LOSS	-1,806.00	-1,858.00	52.00	-1,806.00	-1,858.00	52.00	-22,296.00	20,490.00
TOTAL CONDO OWNR REGLR FE	2,381.00	2,330.00	51.00	2,381.00	2,330.00	51.00	27,960.00	-25,579.00
SPECIAL OWNER FEES								
BUILDING CLEANING	123.00	122.58	0.42	123.00	122.58	0.42	1,471.00	-1,348.00
GROUNDSCKEEPING	198.00	198.08	-0.08	198.00	198.08	-0.08	2,377.00	-2,179.00
RUBBISH REMOVAL	169.00	169.83	-0.83	169.00	169.83	-0.83	2,038.00	-1,869.00
ELEVATOR	748.00	747.92	0.08	748.00	747.92	0.08	8,975.00	-8,227.00
RUBBISH CHUTE	147.00	147.08	-0.08	147.00	147.08	-0.08	1,765.00	-1,618.00
HTG INFRASTR SVC PEPL	1,962.00	1,962.50	-0.50	1,962.00	1,962.50	-0.50	23,550.00	-21,588.00
HTG INFRASTR SVC AREA	4,879.00	4,879.83	-0.83	4,879.00	4,879.83	-0.83	58,558.00	-53,679.00
HTG INFRASTR SERVICG	0.00	1,207.58	-1,207.58	0.00	1,207.58	-1,207.58	14,491.00	-14,491.00
WTR/SEWR INFRASTR SVC	1,207.00	370.42	836.58	1,207.00	370.42	836.58	4,445.00	-3,238.00
RADIO	370.00	0.00	370.00	370.00	0.00	370.00	0.00	370.00
TOTAL SPECIAL OWNER FEES	9,803.00	9,805.82	-2.82	9,803.00	9,805.82	-2.82	117,670.00	-107,867.00
SUBSIDIES								
HEAT AND HOT WATER	0.00	1,525.33	-1,525.33	0.00	1,525.33	-1,525.33	18,304.00	-18,304.00
"PRIVILEGED PEOPLE"	0.00	645.17	-645.17	0.00	645.17	-645.17	7,742.00	-7,742.00
CURRENT MAINTENANCE	0.00	10,944.00	-10,944.00	0.00	10,944.00	-10,944.00	131,328.00	-131,328.00
TOTAL SUBSIDIES	0.00	13,114.50	-13,114.50	0.00	13,114.50	-13,114.50	157,374.00	-157,374.00
OTHER INCOME								
INTEREST CAP REPL FD	13.00	0.00	13.00	13.00	0.00	13.00	0.00	13.00
REIMB-UT-OWNRS ELBCTY	2,458.00	2,458.58	-0.58	2,458.00	2,458.58	-0.58	29,503.00	-27,045.00
LATE PAYMENT/PENALTY	52.00	52.67	-0.67	52.00	52.67	-0.67	632.00	-580.00
TOTAL OTHER INCOME	2,523.00	2,511.25	11.75	2,523.00	2,511.25	11.75	30,135.00	-27,612.00
TOTAL	14,707.00	27,761.57	-13,054.57	14,707.00	27,761.57	-13,054.57	333,139.00	-318,432.00
Expenses								
GENERAL ADMIN EXPEN								
CONTRACT BOOK-KEEPING	75.00	75.00	0.00	75.00	75.00	0.00	900.00	825.00
LEGAL	0.00	1,214.00	1,214.00	0.00	1,214.00	1,214.00	14,568.00	14,568.00
MISCELLANEOUS	642.00	0.00	-642.00	642.00	0.00	-642.00	0.00	-642.00
TOTAL GENERAL ADMIN EXPEN	717.00	1,289.00	572.00	717.00	1,289.00	572.00	15,468.00	14,751.00

Income Statement - Variance

HAIKA

For Month Ending April 30, 1995

Unexpended Budget

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	***** Actual	Current Period Budget	***** Variance	***** Actual	Year To Date Budget	***** Variance	Annual Budget	Unexpended Budget
Expenses								
UTILITIES								
HEAT AND HOT WATER	13,117.00	12,068.92	-1,048.08	13,117.00	12,068.92	-1,048.08	144,827.00	131,710.00
WATER AND SEWER	265.00	265.25	0.25	265.00	265.25	0.25	3,183.00	2,918.00
WATER PUMPS	0.00	2,458.67	2,458.67	0.00	2,458.67	2,458.67	29,504.00	29,504.00
ELECTRICITY-INDIVIDUL	2,026.00	0.00	-2,026.00	2,026.00	0.00	-2,026.00	0.00	-2,026.00
TOTAL UTILITIES	15,408.00	14,792.84	-615.16	15,408.00	14,792.84	-615.16	177,514.00	162,106.00
PERSONNEL								
BOARD CHAIRMAN SALARY	255.00	255.50	0.50	255.00	255.50	0.50	3,066.00	2,811.00
ACCOUNTANT	225.00	225.00	0.00	225.00	225.00	0.00	2,700.00	2,475.00
PASSPORT REGISTRAR	75.00	75.00	0.00	75.00	75.00	0.00	900.00	825.00
BUILDING CLEANER	120.00	120.00	0.00	120.00	120.00	0.00	1,440.00	1,320.00
GROUNDS JANITOR	120.00	120.00	0.00	120.00	120.00	0.00	1,440.00	1,320.00
GARBAGE COLLECTOR	225.00	225.00	0.00	225.00	225.00	0.00	2,700.00	2,475.00
ELECTRICIAN	150.00	150.00	0.00	150.00	150.00	0.00	1,800.00	1,650.00
PLUMBER	270.00	270.00	0.00	270.00	270.00	0.00	3,240.00	2,970.00
CARPENTER	150.00	150.00	0.00	150.00	150.00	0.00	1,800.00	1,650.00
OTHER MAINTENCE STAFF	0.00	3.75	3.75	0.00	3.75	3.75	45.00	45.00
TOTAL PERSONNEL	1,590.00	1,594.25	4.25	1,590.00	1,594.25	4.25	19,131.00	17,541.00
TAXES								
ASSOCIATION INCOME TX	190.00	190.83	0.83	190.00	190.83	0.83	2,290.00	2,100.00
PENSIONER'S FUND	460.00	461.25	1.25	460.00	461.25	1.25	5,535.00	5,075.00
MEDICAL INSURANCE	57.00	57.25	0.25	57.00	57.25	0.25	687.00	630.00
MISCELLANBOUS TAX	4.00	1.50	-2.50	4.00	1.50	-2.50	18.00	14.00
TOTAL TAXES	711.00	710.83	-0.17	711.00	710.83	-0.17	8,530.00	7,819.00
MAINTENCE SVC CONTR								
COMMUNICATIONS ELEVTR	777.00	776.33	-0.67	777.00	776.33	-0.67	9,316.00	8,539.00
ELEVATOR	873.00	1,766.58	893.58	873.00	1,766.58	893.58	21,199.00	20,326.00
TRASH CHUTE/COMPACTOR	0.00	434.83	434.83	0.00	434.83	434.83	5,218.00	5,218.00
GARBAGE REMOVAL	435.00	0.00	-435.00	435.00	0.00	-435.00	0.00	-435.00
WATER/SEWER	265.00	265.25	0.25	265.00	265.25	0.25	3,183.00	2,918.00
TOTAL MAINTENCE SVC CONTR	2,350.00	3,242.99	892.99	2,350.00	3,242.99	892.99	38,916.00	36,566.00
MAINTENANCE REPAIRS								
ROOFING	0.00	700.00	700.00	0.00	700.00	700.00	8,400.00	8,400.00
ELEVATOR	0.00	1,750.00	1,750.00	0.00	1,750.00	1,750.00	21,000.00	21,000.00
CARPENTRY	0.00	100.00	100.00	0.00	100.00	100.00	1,200.00	1,200.00
PATCHING & PAINTING	0.00	9,151.25	9,151.25	0.00	9,151.25	9,151.25	109,815.00	109,815.00
WATER WELLS	0.00	1,976.08	1,976.08	0.00	1,976.08	1,976.08	23,713.00	23,713.00

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Income Statement - Variance

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For Month Ending April 30, 1995

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Unexpended Budget

	***** Actual	Current Period Budget	***** Variance	***** Actual	Year To Date Budget	***** Variance	***** Annual Budget	***** Unexpended Budget
TOTAL MAINTENANCE REPAIRS	0.00	13,677.33	13,677.33	0.00	13,677.33	13,677.33	164,128.00	164,128.00
Total Expenses	20,776.00	35,307.24	14,531.24	20,776.00	35,307.24	14,531.24	423,687.00	402,911.00
Net Income/(Net Loss)	-6,069.00	-7,545.67	1,476.67	-6,069.00	-7,545.67	1,476.67	-90,548.00	84,479.00

*** End of Report ***

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Receivable / Prepaid Report

CHAIKA

Detail Report/All Owners/As of April 30, 1995

Sorted by ID/Exclude Zero Bal

June 22, 1995 Page 1

ID #	Sort Name	Type/ Stat Address	Code Charge Name	Due	Prepaid
0000000001	ONE RM1	0	ASM1 MAINTENANCE FEE	11.00	
0000000002	ONE RM2	0	ASM1 MAINTENANCE FEE	11.00	
0000000003	ONE RM3	0	ASM1 MAINTENANCE FEE	11.00	
0000000004	ONE RM4	0	ASM1 MAINTENANCE FEE	11.00	
0000000005	ONE RM5	0	ASM1 MAINTENANCE FEE	11.00	
0000000006	ONE RM6	0	ASM1 MAINTENANCE FEE	11.00	
0000000007	ONE RM7	0	ASM1 MAINTENANCE FEE	11.00	
0000000008	ONE RM8	0	ASM1 MAINTENANCE FEE	11.00	
0000000009	ONE RM 9	0	ASM1 MAINTENANCE FEE	11.00	
0000000010	ONE RM10	0	ASM1 MAINTENANCE FEE	11.00	
0000000011	ONE RM11	0	ASM1 MAINTENANCE FEE	10.00	
0000000012	ONE RM12	0	ASM1 MAINTENANCE FEE	10.00	
0000000013	ONE RM13	0	ASM1 MAINTENANCE FEE	10.00	
0000000014	ONE RM14	0	ASM1 MAINTENANCE FEE	10.00	
0000000015	ONE RM15	0	ASM1 MAINTENANCE FEE	10.00	
0000000016	ONE RM16	0	ASM1 MAINTENANCE FEE	10.00	
0000000017	ONE RM17	0	ASM1 MAINTENANCE FEE	10.00	
0000000018	ONE RM18	0	ASM1 MAINTENANCE FEE	10.00	
0000000019	ONE RM19	0	ASM1 MAINTENANCE FEE	10.00	
0000000044	ONE RM44	0	ASM1 MAINTENANCE FEE	10.00	
0000000045	ONE RM45	0	ASM1 MAINTENANCE FEE	10.00	
0000000046	ONE RM46	0	ASM1 MAINTENANCE FEE	10.00	
0000000047	ONE RM47	0	ASM1 MAINTENANCE FEE	10.00	
0000000048	ONE RM49	0	ASM1 MAINTENANCE FEE	10.00	
0000000049	ONE RM49	0	ASM1 MAINTENANCE FEE	10.00	
0000000050	ONE RM50	0	ASM1 MAINTENANCE FEE	10.00	
0000000051	ONE RM51	0	ASM1 MAINTENANCE FEE	10.00	
0000000052	ONE RM52	0	ASM1 MAINTENANCE FEE	10.00	
0000000053	ONE RM54	0	ASM1 MAINTENANCE FEE	10.00	
0000000054	ONE RM54	0	ASM1 MAINTENANCE FEE	10.00	
0000000055	ONE RM55	0	ASM1 MAINTENANCE FEE	10.00	
0000000056	ONE RM56	0	ASM1 MAINTENANCE FEE	10.00	
0000000057	ONE RM57	0	ASM1 MAINTENANCE FEE	10.00	
0000000058	ONE RM58	0	ASM1 MAINTENANCE FEE	10.00	
0000000059	ONE RM59	0	ASM1 MAINTENANCE FEE	10.00	
0000000060	ONE RM60	0	ASM1 MAINTENANCE FEE	10.00	
0000000061	ONE RM61	0	ASM1 MAINTENANCE FEE	10.00	
0000000062	ONE RM62	0	ASM1 MAINTENANCE FEE	10.00	
0000000063	ONE RM63	0	ASM1 MAINTENANCE FEE	10.00	
0000000064	ONE RM64	0	ASM1 MAINTENANCE FEE	10.00	
0000000065	ONE RM65	0	ASM1 MAINTENANCE FEE	10.00	

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

BEST AVAILABLE COPY

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Receivable / Prepaid Report

CHAIKA

Detail Report/All Owners/As of April 30, 1995

Sorted by ID/Exclude Zero Bal

June 22, 1995 Page 2

ID #	Sort Name	Type/ Stat Address	Code Charge Name	Due	Prepaid
0000000066	ONE RM66	0	ASM1 MAINTENANCE FEE	10.00	
0000000067	ONE RM68	0	ASM1 MAINTENANCE FEE	10.00	
0000000068	ONE RM68	0	ASM1 MAINTENANCE FEE	10.00	
0000000069	ONE RM69	0	ASM1 MAINTENANCE FEE	10.00	
0000000070	TWO RM70	0	ASM1 MAINTENANCE FEE	17.00	
0000000071	TWO RM71	0	ASM1 MAINTENANCE FEE	17.00	
0000000072	TWO RM72	0	ASM1 MAINTENANCE FEE	17.00	
0000000073	TWO RM73	0	ASM1 MAINTENANCE FEE	17.00	
0000000074	TWO RM74	0	ASM1 MAINTENANCE FEE	17.00	
0000000075	TWO RM75	0	ASM1 MAINTENANCE FEE	17.00	
0000000076	TWO RM76	0	ASM1 MAINTENANCE FEE	17.00	
0000000077	TWO RM77	0	ASM1 MAINTENANCE FEE	17.00	
0000000078	TWO RM78	0	ASM1 MAINTENANCE FEE	17.00	
0000000079	TWO RM79	0	ASM1 MAINTENANCE FEE	17.00	
0000000080	TWO RM80	0	ASM1 MAINTENANCE FEE	17.00	
0000000081	TWO RM81	0	ASM1 MAINTENANCE FEE	17.00	
0000000082	TWO RM82	0	ASM1 MAINTENANCE FEE	17.00	
0000000083	TWO RM83	0	ASM1 MAINTENANCE FEE	17.00	
0000000084	TWO ROOM 84	0	ASM1 MAINTENANCE FEE	17.00	
0000000085	TWO RM85	0	ASM1 MAINTENANCE FEE	17.00	
0000000086	TWO RM86	0	ASM1 MAINTENANCE FEE	17.00	
0000000087	TWO RM87	0	ASM1 MAINTENANCE FEE	17.00	
0000000088	TWO RM88	0	ASM1 MAINTENANCE FEE	17.00	
0000000089	TWO RM89	0	ASM1 MAINTENANCE FEE	17.00	
0000000090	TWO RM90	0	ASM1 MAINTENANCE FEE	17.00	
0000000091	TWO RM91	0	ASM1 MAINTENANCE FEE	17.00	
0000000092	TWO RM92	0	ASM1 MAINTENANCE FEE	17.00	
0000000093	TWO RM93	0	ASM1 MAINTENANCE FEE	17.00	
0000000094	TWO RM94	0	ASM1 MAINTENANCE FEE	17.00	
0000000095	TWO RM95	0	ASM1 MAINTENANCE FEE	17.00	
0000000096	TWO RM96	0	ASM1 MAINTENANCE FEE	17.00	
0000000097	TWO RM97	0	ASM1 MAINTENANCE FEE	17.00	
0000000098	TWO RM99	0	ASM1 MAINTENANCE FEE	17.00	
0000000099	TWO RM99	0	ASM1 MAINTENANCE FEE	17.00	
0000000100	TWO RM100	0	ASM1 MAINTENANCE FEE	17.00	
0000000101	TWO RM101	0	ASM1 MAINTENANCE FEE	17.00	
0000000102	TWO RM102	0	ASM1 MAINTENANCE FEE	17.00	
0000000103	TWO RM103	0	ASM1 MAINTENANCE FEE	17.00	
0000000104	TWO RM104	0	ASM1 MAINTENANCE FEE	17.00	
0000000105	TWO RM105	0	ASM1 MAINTENANCE FEE	17.00	
0000000106	TWO RM106	0	ASM1 MAINTENANCE FEE	17.00	

