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Handbook for Condominium Association Management

Volume 1 Financial Plan Preparation

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Preparing a Financial Plan for a Condominium

Statement of Purpose:

Preparing a financial plan can accomplish several results:

1. portray the objectives of the condominium membership in financial terms;
2. reinforce owners' commitment to paying common charges;
3. obtain subsidies to which condominium owners are entitled;
4. compare the results of condominium operations to the stated objectives of the members.

Stage 1. Establishing the Process of Preparing and Approving the Financial Plan

A. Who is entitled to make comments on the Financial Plan and approve it?

All owners of condominium units must be given a chance to comment on the financial plan. Approval of the plan is the responsibility of the Board. However, the Budget can only be approved by vote of the General Meeting of the Association, and the Financial Plan cannot vary by more than 10% from the approved budget. Thus the owners of condominium units ultimately have control of the Financial Plan. There will be different types of ownership in different condominiums.

B. Who should prepare the Financial Plan?

Normally the financial plan is prepared by the property manager. If the condominium association has contracted with a person, a private company or a government organization (e.g., a ZheK) to manage its property, they would prepare a financial plan and present for review by the Board. If the condominium is managed by the Board itself (paid staff or volunteers), then a sub-committee of the Board would prepare the financial plan and present it to the Board.

The Board would analyze the proposed financial plan, recommend changes if necessary, then approve the financial plan.

[mrb: I don't know if the next para is accurate for Ekot where the board approves the "Financial Plan" and the membership approves the "Budget."]

Condominiums then divide into two types. In one type of condominium the Board is required to present the financial plan to the annual meeting of owners for approval. In the other type of condominium the Board has the power to adopt the financial plan without approval of the owners. There are arguments for both approaches. If the Manager and the Board have worked hard