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

BEST COPY AVAILABLE

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Receivable / Prepaid Report

CHAIKA

Detail Report/All Owners/As of April 30, 1995

Sorted by ID/Exclude Zero Bal

June 22, 1995 Page 3

ID #	Sort Name	Type/ Stat Address	Code Charge Name	Due	Prepaid
0000000107	TWO RM107	0	ASM1 MAINTENANCE FEE	17.00	
0000000108	TWO RM109	0	ASM1 MAINTENANCE FEE	17.00	
0000000109	TWO RM109	0	ASM1 MAINTENANCE FEE	17.00	
0000000110	TWO RM110	0	ASM1 MAINTENANCE FEE	17.00	
0000000111	TWO RM111	0	ASM1 MAINTENANCE FEE	17.00	
0000000112	TWO RM112	0	ASM1 MAINTENANCE FEE	17.00	
0000000113	TWO RM113	0	ASM1 MAINTENANCE FEE	17.00	
0000000114	TWO RM114	0	ASM1 MAINTENANCE FEE	17.00	
0000000115	TWO RM115	0	ASM1 MAINTENANCE FEE	17.00	
0000000116	TWO RM116	0	ASM1 MAINTENANCE FEE	17.00	
0000000117	TWO RM117	0	ASM1 MAINTENANCE FEE	17.00	
0000000118	TWO RM 118	0	ASM1 MAINTENANCE FEE	17.00	
0000000119	TWO RM119	0	ASM1 MAINTENANCE FEE	17.00	
0000000120	TWO RM120	0	ASM1 MAINTENANCE FEE	17.00	
0000000121	TWO RM121	0	ASM1 MAINTENANCE FEE	17.00	
0000000122	TWO RM122	0	ASM1 MAINTENANCE FEE	17.00	
0000000123	TWO RM123	0	ASM1 MAINTENANCE FEE	17.00	
0000000124	TWO RM124	0	ASM1 MAINTENANCE FEE	17.00	
0000000125	TWO RM125	0	ASM1 MAINTENANCE FEE	17.00	
0000000141	THREE RM141	0	ASM1 MAINTENANCE FEE	21.00	
0000000142	THREE RM142	0	ASM1 MAINTENANCE FEE	21.00	
0000000143	THREE RM143	0	ASM1 MAINTENANCE FEE	21.00	
0000000144	THREE RM144	0	ASM1 MAINTENANCE FEE	21.00	
0000000145	THREE RM145	0	ASM1 MAINTENANCE FEE	21.00	
0000000146	THREE RM146	0	ASM1 MAINTENANCE FEE	21.00	
0000000147	THREE RM147	0	ASM1 MAINTENANCE FEE	21.00	
0000000148	THREE RM148	0	ASM1 MAINTENANCE FEE	21.00	
0000000149	THREE RM149	0	ASM1 MAINTENANCE FEE	21.00	
0000000150	THREE RM150	0	ASM1 MAINTENANCE FEE	21.00	
0000000151	THREE RM151	0	ASM1 MAINTENANCE FEE	21.00	
0000000152	THREE RM152	0	ASM1 MAINTENANCE FEE	21.00	
0000000153	THREE RM153	0	ASM1 MAINTENANCE FEE	21.00	
0000000154	THREE RM154	0	ASM1 MAINTENANCE FEE	21.00	
0000000155	THREE RM155	0	ASM1 MAINTENANCE FEE	21.00	
0000000156	THREE RM156	0	ASM1 MAINTENANCE FEE	21.00	
0000000157	THREE RM157	0	ASM1 MAINTENANCE FEE	21.00	
0000000158	THREE RM158	0	ASM1 MAINTENANCE FEE	21.00	
0000000159	THREE RM159	0	ASM1 MAINTENANCE FEE	21.00	
0000000160	THREE RM160	0	ASM1 MAINTENANCE FEE	21.00	
0000000161	THREE RM161	0	ASM1 MAINTENANCE FEE	21.00	
0000000162	THREE RM162	0	ASM1 MAINTENANCE FEE	21.00	

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

BEST AVAILABLE COPY

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Receivable / Prepaid Report

CHAIKA

Detail Report/All Owners/As of April 30, 1995

Sorted by ID/Exclude Zero Bal

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ID #	Sort Name	Type/ Stat Address	Code	Charge Name	Due	Prepaid
0000000163	THREE RM163	0	ASM1	MAINTENANCE FEE	21.00	
0000000164	THREE RM164	0	ASM1	MAINTENANCE FEE	21.00	
0000000165	THREE RM 165	0	ASM1	MAINTENANCE FEE	21.00	
0000000166	THREE RM166	0	ASM1	MAINTENANCE FEE	21.00	
0000000167	THREE RM167	0	ASM1	MAINTENANCE FEE	21.00	
0000000168	THREE RM168	0	ASM1	MAINTENANCE FEE	21.00	
0000000169	THREE RM169	0	ASM1	MAINTENANCE FEE	21.00	
0000000232	PR ONE RM232	0	ASM2	MAINTENANCE FEE	12.00	
0000000233	PR TWO RM233	0	ASM2	MAINTENANCE FEE	24.00	
0000000234	PR TWO RM234	0	ASM2	MAINTENANCE FEE	24.00	
0000000235	PR TWO RM235	0	ASM2	MAINTENANCE FEE	24.00	
0000000236	PR TWO RM236	0	ASM2	MAINTENANCE FEE	24.00	
0000000237	PR TWO RM237	0	ASM2	MAINTENANCE FEE	23.00	
0000000238	PR TWO RM239	0	ASM2	MAINTENANCE FEE	23.00	
0000000239	PR TWO RM239	0	ASM2	MAINTENANCE FEE	23.00	
0000000240	PR TWO RM240	0	ASM2	MAINTENANCE FEE	23.00	
0000000241	PR TWO RM241	0	ASM2	MAINTENANCE FEE	23.00	
0000000242	PR TWO RM242	0	ASM2	MAINTENANCE FEE	23.00	
0000000243	PR TWO RM243	0	ASM2	MAINTENANCE FEE	23.00	
0000000244	PR TWO RM244	0	ASM2	MAINTENANCE FEE	23.00	
0000000245	PR TWO RM245	0	ASM2	MAINTENANCE FEE	23.00	
0000000246	PR TWO RM246	0	ASM2	MAINTENANCE FEE	23.00	
0000000247	PR TWO RM247	0	ASM2	MAINTENANCE FEE	23.00	
0000000248	PR TWO RM248	0	ASM2	MAINTENANCE FEE	23.00	
0000000249	PR TWO RM249	0	ASM2	MAINTENANCE FEE	23.00	
0000000250	PR TWO RM250	0	ASM2	MAINTENANCE FEE	23.00	
0000000251	PR TWO RM251	0	ASM2	MAINTENANCE FEE	23.00	
Summary of All						
ASM1 MAINTENANCE FEE					2,021.00	0.00
ASM2 MAINTENANCE FEE					453.00	0.00
Grand Total					2,474.00	0.00
Net Grand Total					2,474.00	

*** End of Report ***

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

ENCLOSURE

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Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 1

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000001	ONE RM1 ONE ROOM 1 0	ASM1	11.00				11.00
0000000002	ONE RM2 ONE ROOM 2 0	ASM1	11.00				11.00
0000000003	ONE RM3 ONE ROOM 3 0	ASM1	11.00				11.00
0000000004	ONE RM4 ONE ROOM OWNER 4 0	ASM1	11.00				11.00
0000000005	ONE RM5 ONE ROOM 5 0	ASM1	11.00				11.00
0000000006	ONE RM6 ONE ROOM 6 0	ASM1	11.00				11.00
0000000007	ONE RM7 ONE ROOM 7 0	ASM1	11.00				11.00
0000000008	ONE RM8 ONE ROOM 8 0	ASM1	11.00				11.00
0000000009	ONE RM 9 ONE ROOM 9 0	ASM1	11.00				11.00
0000000010	ONE RM10 ONE ROOM 10 0	ASM1	11.00				11.00
0000000011	ONE RM11 ONE ROOM 11 0	ASM1	10.00				10.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 2

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000012	ONE RM12 ONE ROOM 12 0	ASM1	10.00				10.00
0000000013	ONE RM13 ONE ROOM 13 0	ASM1	10.00				10.00
0000000014	ONE RM14 ONE ROOM 14 0	ASM1	10.00				10.00
0000000015	ONE RM15 ONE ROOM 15 0	ASM1	10.00				10.00
0000000016	ONE RM16 ONE ROOM 16 0	ASM1	10.00				10.00
0000000017	ONE RM17 ONE ROOM 17 0	ASM1	10.00				10.00
0000000018	ONE RM18 ONE ROOM 18 0	ASM1	10.00				10.00
0000000019	ONE RM19 ONE ROOM 19 0	ASM1	10.00				10.00
0000000044	ONE RM44 ONE ROOM 44 0	ASM1	10.00				10.00
0000000045	ONE RM45 ONE ROOM 45 0	ASM1	10.00				10.00
0000000046	ONE RM46 ONE ROOM 46 0	ASM1	10.00				10.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

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A g i n g R e p o r t

CHAIKA

All Owners/As of April 30, 1995

Sorted by ID

June 22, 1995 Page 3

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000047	ONE RM47 ONE ROOM 47 0	ASM1	10.00				10.00
0000000048	ONE RM49 ONE ROOM 49 0	ASM1	10.00				10.00
0000000049	ONE RM49 ONE ROOM 49 0	ASM1	10.00				10.00
0000000050	ONE RM50 ONE ROOM 50 0	ASM1	10.00				10.00
0000000051	ONE RM51 ONE ROOM 51 0	ASM1	10.00				10.00
0000000052	ONE RM52 ONE ROOM 52 0	ASM1	10.00				10.00
0000000053	ONE RM54 ONE ROOM 53 0	ASM1	10.00				10.00
0000000054	ONE RM54 ONE ROOM 54 0	ASM1	10.00				10.00
0000000055	ONE RM55 ONE ROOM 55 0	ASM1	10.00				10.00
0000000056	ONE RM56 ONE ROOM 56 0	ASM1	10.00				10.00
0000000057	ONE RM57 ONE ROOM 57 0	ASM1	10.00				10.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

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Aging Report

CHAIKA

All Owners/As of April 30, 1995

Sorted by ID

June 22, 1995 Page 4

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000058	ONE RM58 ONE ROOM 58 0	ASM1	10.00				10.00
0000000059	ONE RM59 ONE ROOM 59 0	ASM1	10.00				10.00
0000000060	ONE RM60 ONE ROOM 60 0	ASM1	10.00				10.00
0000000061	ONE RM61 ONE ROOM 61 0	ASM1	10.00				10.00
0000000062	ONE RM62 ONE ROOM 62 0	ASM1	10.00				10.00
0000000063	ONE RM63 ONE ROOM 63 0	ASM1	10.00				10.00
0000000064	ONE RM64 ONE ROOM 64 0	ASM1	10.00				10.00
0000000065	ONE RM65 ONE ROOM 65 0	ASM1	10.00				10.00
0000000066	ONE RM66 ONE ROOM 66 0	ASM1	10.00				10.00
0000000067	ONE RM68 ONE ROOM 68 0	ASM1	10.00				10.00
0000000068	ONE RM68 ONE ROOM 68 0	ASM1	10.00				10.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

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Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 5

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000069	ONE RM69 ONE ROOM 69 0	ASM1	10.00				10.00
0000000070	TWO RM70 TWO ROOM 70 0	ASM1	17.00				17.00
0000000071	TWO RM71 TWO ROOM 71 0	ASM1	17.00				17.00
0000000072	TWO RM72 TWO ROOM 72 0	ASM1	17.00				17.00
0000000073	TWO RM73 TWO ROOM 73 0	ASM1	17.00				17.00
0000000074	TWO RM74 TWO ROOM 74 0	ASM1	17.00				17.00
0000000075	TWO RM75 TWO ROOM 75 0	ASM1	17.00				17.00
0000000076	TWO RM76 TWO ROOM 76 0	ASM1	17.00				17.00
0000000077	TWO RM77 TWO ROOM 77 0	ASM1	17.00				17.00
0000000078	TWO RM78 TWO ROOM 78 0	ASM1	17.00				17.00
0000000079	TWO RM79 TWO ROOM 79 0	ASM1	17.00				17.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Aging Report

CHAIKA

All Owners/As of April 30, 1995

Sorted by ID

June 22, 1995 Page 6

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000080	TWO RM80 TWO ROOM 80 0	ASM1	17.00				17.00
0000000081	TWO RM81 TWO ROOM 81 0	ASM1	17.00				17.00
0000000082	TWO RM82 TWO ROOM 82 0	ASM1	17.00				17.00
0000000083	TWO RM83 TWO ROOM 83 0	ASM1	17.00				17.00
0000000084	TWO ROOM 84 TWO ROOM 84 0	ASM1	17.00				17.00
0000000085	TWO RM85 TWO ROOM 85 0	ASM1	17.00				17.00
0000000086	TWO RM86 TWO ROOM 86 0	ASM1	17.00				17.00
0000000087	TWO RM87 TWO ROOM 87 0	ASM1	17.00				17.00
0000000088	TWO RM88 TWO ROOM 88 0	ASM1	17.00				17.00
0000000089	TWO RM89 TWO ROOM 89 0	ASM1	17.00				17.00
0000000090	TWO RM90 TWO ROOM 90 0	ASM1	17.00				17.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

BEST AVAILABLE COPY

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Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 7

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000091	TWO RM91 TWO ROOM 91 0	ASM1	17.00				17.00
0000000092	TWO RM92 TWO ROOM 92 0	ASM1	17.00				17.00
0000000093	TWO RM93 TWO ROOM 93 0	ASM1	17.00				17.00
0000000094	TWO RM94 TWO ROOM 94 0	ASM1	17.00				17.00
0000000095	TWO RM95 TWO ROOM 95 0	ASM1	17.00				17.00
0000000096	TWO RM96 TWO ROOM 96 0	ASM1	17.00				17.00
0000000097	TWO RM97 TWO ROOM 97 0	ASM1	17.00				17.00
0000000098	TWO RM99 TWO ROOM 99 0	ASM1	17.00				17.00
0000000099	TWO RM99 TWO ROOM 99 0	ASM1	17.00				17.00
0000000100	TWO RM100 TWO ROOM 100 0	ASM1	17.00				17.00
0000000101	TWO RM101 TWO ROOM 101 0	ASM1	17.00				17.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

A g i n g R e p o r t
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 8

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000102	TWO RM102 TWO ROOM 102 0	ASM1	17.00				17.00
0000000103	TWO RM103 TWO ROOM 103 0	ASM1	17.00				17.00
0000000104	TWO RM104 TWO ROOM 104 0	ASM1	17.00				17.00
0000000105	TWO RM105 TWO ROOM 105 0	ASM1	17.00				17.00
0000000106	TWO RM106 TWO ROOM 106 0	ASM1	17.00				17.00
0000000107	TWO RM107 TWO RM107 0	ASM1	17.00				17.00
0000000108	TWO RM109 TWO ROOM 109 0	ASM1	17.00				17.00
0000000109	TWO RM109 TWO ROOM 109 0	ASM1	17.00				17.00
0000000110	TWO RM110 TWO ROOM 110 0	ASM1	17.00				17.00
0000000111	TWO RM111 TWO ROOM 111 0	ASM1	17.00				17.00
0000000112	TWO RM112 TWO ROOM 112 0	ASM1	17.00				17.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 9

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000113	TWO RM113 TWO ROOM 113 0	ASM1	17.00				17.00
0000000114	TWO RM114 TWO ROOM 114 0	ASM1	17.00				17.00
0000000115	TWO RM115 TWO ROOM 115 0	ASM1	17.00				17.00
0000000116	TWO RM116 TWO ROOM 116 0	ASM1	17.00				17.00
0000000117	TWO RM117 TWO ROOM 117 0	ASM1	17.00				17.00
0000000118	TWO RM 118 TWO ROOM 118 0	ASM1	17.00				17.00
0000000119	TWO RM119 TWO RM119 0	ASM1	17.00				17.00
0000000120	TWO RM120 TWO ROOM 120 0	ASM1	17.00				17.00
0000000121	TWO RM121 TWO ROOM 121 0	ASM1	17.00				17.00
0000000122	TWO RM122 TWO ROOM 122 0	ASM1	17.00				17.00
0000000123	TWO RM123 TWO ROOM 123 0	ASM1	17.00				17.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 10

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000124	TWO RM124 TWO ROOM 124 0	ASM1	17.00				17.00
0000000125	TWO RM125 TWO ROOM 125 0	ASM1	17.00				17.00
0000000141	THREE RM141 THREE ROOM 141 0	ASM1	21.00				21.00
0000000142	THREE RM142 THREE ROOM 142 0	ASM1	21.00				21.00
0000000143	THREE RM143 THREE ROOM 143 0	ASM1	21.00				21.00
0000000144	THREE RM144 THREE ROOM 144 0	ASM1	21.00				21.00
0000000145	THREE RM145 THREE RM145 0	ASM1	21.00				21.00
0000000146	THREE RM146 THREE ROOM 146 0	ASM1	21.00				21.00
0000000147	THREE RM147 THREE ROOM 147 0	ASM1	21.00				21.00
0000000148	THREE RM148 THREE ROOM 148 0	ASM1	21.00				21.00
0000000149	THREE RM149 THREE ROOM 149 0	ASM1	21.00				21.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

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Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 11

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000150	THREE RM150 THREE ROOM 150 0	ASM1	21.00				21.00
0000000151	THREE RM151 THREE ROOM 151 0	ASM1	21.00				21.00
0000000152	THREE RM152 THREE ROOM 152 0	ASM1	21.00				21.00
0000000153	THREE RM153 THREE ROOM 153 0	ASM1	21.00				21.00
0000000154	THREE RM154 THREE ROOM 154 0	ASM1	21.00				21.00
0000000155	THREE RM155 THREE ROOM 155 0	ASM1	21.00				21.00
0000000156	THREE RM156 THREE ROOM 156 0	ASM1	21.00				21.00
0000000157	THREE RM157 THREE ROOM 157 0	ASM1	21.00				21.00
0000000158	THREE RM158 THREE ROOM 158 0	ASM1	21.00				21.00
0000000159	THREE RM159 THREE ROOM 159 0	ASM1	21.00				21.00
0000000160	THREE RM160 THREE ROOM 160 0	ASM1	21.00				21.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

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Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 12

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000161	THREE RM161 THREE ROOM 161 0	ASM1	21.00				21.00
0000000162	THREE RM162 THREE ROOM 162 0	ASM1	21.00				21.00
0000000163	THREE RM163 THREE ROOM 163 0	ASM1	21.00				21.00
0000000164	THREE RM164 THREE ROOM 164 0	ASM1	21.00				21.00
0000000165	THREE RM 165 THREE ROOM 165 0	ASM1	21.00				21.00
0000000166	THREE RM166 THREE ROOM 166 0	ASM1	21.00				21.00
0000000167	THREE RM167 THREE ROOM 167 0	ASM1	21.00				21.00
0000000168	THREE RM168 THREE ROOM 168 0	ASM1	21.00				21.00
0000000169	THREE RM169 THREE ROOM 169 0	ASM1	21.00				21.00
0000000232	PR ONE RM232 "PR" ONE ROOM 232 0	ASM2	12.00				12.00
0000000233	PR TWO RM233 "PR" TWO ROOM 233 0	ASM2	24.00				24.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Aging Report
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 13

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
000000234	PR TWO RM234 "PR" TWO ROOM 234 0	ASM2	24.00				24.00
000000235	PR TWO RM235 "PR" TWO ROOM 235 0	ASM2	24.00				24.00
000000236	PR TWO RM236 "PR" TWO ROOM 236 0	ASM2	24.00				24.00
000000237	PR TWO RM237 "PR" TWO ROOM 237 0	ASM2	23.00				23.00
000000238	PR TWO RM239 "PR" TWO ROOM 239 0	ASM2	23.00				23.00
000000239	PR TWO RM239 "PR" TWO ROOM 239 0	ASM2	23.00				23.00
000000240	PR TWO RM240 "PR" TWO ROOM 240 0	ASM2	23.00				23.00
000000241	PR TWO RM241 "PR" TWO ROOM 241 0	ASM2	23.00				23.00
000000242	PR TWO RM242 "PR" TWO ROOM 242 0	ASM2	23.00				23.00
000000243	PR TWO RM243 "PR" TWO ROOM 243 0	ASM2	23.00				23.00
000000244	PR TWO RM244 "PR" TWO ROOM 244 0	ASM2	23.00				23.00

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

A g i n g R e p o r t
 CHAIKA
 All Owners/As of April 30, 1995
 Sorted by ID
 June 22, 1995 Page 14

ID #	Name / Type / Address	Code	Current	Over 30 days	Over 60 days	Over 90 days	Total Stat
0000000245	PR TWO RM245 "PR" TWO ROOM 245 0	ASM2	23.00				23.00
0000000246	PR TWO RM246 "PR" TWO ROOM 246 0	ASM2	23.00				23.00
0000000247	PR TWO RM247 "PR" TWO ROOM 247 0	ASM2	23.00				23.00
0000000248	PR TWO RM248 "PR" TWO ROOM 248 0	ASM2	23.00				23.00
0000000249	PR TWO RM249 "PR" TWO ROOM 249 0	ASM2	23.00				23.00
0000000250	PR TWO RM250 "PR" TWO ROOM 250 0	ASM2	23.00				23.00
0000000251	PR TWO RM251 "PR" TWO ROOM 251 0	ASM2	23.00				23.00
Summary of All							
		ASM1	2,021.00				2,021.00
		ASM2	453.00				453.00
Grand Total			2,474.00	0.00	0.00	0.00	2,474.00

*** End of Report ***

Status : 1-1st Late Notice Sent 2-2nd Late Notice Sent 3-Board Action 4-Attorney Letter 5-Lien Letter Sent
 6-Lien Filed 7-Bankruptcy 8-Judgement 9-Bad Debt / Write Off

Reserves for Future Capital Expenditures

Roofs

Squares Per Unit (Material)	Est. Cost to Reroof/Sq.	No. of Units	Expected Replacement Cost	Remaining Life	Average Annual Allowance
15	\$50	95	\$71,250.00	20	\$3,562.50

Sidewalks

SqFt Installed	SqYds Installed	Cost of New Finish Coat/Yd	Expected Replacement Cost	Remaining life	Average Annual Allowance
22,779	2,531	\$3	\$7,593.00	15	\$506.20

Asphalt Road

SqFt Installed	SqYds Installed	Cost of New Finish Coat/Yd	Expected Replacement Cost	Remaining life	Average Annual Allowance
108,480	12,053	\$3	\$36,160.00	15	\$2,410.67

Parking

SqFt Installed	SqYds Installed	Cost of New Finish Coat/Yd	Expected Replacement Cost	Remaining life	Average Annual Allowance
44,100	4,900	\$3	14,700.00	15	\$980.00

Curbs & Gutters

Linear Feet Installed	Cost of New Finish Coat/Yd	Expected Replacement Cost	Remaining life	Average Annual Allowance
2,400	\$3	\$7,200.00	15	\$480.00

Total Annual Allowance for Specific Capital Expenditures	\$7,939.37
Annual Allowance for Miscellaneous Expenditures	2,000.00
Total Annual Reserve Allowance	<u>\$9,939.37</u>
Development Time for the Project	4
Accumulated Allowance for Future Capital Expenditures During Development	<u>\$39,757.47</u>

COLLECTION OF FEES

STEPS:

1. Make certain that everyone knows the amount of the fee, the date due and the procedures for payment.
2. When an owner misses his/her payment, send him/her a reminder notice that includes:
 - 1) amount owed
 - 2) a deadline for payment without penalty
 - 3) the possible additional consequences for nonpayment
3. If there is still no payment;
 - 1) enforce penalty (which has previously been established by the Association).
 - 2) give a deadline which, if not met, will result in additional consequences
4. If there is still no payment;
 - 1) enforce additional consequences, for example:
 - a) garnishing wages
 - b) rescinding voting rights
 - c) property lien*
 - d) foreclosure*

IMPORTANT TO REMEMBER:

- Always implement penalties equitably and consistently
- You should be compassionate, but remember you are still responsible for running a business.

Developing a Maintenance Plan for a Condominium

Step 2: Collect Information about the building

Strategic planning is essentially a process of establishing the results which are desired and the manner in which those results can be obtained. But knowing the environment in which these results must be obtained, is critical.

It is essential that the elements of the building and grounds and their condition is documented. To do this one must survey the property and thereby establish a baseline. The baseline becomes the measure of what needs to be done and how well it is done. In other words:

a Baseline is a document which presents, represents and identifies the existing components and their condition.

To ensure that one can proceed in an orderly manner it will be necessary to organize the information. There are many ways to do this, but the most logical and common in a condominium is to have the following broad categories:

1. Grounds (including improvements to the grounds such as paved roads, playgrounds, furniture etc.)
2. Building exteriors (including roofs, walls, windows, doors and foundations)
3. Building interior common areas (including public, administrative spaces and other common areas such as stairwells, basements etc.)
4. Service Systems (Including lighting, signage, plumbing, HVAC, elevators, fire protection, communal service pipes, conduits and equipment etc.)
- 5.* Living Units
- 6.* Commercial Units

[Note *: If the condominium association does not own any living units itself which it rents to tenants or any commercial space which it leases to tenants, then the only baseline information collected about these spaces, are those common services which might pass through the unit or which are defined by the condominium documents as the responsibility of the condominium association and not the responsibility of the owner of the living unit or commercial space].

Essentially one needs the following information:

Item Category	Type	Quantity	Estimated Age	Condition
---------------	------	----------	---------------	-----------

There are some critical decisions to be made before the survey is done.

1. How many categories should be used or how detailed should this baseline be?

To begin, you would keep it fairly simple, but each year or each time that a repair or service is made to a sub-element of a category, you would add it to the plan. Thus for the category grounds in the beginning you might just have the following:

Item Category	Type	Quantity	Estimated Age	Condition
Grounds				
Paved Areas	Asphalt	2000 m ²	25	Poor
Unpaved Areas	Dirt/Grass	1000 m ²	10	Replace with mown grass

However, maybe the condominium association plants new shrubs and trees and replaces the asphalt sidewalk with a cement one. Then you might revise the baseline to have the following:

Item Category	Type	Quantity	Estimated Age	Condition
Grounds				
Roads and Parking	Asphalt	1800 m ²	25	Poor
Sidewalks	Cement	200 m ²	1	Excellent
Shrubs	Rhododenum	20	1	Excellent
Trees	Silver Birch	5	1	Excellent
Unpaved Areas	Dirt/Grass	1000 m ²	10	Replace with mown grass

2. How accurate should the quantities be?

A general rule is that the quantity estimates for areas (m²) and lengths (m) should be within 15% of actual. For most items they generally need to be within 10% except for critical items such as the number of emergency lights or elevators, which should be exact.

3. I don't know the age, what do I use?

You will know from your passport the age of the building, so if you think it has not been replaced since then, you use that age. Otherwise just make the best estimate or guess or even just have a category N/A (not available) or U (Unknown).

4. Why do I need to know the age?

Because it will help you to estimate when you might have to replace the item based on the experience of other building owners and managers.

5. How can we agree on the condition?

This is an important question. It is essential that as much as possible, there is a common definition of condition descriptions and terms, so that personal opinions are limited as much as possible.

There are two ways to agree on definitions.

One way is to have a written definition with several examples. Here for example, is a definition of repair and of replace:

Repair: *To restore to a sound and acceptable state of operation and appearance which will last as long as a new item over the same period of time when compared with the annual cost of replacement.*

Replace: *To remove an existing item and to construct or install a similar and new item as the existing item, when the existing item cannot be repaired or it is financially uneconomic to make a repair.*

Example: To replace an elevator which is expected to last 30 years will cost \$8m. The money is taken from the capital replacement fund and the association loses each month the interest it was receiving. This costs it \$1.2m a year. However it only costs \$16,000 a year to service this new elevator. Meanwhile the elevator can be repaired each year and made to work like new. However to repair and service the old elevator so that it works like new, will cost the association \$2m. a year. Which is better? Assuming that timely and proper servicing and repairs are made to the new elevator, the net savings over repairing and servicing the old elevator and invested might result in a net savings to the association over the 30 years. In

addition, residents will appreciate the fact that they can rely on the elevator being in good working condition.

Example: To replace incandescent light bulbs in all the common areas with low consuming fluorescent bulbs will require use of some of the capital replacement funds. However, the lower consumption of the new bulbs will result in lower electric bills now. If electricity rates rise (which they are almost certain to do) and especially if they rise dramatically, the savings will show very quickly.

Another way is to have a group of owners inspect the property together and negotiate the condition description.

6. What condition categories should I use?

Generally it is good to keep them to about four and to define them.

Replace See definition above. You can't repair it or it is uneconomic to make repairs.

Poor It needs a lot of repairs and is very close to need being replaced.

Average It needs some repairs.

Excellent It is either new or needs no repairs.

Step 3: Estimate the Cost of all Repairs and Replacements

This is a very difficult step. However, if done as best as possible, it will help the manager and the Board make the right financial planning decisions. Clearly the Board has a duty to make repairs and to provide services. From Step 2 above, the Board will prepare an estimate of the cost of correcting the deficiencies of all elements by estimating repair and replacement costs. There are basically two ways to estimate these repair and replacement costs.

1. Estimate the materials, labor skills, labor hours and equipment needed to make the repair or replacement.
2. Secure a quotation from a contractor (a private tradesperson, private company or the ZheK).

Step 4: Prioritise Physical Work (Repairs and Replacements)

There are three factors which go into setting priorities.

1. From the Owner survey, from the Manager and from the Board there is a list of desired results in some order of importance.
2. From the Baseline survey there is a list of deficiencies which stand in the path of securing the desired results. These can be organized around the desired results list.
3. From the cost estimates there is in effect a set of resource constraints on each and every action needed to achieve these desired results.

In setting the plan for the coming year, a Manager and Board need to balance these out.

For example, perhaps the survey established that one of the most important results wanted by the owners is to make sure that the lifts work properly and reliably. The Baseline survey established that there were severe deficiencies in the four lifts, requiring extensive repairs although not requiring replacement. The cost estimate was high but could be afforded, provided that no other repairs were needed that year. Unfortunately, in the survey, people said that they were afraid of thieves because the exterior doors were not secure. The Baseline survey determined that the only cost effective approach to the exterior doors was to replace all eight of them. The Board could decide that it would propose to the members that all four elevators be repaired and that all eight doors be replaced and that fees be increased to pay for both. They might have found from the survey, that people were willing to pay more to have these problems fixed. On the other hand maybe people could not afford more. So the Board could repair two elevators this year and two next year and replace all eight exterior doors this year.

Step 5: Estimate the Cost of all Property Services

Unfortunately there are other expenses of the condominium in addition to repairs. Grounds must be maintained; halls must be cleaned; trash must be removed; etc. From the Baseline survey, the Manager and the Board should be able to plan what is needed and how much it will cost.

1. The first substep is to set out for every element of the property on the Baseline, the type of service needed, its frequency, the equipment needed, the estimated time for each service and the minimum skill required to do the work. The following chart is an example:

Item Category	Type of Service	Frequency	Hours Needed per Service	Equipment Needed	Minimum Skill	Materials Needed
Grounds						
Paved Areas	1. Sweep	Monthly	4	Brooms	No skills	None
	2. Remove snow & ice	When snow depth exceeds 8cm	3	Snow Plough		Sand
Lighting						
Exterior	Inspect and Replace	Weekly	0.5	None	None	Bulbs
Halls	Inspect and Replace	Daily	0.5	None	None	Bulbs
Elevators						
	1. Inspect	Weekly	0.5	None	None	None
	2. Operational Test	Weekly	0.5	None	None	None
	3. Service	Monthly	4		License	As needed

2. The second substep is to use this chart to estimate service and janitorial costs by either:
 - a. Calculating the cost of materials, labor hours and equipment needed to conduct the services or janitorial functions.
 - b. Securing quotations from contractors (private or the ZheK).

As with the repairs and replacement (Steps 3 and 4 above), decisions will need to be made about how frequently these services are needed, which can or need to be done by contract and what is the priority.

For example: Servicing the elevator monthly may be required by government regulation. Certainly it is required by the desire of the Board to ensure the longest possible life for the elevators and the desire of the owners to have reliable and safe elevator service. On the other hand, volunteers could inspect the lighting and maybe replace the light bulbs when broken.

50

Building Priorities Survey

This is a survey that helps to identify maintenance priorities in a building. Normally this would be completed by the Board members, the Manager, and individual owners to give a sense of the preferences of the whole community.

For your homework tonight, go through your building (or at least your head) and give this survey a try. Not only will it help you to see your building in a manner possibly unfamiliar to you, it will also be an opportunity to test the survey model. You may decide you want to change the model in the future, should you decided to use it in a building - wide survey.

1. What type of Owner are you?

Residential Commercial Other (_____)

2. Do you occupy the unit or rent (lease) it to someone else?

Occupy Rent (lease)

3. In the coming year, what are the most important results you want for your grounds (attached territories) ? Please put in order of importance.

Number One Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Two Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Three Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

4. In the coming year, what are the most important results you want for your building (not including your unit/flat)? Please put in order of importance. (for example, no more roof leaks)

Number One Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Two Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Three Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

5. In the coming year, what are the most important results you want for your communal services (heat, hot water)? Please put in order of importance.

Number One Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Two Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

Number Three Result: _____

Would you pay more to get this result?

a lot more some more a little more no more

6. In the coming year, what are the most important other results you want for this condominium? (anything not yet mentioned or listed) Please put in order of importance.

Number One Result: _____

Would you pay more to get this result?

___ a lot more ___ some more ___ a little more ___ no more

Number Two Result: _____

Would you pay more to get this result?

___ a lot more ___ some more ___ a little more ___ no more

Number Three Result: _____

Would you pay more to get this result?

___ a lot more ___ some more ___ a little more ___ no more

Work Options: Advantages and Disadvantages of Each Type

Advantages:

<u>Volunteers</u>	<u>Employees Hired By Board</u>	<u>Private Contractors</u>	<u>ZhEK</u>
Inexpensive.	Low cost option.	More Flexible approach to providing services.	Experienced in building maintenance and management.
Can help to develop a sense of community among owners.	Board has direct control of individual staff members.	Ability to hire specialists for specific tasks.	Has easy access to historical records and information on the property.
Different volunteers can be used for specific tasks.		Create competition, resulting in lower costs.	Has existing relationships with service providers, most city agencies and communal service providers.
Can result in volunteer enhancing his/her skills. (help in employment).		No direct administrative costs.	Board deals with one entity for all services (if hired for overall mgmnt and maintenance).

Disadvantages:

<u>Volunteers</u>	<u>Employees Hired By Board</u>	<u>Private Contractors</u>	<u>ZhEK</u>
Requires intense coordination and follow up.	Requires a high level of Board involvement.	Requires intensive coordination and follow up by Board.	No evidence that ZhEU will be able to respond to standards of quality set by Board.
Participation may be uneven.	Requires intensive record keeping.	Contractors require supervision	Organization is not used to performing in a competitive environment.
Quality and dependability can vary.	Limited flexibility in meeting the changing needs of the condominium.	May be difficult locating competent vendors; time consuming.	May be the most expensive option when considering value to funds spent.
Lack of continuity, high turnover likely.	Employees require ongoing training and supervision.		
Confidential owner information may be compromised.	Board may not have skills, time or experience to direct, supervise and monitor staff members.		

Maintenance Contracting Steps

1. Define the scope of the work
2. Identify needed skills and services
3. Outline specifications in writing
4. Identify vendors
5. Screen the vendors
6. Request bids
7. Evaluate bids
8. Check credentials
9. Select a vendor
10. Sign contract
11. Coordinate & monitor work
12. Inspect completed work
13. Process payment
14. Archive records

RECORDKEEPING

The key objectives in maintaining a system for recordkeeping include:

1. *Capability to retrieve all property information in a timely and efficient manner;*
2. *Capability to access and use information for reporting purposes;*
3. *Capability to access and provide documentation for property activities and conditions;*
4. *Creation of reliable and accessible information base which can be used to analyze building needs and priorities.*

Traditionally, recordkeeping has depended on a "paper" filing system. In today's world of automation, the concept of recordkeeping has been extended to include computer records, tracking programs and tickler "files". Although computers, if available, provide an excellent tool for property managers, the nature of the job, especially when administering activities that involve public agencies, dictates that traditional files be maintained.

Regardless of the type of system implemented, it will only be useful if the necessary documentation, correspondence and reports are created and filed consistently on a regular basis.

PROBLEM SOLVING STEPS

1. Identify the scope of the problem
2. Determine who has the authority and obligation to address the problem
3. Consider different approaches to solving the problem, evaluate the human and financial resources in relation to the various approaches
4. Formulate and implement a plan
5. Communicate the plan to those involved
6. Monitor and evaluate the implementation

STEPS TO RESPOND TO A RULES VIOLATION

1. Define the scope of the issue by:
 - Gathering information - who, what, when, where, how, why
 - Researching the issue in the foundation documents
 - Determining if existing civil legislation or codes apply

2. Outline a plan of action that includes:
 - Phased response
 - An opportunity for the violator to be heard
 - Suggested alternatives (if possible)
 - Incentive to respond quickly
 - Parties responsible for implementing each phase
 - Escalating penalties

3. Implement Phase I - Education & diplomacy
 - Speak to the offending party
 - Ask if they are aware of the rule
 - Ask what their intentions are
 - Suggest alternatives if possible
 - Ask for their cooperation

4. Implement Phase II - Formal notice
 - Describe violation
 - Describe effects of the violation
 - Outline response to date
 - Outline penalties
 - Set a deadline (penalty implementation date)

5. Implement Phase III - Penalty application
 - Provide formal notice
 - Continue documentation of the violation & its effect

Test for New Rules (& Regulations)

The New Rule Should Be	The New Rule Should Not Be
Reasonable	Repetitive to existing rules or laws
Enforceable	Designed to address an individual rather than an issue
Enacted in the best interest of the community	In conflict with laws or documents
Enacted by the proper authority	Broader than necessary to address the problem
Applied consistently	
Properly documented	
Communicated to all owners & tenants	

MANAGEMENT TRAINING FOR CONDOMINIUM TEAM ODESSA, UKRAINE

July 13, 1995

Overview & Introduction

Getting Started

Management Style Using the Competing Values Model
Assessing Your Leadership Style

Project Simulation

Project Management

Defining

Developing a Mission
Creating a Vision

July 14, 1995

Project Management (cont)

Defining

Goals and Objectives
Strategies & Tasks

Planning

Identifying Resources
Human Resources
Team Building
Identifying Stakeholders
Time/Scheduling
Using Scheduling Tool;s

July 17, 1995

Project Management (cont)

Planning

Time/Scheduling
Introduction to Time Management
Scheduling Problems

Setting Personal goals
Steps in Effective Time Management
Time Audit
Setting Priorities
Personal Scheduling
Protecting Your Time Arrangement
Procrastination

July 18, 1995

Project Management (cont)
 Implementing
 Communication/Active Listening
 Delegating
 Situational Leadership
 Conflict Management
 Monitoring and Completing
 Planning Example

July 19, 1995

Suggestions for Training

Planning for Training Presentations

Presentations

July 20, 1995

Wrapup

7
~~Operations~~
Management Training for Condominium Developers
July 1995

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The Medicine Wheel

N

WARRIOR • BUFFALO • NOW • BODY • YANG
WINTER • WHITE

Active, brave initiator
Decisive, assertive
Implements, perseveres, carries ideas into action, good at sales

Excess: impatient, pushy, dogmatic, aggressive, inconsiderate, ignores feelings
Task master
Perfectionist; doesn't delegate well ("I can do it better myself.")

Persuasive
Energetic, brainstormer
Gathers new information; likes newness
Turns resources into new ideas/products
Creates daydreams

ANALYST
BEAR
PAST
SPIRIT
AUTUMN
BLACK

Wise, introspective, Evaluates merits of idea, product; analytical
Good editor, critiques well
Loves theory

Excess: paralyzed by choices, can't move
Can be dogmatic, judgmental
Overwhelmed with details

EXPLORER
EAGLE
FUTURE
MIND
SPRING
YELLOW

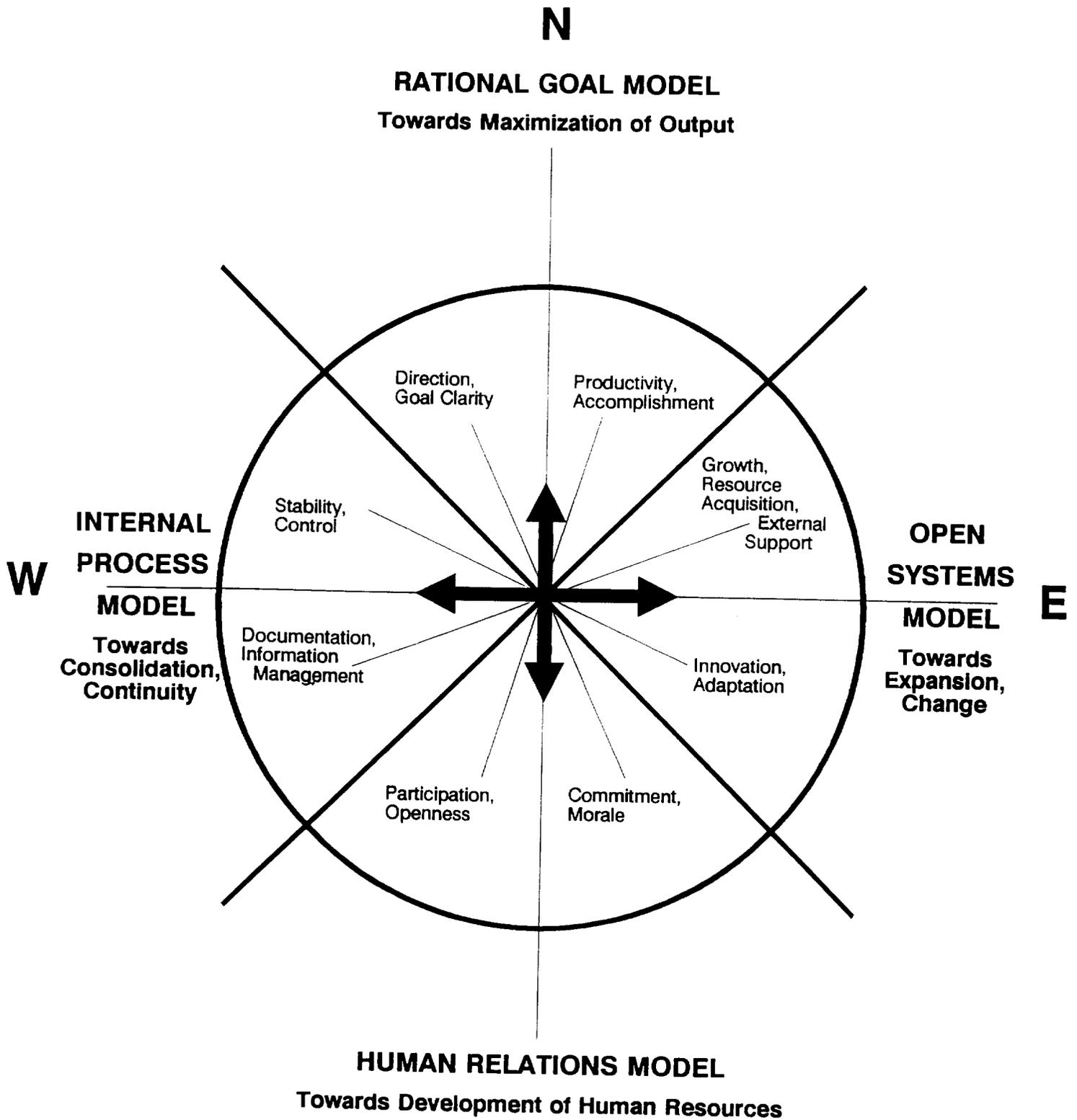
Excess: detached misses details and follow-up
Easily bored
Impulsive, too many projects

Receptive, innocent, empathic, nurturing, amiable
Focuses on processes and relationships
Makes nests, collector
Immersed in projects

Excess: can't say no, gullible, ruled by feelings,
Only sees now, loses track of time
Scattered, packrat

NURTURER • PRODUCER • MOUSE • NOW
EMOTIONS • YIN • SUMMER • GREEN

COMPETING VALUES MODEL

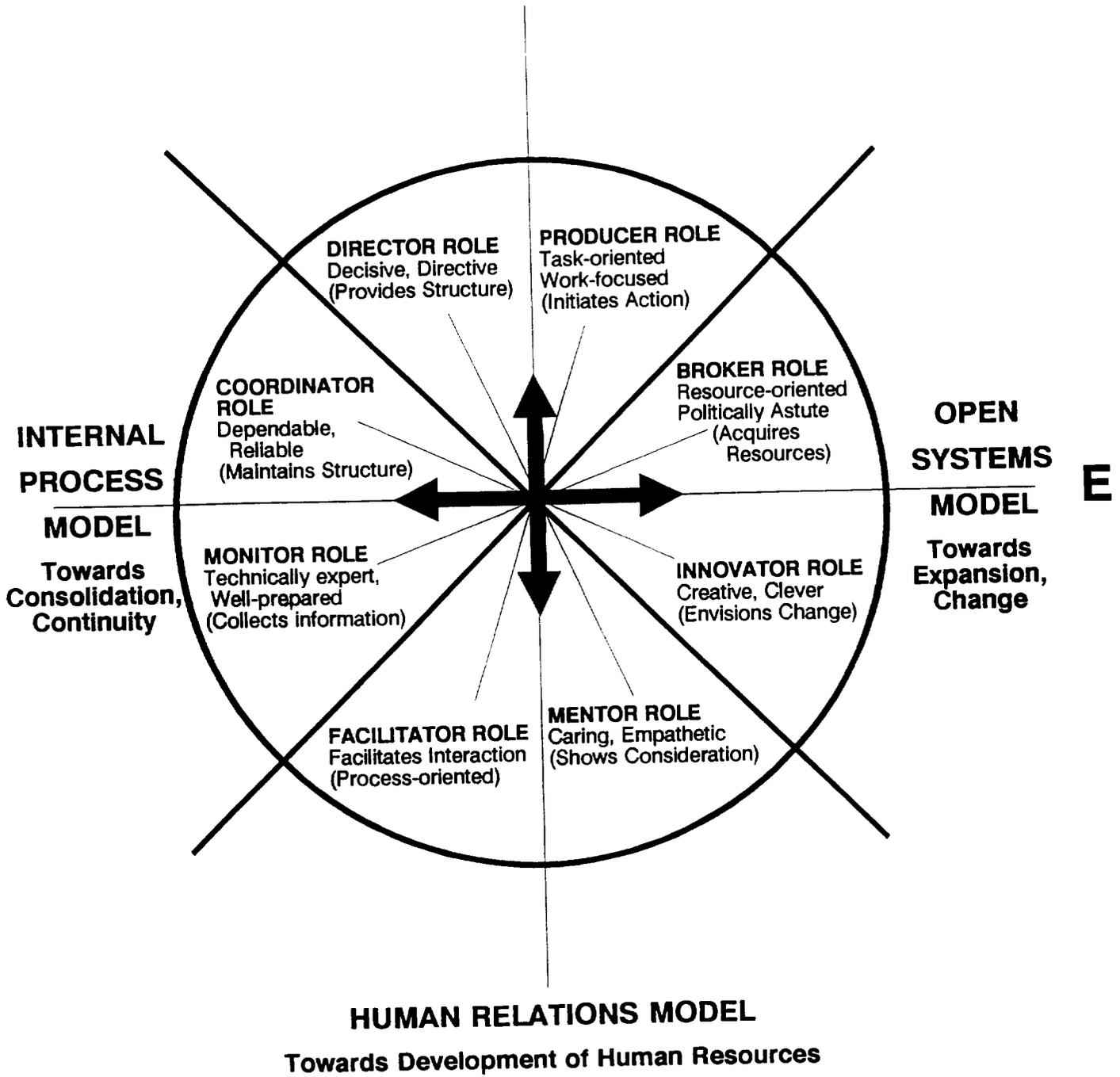


MANAGERIAL LEADERSHIP MODEL

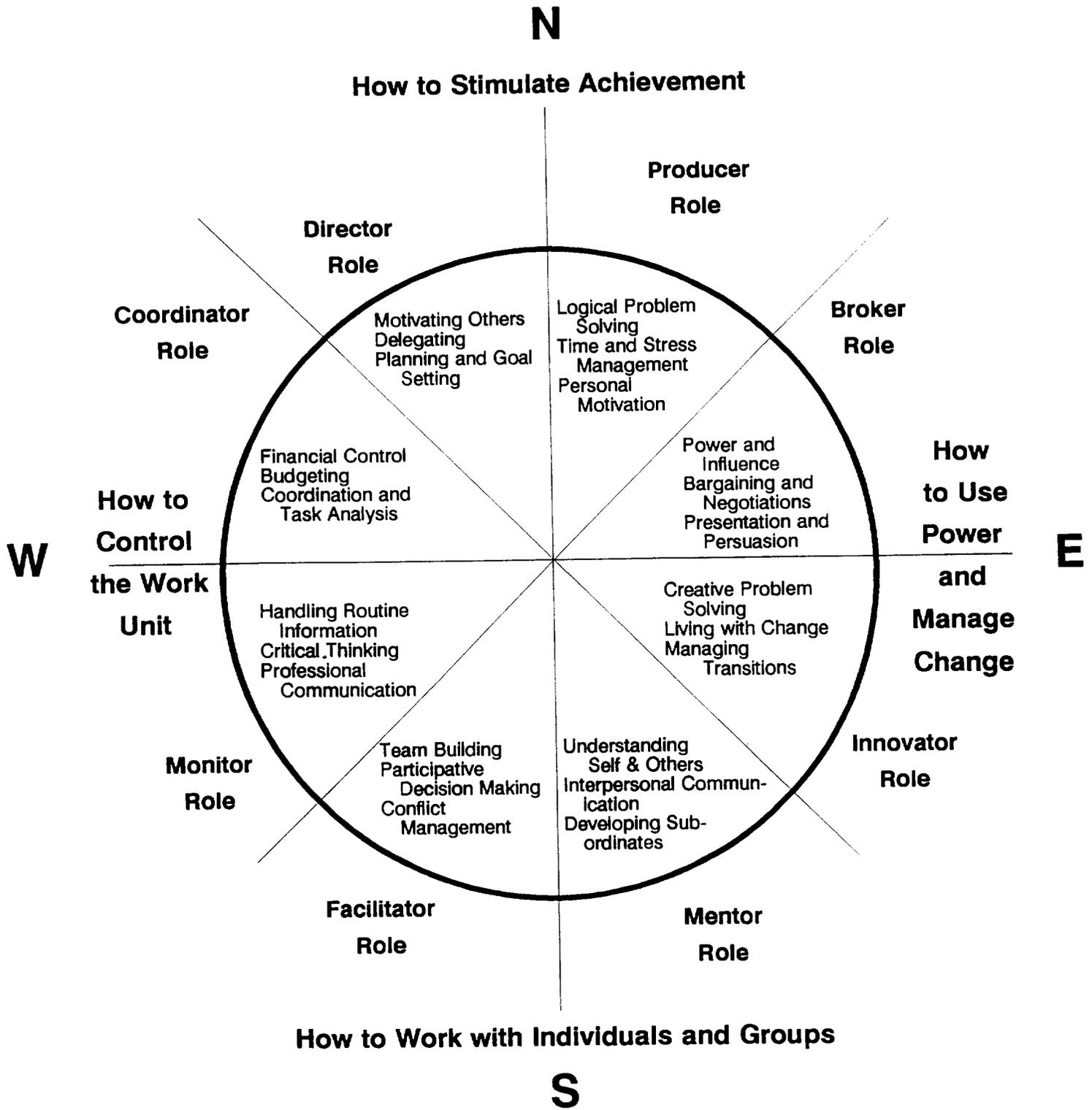
N

RATIONAL GOAL MODEL

Towards Maximization of Output



DEVELOPMENTAL SKILLS



KEY COMPETENCIES AND THE COMPETING VALUES MODEL

N

RATIONAL GOAL MODEL

Model Values

Productivity
Accomplishment
Direction
Goal Clarity

Competencies

Achievement Orientation
Planning and Organizing
Problem Solving
Decision Making
Priority Setting
High Commitment
High Self-confidence

N

INTERNAL PROCESS MODEL

Model Values

Documentation
Information Management

Stability
Control

Competencies

Information Utilization
Technological
Curiosity

Model Values

Wholeness

Competencies

Integration
Persistence
Accurate Self-Assessment
Quality Results
Orientation

Model Values

Innovation
Adaptation
Growth
Resource Acquisition
External Support

Competencies

Initiative
Risk Taking
Flexibility
Networking
Change Facilitation
Innovation
Strategic Influence
Visioning
Market/
Customer
Orientation

OPEN SYSTEMS MODEL

E

Model Values

Commitment
Morale
Participation
Openness

Competencies

Integrity
Honesty
Relationship Building
People Development

HUMAN RELATIONS MODEL

Towards Development of Human Resources

INFLUENCE PLANNER

<p style="text-align: center;">NORTH</p> <p>Be clear, specific, brief and to the point. Use time to be efficient.</p> <p>Stick to business. Come prepared with all requirements, objectives, support material in well-organized "package."</p> <p>Present the facts logically; plan your presentation efficiently, concisely.</p> <p>Ask specific (preferably "what") questions.</p> <p>Provide key alternatives and choices for making decisions.</p> <p>Provide facts and figures about probability of success and effectiveness of options.</p> <p>If you disagree, take issue with facts, not the person.</p> <p>Motivate and persuade by referring to objectives and results.</p> <p>Support, maintain, use discretion.</p> <p>After talking business, depart graciously.</p>	<p style="text-align: center;">EAST</p> <p>Plan interaction that supports their dreams, feelings, intuitions. Use time to be stimulating.</p> <p>Use enough time to be sociable, yet fast-moving.</p> <p>Leave time for relating, socializing.</p> <p>Talk about people and their goals, about opinions they find stimulating.</p> <p>Don't deal with extensive details; put them in writing; pin them to modes of action.</p> <p>Ask for their opinions/ideas regarding people.</p> <p>Provides ideas for implementing action.</p> <p>Provide testimonials from people they see as important, prominent.</p> <p>Offer special, immediate and extra incentives for their willingness to take risks.</p> <p>Continue supporting the relationship, be casual.</p>
<p style="text-align: center;">SOUTH</p> <p>Start (briefly) with a personal commitment.</p> <p>Break the ice. Use time to be agreeable.</p> <p>Show sincere interest in other as a person; find areas of common involvement; be candid and open.</p> <p>Patiently draw out personal goals and work with other to help achieve these goals; listen/be responsive.</p> <p>Present your case softly, non-threateningly. Ask "how" questions to draw out options.</p> <p>If you agree easily, look for possible areas of early disagreement or dissatisfaction.</p> <p>If you disagree, look for hurt feelings, personal reasons.</p> <p>Move in an informal, though orderly, fashion.</p> <p>Define clearly (preferably in writing) individual contribution.</p> <p>Provide guarantee that decision will minimize risks and assurances that it will provide benefits.</p> <p>Provide personal assurances, clear specific solutions with concrete guarantees.</p>	<p style="text-align: center;">WEST</p> <p>Prepare your "case" in advance. Use time to be accurate.</p> <p>Approach them in a straightforward, direct, but low-keyed, way; stick to business.</p> <p>Support their logical, methodical approach; build your credibility by listing pros and cons to any suggestion you make.</p> <p>Make an organized contribution to their efforts.</p> <p>Present specifics and do what you say you can do. Take your time, but be persistent.</p> <p>Draw up a scheduled approach to implementing action with step-by-step timetable; assure them there won't be any surprises.</p>

STRATEGIES FOR BLENDING AND CAPITALIZING

NORTH	EAST
<p>Authority, challenges, prestige, freedom, varied activities, growth assignments, "bottom line" approach, opportunity to advancement. Provide direct answers, be brief and to the point. Ask "what" questions, not how. Stick to business, results they desire. Outline possibilities for person to get results, solve problems, be in charge. Stress logical benefits of featured ideas, approaches. When in agreement, agree with facts and ideas rather than the person. If timeliness or sanctions exist, get these into the open as related to the end results or objectives.</p>	<p>Social recognition, popularity, people to talk to, freedom from control and detail, favorable working conditions, recognition of abilities, chance to motivate people, inclusion by others. Provide favorable, friendly environment. Provide chance for them to verbalize their ideas, people and their intuition. Offer them ideas for transferring talk into action. Provide testimonials of others on ideas. Provide time for stimulating, sociable activities. Provide details in writing, but don't dwell on these. Provide a participative relationship. Provide incentives for taking on tasks.</p>
SOUTH	WEST
<p>Security of situation, time to adjust, appreciation, identification with group, repeated work pattern, limited territory, areas of specialization. Provide a sincere, personal and agreeable environment. Provide a sincere interest in other as a person. Focus on answers to "how" questions to provide them with clarification. Be patient in drawing out their goals. Present ideas or departures from current practices in a non-threatening manner; give them a chance to adjust. Clearly define goals, roles or procedures and their place in the overall plan. Provide personal assurances of follow-up support. Emphasize how their actions will minimize risks involved and enhance current practices.</p>	<p>Personal autonomy, planned change, personal attention, exact job descriptions, controlled work environment, reassurance, precise expectations. Take time to prepare your case in advance. Provide straight pros and cons of ideas. Support ideas with accurate data. Provide reassurance that no surprises will occur. Provide exact job description with precise explanation of how it fits the big picture. Review recommendations to them in a systematic and comprehensive manner. If agreeing, be specific. If disagreeing, disagree with the facts rather than the person. Be prepared to provide explanations in a patient, persistent, diplomatic manner.</p>

ANALYZING YOUR BEHAVIOR STYLE

Recent research has shown that the way people naturally respond to situations can be described in terms of four behavioral styles.

On the attached page, identify those behaviors that are MOST to LEAST characteristic of you in your work setting.

1. Looking at each line separately, assign "4" points to the MOST characteristic behavior, "3" points to the NEXT MOST characteristic, then "2" and finally "1" to your LEAST characteristic behavior.

EXAMPLE:

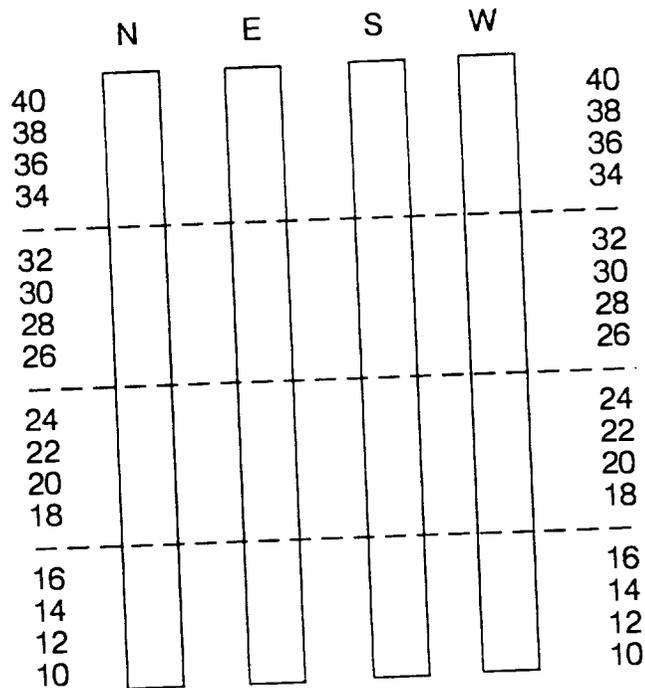
 1 Directing 2 Influencing 3 Steady 4 Cautious

This response would mean that you feel that it is MOST characteristic of you at work to be Cautious and LEAST characteristic to be Directing.

2. After doing this for all ten lines, total the numbers in each of the four columns and place the total number for each column in the blank at the bottom of that column.
3. Your next step is to plot the numbers from the TOTALS lines onto the graph at the bottom of the page.
4. After completing this, circle the highest point on your graph. This represents your strongest set of behavioral characteristic.

N	E	S	W
___ Directing	___ Influencing	___ Steady	___ Cautious
___ Confident	___ Optimistic	___ Deliberate	___ Restrained
___ Adventurous	___ Enthusiastic	___ Predictable	___ Logical
___ Decisive	___ Open	___ Patient	___ Analytical
___ Daring	___ Impulsive	___ Stabilizing	___ Precise
___ Restless	___ Emotional	___ Protective	___ Doubting
___ Competitive	___ Persuading	___ Accomodating	___ Curious
___ Assertive	___ Talkative	___ Modest	___ Tactful
___ Risk-taker	___ Charming	___ Easy-going	___ Consistent
___ Forceful	___ Sensitive	___ Sincere	___ Perfectionist

TOTALS



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Three Constraints Of A Project

Almost all projects must operate within three constraints:

- **Project objectives** - what the project is trying to accomplish or achieve
- **Time schedule** - the time limit within which the project must be accomplished
- **Resource limitations** - the money and other resources available for the project

Obstacles to satisfying these constraints

There are several factors which can get in the way of satisfying these three constraints:

Project objectives

Poor communication leading to different perceptions of the objectives
Goals which are too ambitious
Poor project design
Poor execution of project

Time schedule

Overemphasis on objectives at expense of time schedule
Resources not available when required
Disinterest on the part of those assigned to project
Project objectives changed after the project begins

Resources

Additional expenses because project doesn't adhere to time schedule
Initial cost estimates too optimistic
Initial cost estimates carelessly done or done without full information
Inadequate cost consciousness on part of project manager
Funding which does not occur according to plan

Responsibilities Of The Project Manager

The project manager may have a number of titles: event chair, project director, committee chair or facilitator. The project manager often does not determine the **project objectives**, the **time schedule** or the **resource limitations**. However, this person often must see that the project stays within these constraints. The project manager has several key responsibilities:

- Determining the resources required to support the project objectives, goals and strategies
- Organizing the people and other resources to support the project objectives, goals and strategies
- Identifying and using relevant information to manage the project
- Providing leadership for the project committee or team members
- Conducting periodic evaluation of project results and redirecting resources as required to keep the project moving towards its goals and objectives
- Using modern tools and techniques to keep the project moving towards its goals and objectives
- Maintaining an awareness of the influence of the organizational culture on the project and vice versa
- Keeping stakeholders informed about the status of the project.

5 Steps In Project Management

1. **DEFINING:** Determining the project's goals and objectives
2. **PLANNING:** Determining the strategies which will allow the project to achieve the project's objectives within the limits of time and resources
3. **IMPLEMENTING:** Providing leadership and guidance to the people who are actually carrying out the project
4. **MONITORING:** Measuring the project work to see how progress differs from the work plan
5. **COMPLETING:** Evaluating both the final "product" and the process used to achieve it

These five steps in project management are not necessarily separate and sequential. For instance, if the project's goals have been clearly defined by the project initiator, the project team can begin planning immediately. In other cases, an action at one step may mean returning to a previous step to do more work. For example, monitoring may show a need to go back and replan some aspects of the project.

Step 1. Defining The Project

A. Describe Project Objectives

In one to three sentences, describe what the project will try to accomplish or achieve.

B. Determine the Time Schedule

What is the deadline for the project?
Are there any interim deadlines to be met?

C. Determine the Resource Limitations

What is the overall budget for the project?
What is the breakdown by budget categories (i.e., personnel, equipment, supplies, publicity, printing, etc.)?
What people are available for the project (staff, board members, other volunteers)?
What other resources are available (equipment, facilities, etc.)?

Example: Defining The Project Community Meeting

Project Objective

The Central City Community Association will organize and host a community meeting for people who live in the neighborhood. The meeting (1) will be an informational event about services in the community and (2) will introduce the candidates for the next Town Council election. There will be free entertainment and ice cream to encourage maximum attendance.

Time Schedule

Event should take place in mid-August to take advantage of good weather and to allow adequate planning time.

Resource Limitations

Program Director Beth English from the Community Association will be available for advice and consultation, but the event must be planned and carried out by volunteers.

Worksheet: Defining The Project

Event or Project _____

Event/Project Objectives

Time Schedule

Resource Limitations

Mission Development

Elements of a Good Mission Statement

A good mission statement:

- is realistic
- is clear and concise
- indicates who is served
- reflects our values and beliefs
- is powerful

Mission Formulation

In formulating a mission statement, the following questions should be addressed.

- What function does the organization perform?
This should be answered in terms of the needs of the clients that the organization serves.
- For whom does the organization perform this function?
Since no organization can meet the needs of all possible clients, mission formulation requires a clear specification of what portion of the potential client base the organization identifies as its primary target.
- How does the organization fulfill this function?
This can involve any of a variety of processes through which an organization might deliver a service to a defined client group.
- What are the driving forces?
Determine and set priorities among the forces that drive the organization (i.e., funding source, technology, staffing capacity, method of service delivery, size, client and community needs, services offered, politics).

Statement of Mission

The statement should include information on all the topics discussed above and should be stated in 100 words or less. It is a clear statement of the “business” that the organization is in. The mission statement should be known to and understood by all members of the organization.

Mission Worksheet

What function does the organization perform?

For whom does the organization perform this function?

How does the organization fulfill this function?

What are the driving forces?

Mission Statement:

Writing Goals and Objectives

A **goal** is a broad, general statement of what the organization is trying to accomplish. An **objective** is a specific, measurable statement of what the organization wants to accomplish by a given time.

More specifically, an **objective** is:

1. A situation or condition
2. of people or the organization
3. that will exist in the future and
4. that is considered desirable
5. by members of the organization.

When written, an **objective** should:

- be stated as a declarative sentence;
- contain what, when, where, whom, and how much elements;
- describe a future state, rather than an activity or process;
- be limited to what is realistic.

Finally, the objective should be concrete enough to enable you to identify your criterion for success. In other words, it should answer the question: "How will we know when we have reached our objective?"

WRITING OBJECTIVES

Objectives must be written in a way that clearly communicates their intent and therefore should be expressed in tangible and measurable terms. Objectives usually include "who," "how much," and "by when." An outcome statement that is written as an objective will include the criteria for evaluation. In other words, you will be able to tell when you have achieved the objective.

EXAMPLES of unclear objectives:

- have more individuals own their apartments
- have several meetings with citizens

EXAMPLES of clear objectives:

- increase apartment ownership by 20% in the next 12 months
- have ten meetings with citizens in 1995

NOTE--Objectives describe only the ends, not the means.

Goals and Objectives Worksheet

Goal #1:

Objectives:

1.

2.

3.

4.

5.

6.

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Strategies and Tasks

A **strategy** is a means to achieve an objective.

A **task** is:

- a. a specific procedure or process
- b. completed at a certain point in time
- c. that is carried out by organization personnel
- d. as part of a strategy
- e. for reaching the desired objective.

EXAMPLE

Objective:	Have ten meetings with citizens in 1995
Strategy #1:	Prepare a list of all apartments in my area
Tasks:	<ul style="list-style-type: none"> Get three volunteers to assist Prepare a map with known buildings identified Get official list from local authorities Compare list from local authorities with known list

IMPLEMENTATION TIME LINE

<u>Tasks</u>	<u>Intermediate Dates</u>				<u>Target Date</u>
	8/1	8/8	8/15	8/22	8 #1/29
Get 3 volunteers	-----				
Prepare map		-----			
Get official list			-----		
Compare list				-----	

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Strategies and Tasks Worksheet

Objective:

Strategy #1:

Tasks:

IMPLEMENTATION TIME LINE

Tasks

Intermediate Dates

Target Date

The Project Team

One important role of the project manager is to assemble and develop the human resources for a project. This involves identifying the individuals who will work on the project and building them into a team.

QUALITIES OF HIGH-PERFORMING TEAMS

Task-related Qualities	People-related Qualities
• Commitment to project	• High involvement, work interest and energy
• Result-oriented attitude	• Capacity to solve conflict
• Innovative and creative ideas	• Good communication
• Willingness to change	• High need for achievement
• Concern for quality	• Good team spirit
• Ability to predict trends, foresee problems	• Mutual trust
	• Self-development of team members
	• Effective organizational interfacing

Recipe for a Successful Team

1. Clarity in team goals
2. A well-thought out plan
3. Clearly defined roles
4. Clear communication
5. Beneficial team behaviors
6. Well-defined decision procedures
7. Balanced participation
8. Established ground rules
9. Awareness of group process
10. Use of all available information and data

Stages Of Team Growth¹

Stage 1: Forming

Orientation to group and task

Team members have these **feelings**: Team members exhibit these **behaviors**:

Excitement, anticipation,
optimism
Pride in being chosen for
team
Initial, tentative attachment
to team
Suspicion, fear, anxiety about
project

Attempts to define task and how it will
be accomplished
Attempts to determine acceptable group
behaviors
Decisions on what information needs to
be gathered
Lofty, abstract discussions of
concepts and issues
Discussions of symptoms or problems
not relevant to task
Complaints about organization and
barriers to task

Stage 2: Storming

Conflict over control among members and with leader

Team members have these **feelings**: Team members exhibit these **behaviors**:

Resistance to plan and tasks
Fluctuations in attitude about
the team
Fluctuations in attitude about
the project's chance of
success

Arguing over minor points
Defensiveness and competition
Questioning the wisdom of the leader
Establishing unrealistic goals
Increased disunity, tension and jealousy

¹ Based on Scholtes, *The Team Handbook*, pp. 6-4 to 6-8

Stage 3: Norming

Group forming and solidarity

Team members have these **feelings**:

- New ability to express criticism constructively
- Acceptance of membership on the team
- Relief that everything seems to be working out well

Team members exhibit these **behaviors**:

- Attempt to achieve harmony by avoiding conflict
- More friendliness, confiding in each other, sharing personal problems
- More discussion of team dynamics
- Sense of team cohesion, common spirit and goals
- Establishing and maintaining team ground rules

Stage 4: Performing

Differentiation and productivity

Team members have these **feelings**:

- Insights into personal and group processes
- Better understanding of each other's strengths and weaknesses
- Satisfaction at the team's progress

Team members exhibit these **behaviors**:

- Constructive self-change
- Ability to prevent or work through group problems
- Close attachment to team

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Identifying Stakeholders

In addition to the project team, there are other groups and individuals who should be considered in planning a project. We call these groups and individuals:

Stakeholders - Individuals and institutions that share a stake or an interest in the project.

Steps in identifying stakeholders

1. Make a list of all the individuals (or categories of individuals) and/or institutions which have an interest or stake in the project.
2. Identify their specific interest in the project and the kind of behavior this might elicit. (See example, next page)
3. Determine what kind of response or commitment you want from them.
4. Develop strategies for getting the kind of response you want.

Kinds of responses/commitments you may want from stakeholders

Memo directing subordinates to cooperate

Letter or other public statement of support

Assignment or donation of resources

Participation in planning

Participation in implementation

Use of their influence on other stakeholders

Keeping project in public eye

Agreement not to stand in way of project

Worksheet: Stakeholders and Their Interests

STAKEHOLDERS

INTERESTS

Step 2. Planning The Project: Scheduling

A. Complete Activity/Task Breakdown¹ using these steps:

- a. List the major activities of the project.
- b. Break each activity into specific tasks.
- c. Break each task into more detailed subtasks. (The number of levels depends on project complexity.)

B. Choose one of two scheduling techniques depending on the complexity of the project.

Bar Chart² - for simpler projects

Network Diagram³ - for more complex projects

¹ Also called Work Breakdown Structure (WBS); see example on page 28

² Also called Gantt Chart; see pages 29

³ Several versions including Critical Path Method (CPM), Performance Evaluation and Review Technique (PERT), Arrow Diagramming Method (ADM); see pages 30-33

Example: Activity/Task Breakdown

Block Party*

- A. Planning committee
 - 1. Select chairperson
 - 2. Gather steering committee
 - 3. Appoint subcommittee chairs
 - 4. Gather subcommittees

- B. Select date, time, place
 - 1. Check for date conflicts
 - 2. Book room

- C. Finances
 - 1. Prepare budget

- D. Entertainment
 - 1. Arrange for a band
 - 2. Arrange for singer
 - 3. Arrange for dance troop

- E. Publicity
 - 1. Article in neighborhood newsletter
 - 2. Press release to monthly magazines
 - 3. Call Citizen's Committee
 - 4. Press release to weekly papers
 - 5. Press release to radio & TV
 - 6. Press release to daily papers

*Partial list of activities and tasks

Bar Chart

Steps in developing Bar Chart

1. Take tasks from Activity/Task Breakdown and list on vertical axis
2. Put time units on horizontal axis (with milestones if applicable)
3. Determine duration of tasks and draw bars or lines horizontally by task
4. Add bars or lines for actual duration of tasks as project continues.

Advantages:

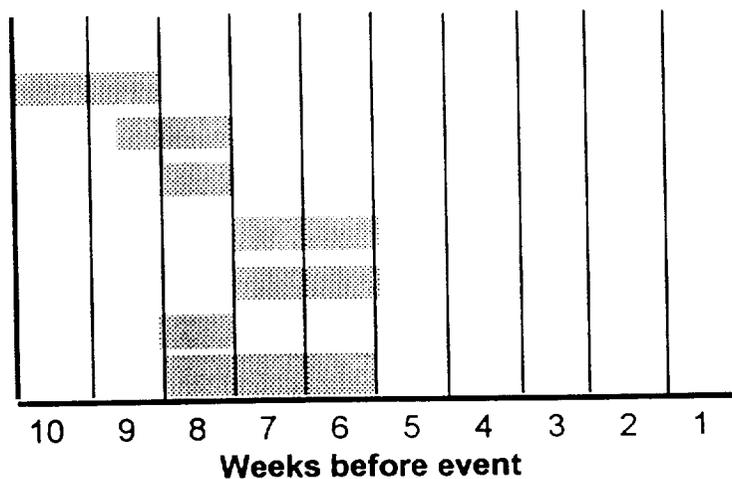
- Simple to construct
- Easy to understand and change
- Easy to see and monitor planned and actual start and finish dates for tasks
- Dramatically conveys project schedule slippage

Disadvantages:

- Does not show how schedule changes have project-wide consequences
- Does not take into account tasks' interconnected nature

Example

- A. Planning Committee
 - 1. Select chair/committee
- B. Select date/time/place
- C. Finances
- D. Entertainment
 - 1. Band
 - 2. Singer
- E. Publicity
 - 1. Article in newsletter
 - 2. Press releases



Network Diagrams

Steps in Developing Network Diagram

1. Take tasks from Activity/Task Breakdown and determine what tasks must be completed before other tasks can be done.
2. Estimate the time each task will take.
3. Determine the relationships between tasks including:
 - a. which tasks precede and succeed other tasks on the list.
 - b. which tasks can be accomplished concurrently.
4. Put the sequence on a network (arrow) diagram.

Advantages:

- Takes into account the impact of slippage project-wide
- Shows interdependency of tasks
- Allows you to do “what-if” analysis and impact on overall project

Disadvantage:

- Can be complicated to construct

Parts of Network Diagram

ARROW - represents an activity or task

NODE - circle at beginning and end of each arrow representing an event

In constructing a Network Diagram, use these rules:

- Work flows in direction arrow points (i.e., activity/task begins at left end of arrow and finishes at right end).
- Arrows represent passage of time, but their length is not to scale.
- A node is a point in time and has no duration
- Job sequences are indicated by way arrows are interconnected. For example:

FIGURE 2.

Job A must be completed before Job B is started

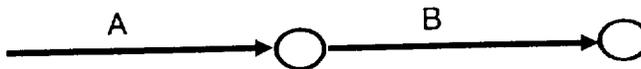


FIGURE 3.

Job A can be done concurrently with Job B

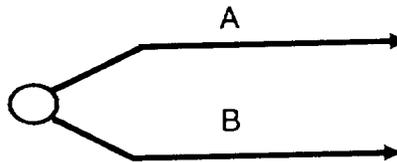
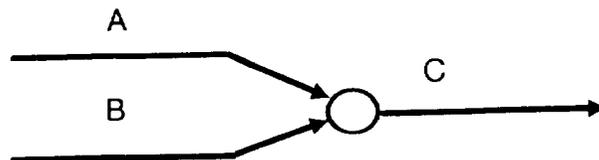


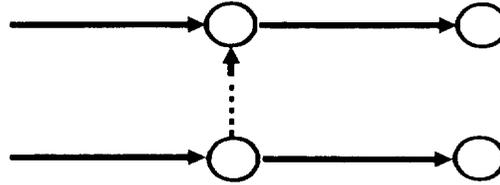
FIGURE 4.

Job A and B can be done concurrently and must be completed before Job C



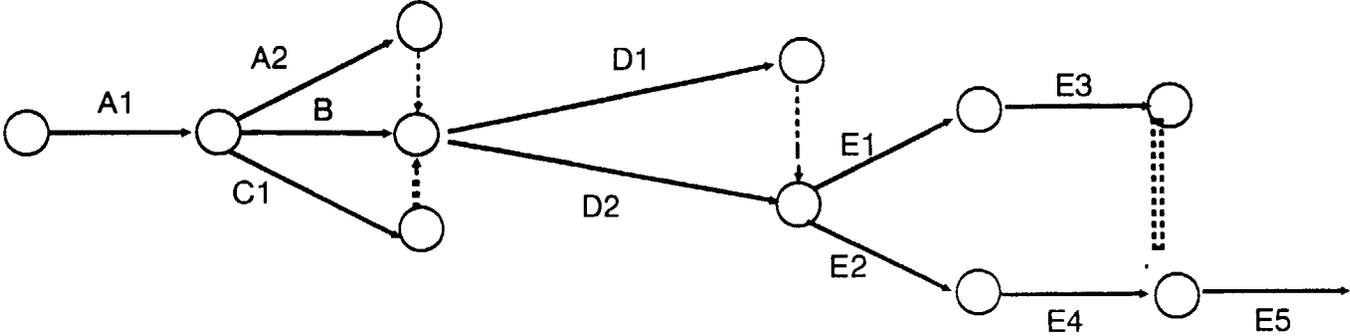
- Arrows can be of two kinds:
 - solid (representing activities or tasks)
 - dashed or dummy (showing special interrelations)

FIGURE 5.



EXAMPLE: NETWORK DIAGRAM

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* Based on partial list of activities and tasks; see page 28

Time Estimating

Estimation of time will often be based on the total time requirements for each individual task/activity as shown on a bar chart or network diagram. There may also be a deadline which has already been set and which cannot be changed. Two specific methods of time estimation can be used:

Pragmatic time estimate - consensus of the planning group, other key stakeholders or experts based on their past experience or their best guess about approximate time required

Calculated time estimate⁴ - usually for more complex projects when time schedule is critical

Calculated Time Estimate

1. To get expected time (E) for each activity and/or task, estimate:

Most probable activity time (M)

Optimistic time (O) - shortest possible time

Pessimistic time (P) - longest possible time

2. Put amounts into this formula and calculate the time it will take to complete this activity/task most of the time:

$$E = \frac{O + (4 \times M) + P}{6}$$

Example:

M (Most probable time) = 5 days

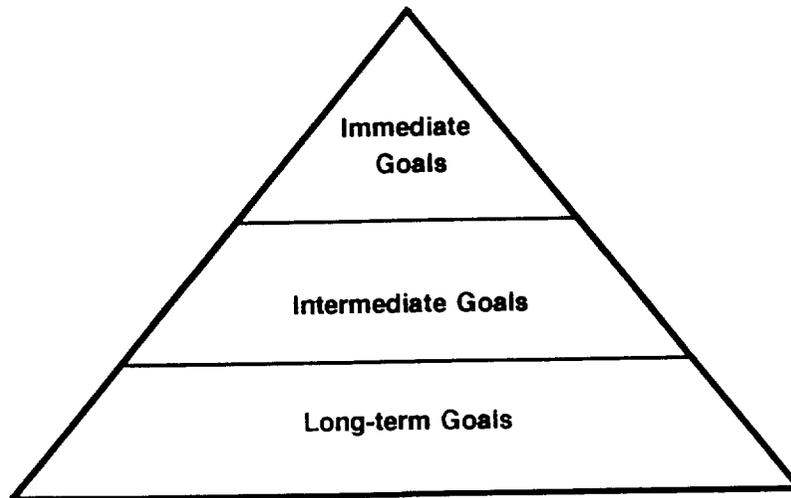
O (Optimistic time) = 2 days

P (Pessimistic time) = 8 days

$$E = \frac{2 + (4 \times 5) + 8}{6} = \frac{30}{6} = 5 \text{ days}$$

⁴ Also called PERT Time Estimating

Setting Goals*



Steps in setting goals:

1. List your **long-range goals**.
2. Prioritize long-range goals in these categories:
 - A Priority - Vital ("life sustaining")
 - B Priority - Important
 - C Priority - Of some value
 - D Priority - Complete waste of time.
3. Within the A, B, and C categories, number each long-range goal in order of priority.
4. Put each long-range goal at the top of a piece of paper.
5. For each long-range goal ask yourself, "How can I accomplish this goal?"
The answers to this question are your **intermediate goals**.
6. Prioritize each intermediate goal as A, B, or C.
7. List **Immediate goals** for each long-term and intermediate goal on a Daily Action or "To Do" List.

* based on Charles R. Hobbs, *Time Power*

Setting Goals

Example:

Long-range Goal, Priority A₁ -

Maintain excellent health

Intermediate Goals -

Exercise daily.

Eat proper foods.

Get sufficient rest.

Get physical examination every December.

Immediate Goal -

On Dec. 1st in schedule book write: "Make appointment for physical exam"

Steps in Time Management

1. **LIST** your activities for a period of time (day or week).
2. **ANALYZE** your activities in terms of these categories:
 - Necessary - only you can do
 - Necessary - can be delegated
 - Unnecessary - can be eliminated.
3. **SET PRIORITIES** for your time. For those activities only you can do, rank them according to:
 - Priority A: Must do
 - Priority B: Should do
 - Priority C: Would be nice to do.
4. **SELECT** what you must do or should do and **SCHEDULE**. To do this you must:
 - Arrange items in order of importance.
 - Allocate (budget) your time for "higher" priority items and see how much time is left.
 - Check to ensure minimum of neglect, confusion, duplication, overloading, etc.
5. **DELEGATE** appropriate activities and **TRAIN** others to carry them out.
6. **PROTECT** the time arrangement.

Time Audit

Follow these directions to complete a "time audit" for a typical work day. (If your activities vary greatly from day to day, you might want to audit several days.)

1. Down the left-hand column, list the time for your work day in 15-minute intervals. The day should start at the time you are supposed to begin work or the time you want to begin work (if your schedule is flexible).
2. As column headings, put the major categories of your work major activities. Some examples might be the following:

dictation

reviewing correspondence

meetings

phone calls

problem-solving

planning

public relations

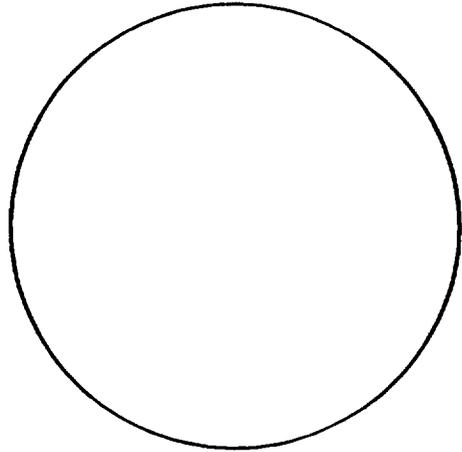
Leave one column for "miscellaneous."

3. Record your activities under these columns in 15-minute intervals. Do this as the activities occur rather than waiting until the end of the day.
3. Be honest. This is for your own benefit so record interruptions, "time wasters," etc. Be sure to include the time you "waste" getting started at the beginning of the day, after lunch, etc.

Time Circles

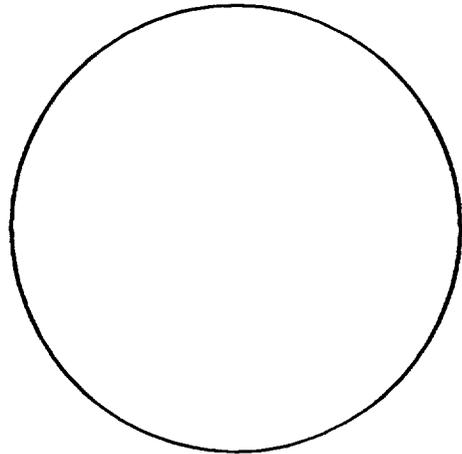
This is how I spend my time on a typical day.

Divide the circle in slices that show the percentage of time spent on different activities on a typical day.



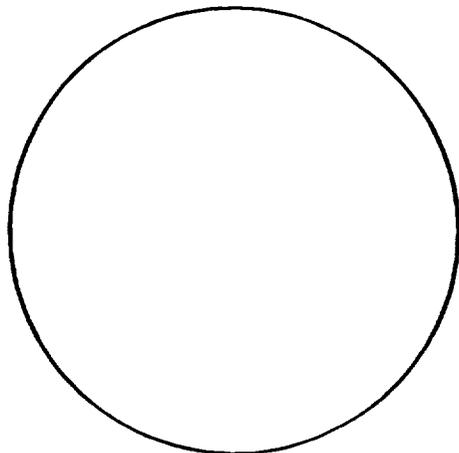
This is how I spend my time at work.

Divide the circle in slices that show the percentage of time spent on major activities on a typical day.



This is how I want to use my time at work.

Divide the circle in slices that show the percentage of time you would like to spend on major activities on a typical day.



Analyzing Your Time

List the activities you have included on the first two Time Circles on the previous page. Next to each activity, indicate the **degree of control** you have over that activity. This means the extent to which you control such factors as the following:

- whether or not you have to do that activity at all
- when you do the activity
- how long you can take to do the activity.

Use this scale:

1 = You have no control

2 = You have little control

3 = You have some control

4 = You have moderate control

5 = You have total control

For those tasks over which you have moderate control or total control, put an x in the appropriate column to indicate whether they are:

Necessary - I must do

Necessary - I can delegate

Unnecessary - I can eliminate

ACTIVITY	DEGREE OF CONTROL	NECESSARY		UNNECESSARY - ELIMINATE
		MUST DO	DELEGATE	

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Daily Planning Worksheet

<u>THINGS TO DO TODAY</u>			
			Date:
Tasks to Complete	Done		Appointments to Keep
		7:00	
		8:00	
		9:00	
		10:00	
		11:00	
		12:00	
Phone Calls to Make	Done	1:00	
		2:00	
		3:00	
People to See	Done	4:00	
		5:00	
		6:00	
		7:00	

Communication Planner

Use this form to plan phone calls or meetings with specific people or groups of people. Enter the names of those you frequently call or meet. As you think of items you need to discuss, note them under the name.

Name:	Name:	Name:
Phone:	Phone:	Phone:
Items:	Items:	Items:

Name:	Name:	Name:
Phone:	Phone:	Phone:
Items:	Items:	Items:

Name:	Name:	Name:
Phone:	Phone:	Phone:
Items:	Items:	Items:

Tips for Protecting Your Time Arrangement

- Assign certain times of the day to certain tasks.
- Plan for quiet time when you won't be interrupted.
- Communicate your time arrangement to others (what you do and when, what they do and when).
- Use patterns (written guides, procedures, etc.) as substitutes for others coming to you frequently.
- Invest time in transmitting know-how to others.
- Use strategies such as the following to minimize interruptions:*

 - Put a sign on your door which indicates when you can and cannot be interrupted.
 - Establish a time limit for conversations.
 - Meet and talk with unwanted visitors outside your office.
 - Sit in front of a sun-drenched window.
 - Cover the chairs in your office with papers.
 - Remove extra chairs from your office.
 - Signal the end of a meeting by standing up and gradually moving the person toward the door.
 - Rearrange your desk so your natural line of sight is not out your office door.
 - If you don't have a minute and someone asks for one, say no.
 - Schedule 15-, 30-, and 45-minute meetings rather than one-hour meetings.
 - Find a hideout.

* Deep and Sussman, pp. 207-8

Techniques for Overcoming Procrastination*

1. Pick one problem area at a time – and conquer it.
2. Set reasonable, reachable behavioral goals that are:
 - A. observable
 - B. specific and concrete
 - C. small steps toward a larger goal.

In working toward your goal keep in mind the following:

- Visualize your progress.
- Optimize your chances (by selecting circumstances that will work for you).
- Stick to a time limit.
- Don't wait until you feel like it.
- Watch out for your excuses.
- Focus on one step at a time.
- Get beyond the first obstacle.
- Reward yourself after you've made some progress.
- Be flexible about your goal.
- Remember it doesn't have to be perfect.

3. Monitor your common excuses for procrastinating.

For a week keep track of your excuses for procrastinating using one of these methods:

Keep track of your excuses as they occur each day.

Focus on the content of your excuses to identify what happened just before you came up with a reason to procrastinate.

* based on Burka and Yuen, *Procrastination*.

4. Become more realistic in your view of time.

In order to do this, you need to learn to:

- A. accurately predict how long a project will take.
- B. determine how much time is actually available for the project.
- C. account for what happens to your time.

In order to become more realistic in your view of time, try these suggestions:

- A. Practice telling time - predict how long an activity will take and then time it to see how long it does take.
- B. Learn to use little bits of time - think about small steps you can take toward the goal.
- C. Expect interruptions and disruptions
- D. Don't spread yourself too thin.
- E. Identify your prime time - the time when you are at your most alert.
- F. Enjoy your "free" time.

5. Learn to delegate.

The process of delegating involves these steps:

- A. Identify tasks you alone don't have to do.
- B. Find the best persons to do these tasks.
- C. Make clear what needs to be done.
- D. Keep track of how these other people are progressing.

6. Set up a support system who:

- are predominantly on your side
- try to see things from your point
- make suggestions that help you get unstuck
- make suggestions that help you reach the next point toward your goal

7. Set deadlines and make them public. Ask a friend to check up on you.

8. Don't let "perfectionism" paralyze you. If you put everything off until you're sure of it, you'll get nothing done.

9. Use a procrastination notebook. Keep track of times when you procrastinate and the excuses you tell yourself.
10. Go slowly. Change that occurs too quickly can be unsettling and may create new problems which you hadn't anticipated.
11. Expect setbacks. You won't stop procrastinating in a day or a week.
12. Pay attention to resistance—it can teach you something important about yourself.

Remember: It's your procrastination. Nobody else can make you change it. Nobody else can change it for you.

The Meeting Agenda

Meetings can be major time-wasters. Meetings waste time when:

- the purpose of the meeting is not clear
- discussion jumps from one topic to another
- discussion gets stuck on one topic
- a starting time is not clear
- the ending time is not clear
- key people do not have important information or materials with them.

In order for meetings to proceed in an efficient manner, it is very important that everyone knows what to expect before coming to the meeting. Each participant should know what is going to happen, how the meeting is going to be run, and who is going to play what roles. A detailed agenda distributed ahead of time increases the chance that people will come prepared. The meeting can begin with a minimum of confusion and proceed more smoothly.

Some general guidelines for agenda preparation:

1. An agenda should be prepared in advance for all meetings--even those involving only two persons.
2. A written agenda helps everyone focus on the points that must be covered. This is particularly useful if the agenda is distributed ahead of time, giving participants a chance to think about the issues and bring necessary information and materials.
3. A time budget should be estimated for each item. Since the most common failing is to underestimate time, add another 10 percent "contingency" to each of your estimates.
4. Limit the number of items. In a 1 1/2- to 2-hour meeting, no more than four or five can be considered.
5. The ordering of items on the agenda may vary depending on the situation, the nature of the group, etc. The possible approaches include:
 - A. Most difficult and challenging item(s) first
 - so participants can deal with this while they are fresh
 - B. Most difficult and challenging item(s) last
 - to build momentum and/or excitement

- C. Reports on action items first; others in order of urgency and general concern
 - if can't cover all items, have taken care of most critical ones

Some guidelines for conducting the meeting using the agenda:

1. Welcome the group.
2. Introductions: go around the room if there is any doubt that people don't know each other.
3. Purpose of the meeting:
 - review the agenda
 - invite other items or a re-ordering
 - add new items to the end and try to allow time for them.
4. For each item:
 - state the issue
 - state why it is important
 - state what needs to be done

Allow plenty of time for input from participants but keep an eye on the clock.
5. Summarize for each item:
 - what is to be done
 - who will do it
 - by what date
6. Allow for any new items participants wished to add to agenda; make sure the major concerns of everyone are raised.
7. Closing:
 - sum up discussion
 - if a second meeting is scheduled, remind participants of the date, place, time
 - provide a focus for the next meeting based on what has been discussed and what work is to be done

Meeting Agenda Worksheet

It is important that there be a written agenda for every meeting. Then everyone will be aware of the purpose of the meeting, the items which will be addressed, and the time allocated for each. The **Agenda Worksheet** on page 56 provides an example of the kind of information that might be included on a written agenda.

The items included on the **Agenda Worksheet**:

A. Title of Meeting

Most meetings have a name or description: annual budget review, weekly staff meeting, project progress report, etc. This title conveys the general topic of the meeting.

B. Meeting Type

The five basic types of meetings are:

- Problem-solving
- Decision-making
- Planning
- Informational
- Feedback

Meetings may also be combinations of these types.

C. Meeting Objectives

If specific outcomes are stated, the group will be clearer about why they are attending the meeting. This should be done by the group as a whole at the end of the previous meeting or by whoever is convening the present meeting. If this is the first meeting of a group, everyone should participate in sharing expectations at the beginning of the meeting.

D. Background Materials

If there are to be presentations made or issues discussed that require the participants to do homework, list the background materials that are being sent with the agenda or that participants are expected to have and review beforehand. Be realistic about the fact that most people are not very conscientious about reading handouts. Keep them brief.

E. Please Bring

If you expect participants to bring something to the meeting, let them know. This should avoid having people leave the meeting to get forgotten **materials**.

F. Facilitator, Recorder

List the persons who will facilitate the meeting (often the person who is preparing the agenda) and act as recorder.

G. Order of Agenda Items, Persons Responsible, and Time Allocated

List the individual agenda items in suggested order. The more specific you can be, the more you may get people to think about the items ahead of time. Giving the items in the form of a question may help. For each agenda item, list the person responsible for introducing the subject. Also list a realistic estimate of the time necessary to deal with each item. Be generous with the time allotments as most items will take longer than anticipated.

NOTE: It may be useful to list the agenda items and times in rough draft on another sheet. Add up the times and see if you are over the allotted time. This will allow you to make necessary adjustments (i.e., eliminate items or save them for a later meeting; change the order of items).

Meeting Agenda Worksheet

NAME OF GROUP _____ DATE _____

TITLE OF MEETING _____ START TIME _____

PLACE _____ END TIME _____

FACILITATOR _____ RECORDER _____

=====

MEETING TYPE _____

MEETING OBJECTIVES _____

BACKGROUND MATERIALS _____

PLEASE BRING _____

=====

Order	Agenda Items	Persons Responsible	Time

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Communicating With The Project Team

General tips for communicating with project team:

- Decide what method of communication(s) would be most effective for the specific message
 - telephone
 - face-to-face
 - memo
- Plan what is to be communicated beforehand
- Where possible use face-to-face meetings in which you can observe the other person's body language
- Be consistent and follow through with actions appropriate to your message
- Use simple language

Reports

Reports, whether written or verbal, should be as brief as possible. Reports may go:

- from the team leader to the team members
- from the team members to the team leader
- from the team leader to various stakeholders

Reports will generally fall into three broad categories relating to the three project constraints. That is, they may be concerned with:

- accomplishments toward achievement of project objective(s)
- schedule progress
- cost

Responsibility Matrix

Although the team leader might prepare this matrix, it could be a useful **team building** exercise to have the whole project team work through the matrix one task at a time. The column headings can be either specific people or subcommittees.

TASK	WHO					



Active Listening

Tips for Active Listening

1. Listen for the central idea.
2. Concentrate.
3. Don't let emotions interfere.
4. Don't reject what you hear as too familiar, too unfamiliar or too difficult.
5. Don't listen just for facts.
6. Avoid formulating rebuttals unless you fully understand the other's position.
7. Try to ignore uncomfortable surroundings.
8. Try to personalize.
9. Pay attention to nonverbals.
10. Expose yourself to difficult messages.

Blocks to Effective Listening

1. Feeling that you must answer or come to a decision about what is being presented to you
2. Evaluating what is being presented to you
3. Hurrying and listening on the run
4. Hearing what you want to hear-selecting what stands out for you
5. Having something to say-and wanting to interrupt the speaker to say it
6. Having other things on your mind
7. Disagreeing with the other person's point of view
8. Seeing the other person as different from yourself (i.e., from another group, another culture, another race, etc.)
9. Looking away or staring at the speaker

Ten Rules for Delegation*

1. Make sure the employee has the skill, talent, and ability to perform the task.
Don't delegate a job destined to result in failure or frustration.
2. Check with your boss.
Unless you have been given complete discretion in this matter, be certain the boss agrees to your giving up a particular responsibility.
3. Delegate not only the menial, unimportant tasks but also the significant ones.
Employees will see this as a vote of confidence.
4. Make sure subordinates clearly understand the task.
Have subordinates describe what they think you want them to accomplish.
5. Allow the subordinate latitude in how the job is performed.
Your way is not the only way. However, if there are rules or constraints which must be followed, make sure you communicate them.
6. Provide all the resources necessary to perform the job.
If you're going to delegate, also provide the necessary help.
7. Remain accessible.
Always provide a "safety net" for the subordinate. Be available, but don't engage in over-the-shoulder surveillance.
8. If the job is performed well, praise the subordinate.
9. If not, tell your subordinate how to improve.
10. Delegate often – everyone wins.

* Sam Deep and Lyle Sussman, *Smart Moves*, pp. 76-7



Situational Leadership

For each of the following situations, choose the one approach which you feel will be most effective.

SITUATION NO. 1

Recent information indicates some internal difficulties among your subordinates. The group has had a remarkable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are well qualified for the task.

Which one of these approaches would you choose:

- A. Try out your solution with subordinates and examine the need for new practices.
- B. Allow group members to work it out themselves.
- C. Act quickly and firmly to correct and redirect.
- D. Participate in problem discussion while providing support for subordinates.

SITUATION NO. 2

You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility in its operations.

Which one of these approaches would you choose:

- A. Define the change and supervise carefully.
- B. Participate with the group in developing the change but allow members to organize the implementation.
- C. Be willing to make changes as recommended, but maintain control of implementation.
- D. Avoid confrontation; leave things alone.

SITUATION NO. 3

The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminding to have their tasks done on time.

Which one of these approaches would you choose:

- A. Allow group to formulate its own direction.
- B. Incorporate group recommendations, but see that objectives are met.
- C. Redefine roles and responsibilities and supervise carefully.
- D. Allow group involvement in determining roles and responsibilities but don't be too directive.

SITUATION NO. 4

The observable performance of your group is increasing. You have been making sure that all members were aware of their responsibilities and expected standards of performance.

Which one of these approaches would you choose:

- A. Engage in friendly interaction, but continue to make sure that all members are aware of their responsibilities and expected standards of performance.
- B. Take no definite action.
- C. Do what you can to make the group feel important and involved.
- D. Emphasize the importance of deadlines and tasks.

SITUATION NO. 5

Your superior has appointed you to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.

Which one of these approaches would you choose:

- A. Let the group work out its problems.
- B. Incorporate group recommendations, but see that objectives are met.
- C. Redefine goals and supervise carefully.
- D. Allow group involvement in setting goals, but don't push.

Notes on Situational Leadership Situations

The choices for each of the situations above can be characterized as follows:

	<u>Effectiveness*</u>	<u>Basic Style</u>
SITUATION NO. 1		
A	-	Selling
B	++	Delegating
C	--	Telling
D	+	Participating
SITUATION NO. 2		
A	--	Telling
B	++	Participating
C	-	Selling
D	+	Delegating
SITUATION NO. 3		
A	--	Delegating
B	+	Selling
C	++	Telling
D	-	Participating
SITUATION NO. 4		
A	++	Selling
B	--	Delegating
C	+	Participating
D	-	Telling
SITUATION NO. 5		
A	--	Delegating
B	+	Selling
C	++	Telling
D	-	Participating

*Effectiveness Scale

--	Most Ineffective
-	Ineffective
+	Effective
++	Most Effective

Conflict Management Styles

STYLE	<u>APPROPRIATE TO USE WHEN:</u>	<u>INAPPROPRIATE TO USE WHEN:</u>
1. FORCING	<ul style="list-style-type: none"> a. quick, decisive action is needed b. this style has been agreed upon 	<ul style="list-style-type: none"> a. the "loser" may feel resentful b. it could result in future conflicts
2. COLLABORATION	<ul style="list-style-type: none"> a. it is essential that the parties in a conflict be committed to the resolution b. time is available to complete the process 	<ul style="list-style-type: none"> a. the conditions of time, abilities, & commitment are not present
3. AVOIDANCE	<ul style="list-style-type: none"> a. the issue is relatively unimportant b. there's a need for a cooling off period 	<ul style="list-style-type: none"> a. others involved in the conflict are ready to deal with the issue b. the issue is important
4. ACCOMMODATION	<ul style="list-style-type: none"> a. preservation of the relationship is more important at the moment 	<ul style="list-style-type: none"> a. reluctance to deal with the conflict leads to evasion of an important issue
5. COMPROMISE	<ul style="list-style-type: none"> a. a win/lose position is undesirable b. both parties have enough leeway to give c. temporary solutions are sought for complex issues 	<ul style="list-style-type: none"> a. original inflated position is now unrealistic b. the solution is too watered down to be effective c. parties to the conflict doubt each other's commitment

Project Management Step 4. Project Monitoring

The project manager must monitor the three project constraints through regular project reviews. The timeframe for reviews will depend on the length and complexity of the project.

Project Objective(s)

A review of project objective(s) would include the following:

- looking at project objective(s) to see if they are being accomplished
- determining why any objectives are not being accomplished
- working with those responsible to develop strategies for accomplishing these objectives.

Schedule

Review of how well the project is keeping on schedule would include the following:

- comparing actual and planned time for tasks that should have been completed to date (using bar chart or network diagram)
- identifying those tasks which are behind schedule
- determining if any slippage will affect overall project completion schedule (particularly using network diagram)
- working with those responsible to develop strategies for completing tasks in such a way that the project gets back on schedule.

Cost

Review of whether the project is staying within budget would include the following:

- comparing actual expenses and income to budget
- identifying categories where actual expenses are exceeding budget and where actual income is falling short of budget
- projecting if these cases will affect the overall budget
- working with those responsible for tasks relating to budget problems to develop strategies to stay within budget (cut expenses, increase income, find additional sources of funds).

Project Management Step 5. Completing

Most projects will culminate in an event or a product. In addition, there are usually several activities or tasks which are needed to wrap up the project. These may include some or all of the following:

- Final report, either written or verbal (may need to be different for various stakeholders)
- Final financial statement (comparing budget to actuals)
- Thanks to team
- Thanks to others who contributed to project in any way
- Follow-up with participants (for instance, to collect pledges for a walkathon)
- Evaluation of event/product
- Evaluation of process including team functioning.

Event/Product Evaluation

An evaluation should be customized to fit the specific project. For instance, the evaluation of an event would be different from that of a grant

Team Evaluation

In addition to looking at the tangible outcome of a project (such as an event or product), it is important to evaluate the functioning of the project team. This is particularly true in cases where the project leader might manage another project or where the project team might work together again.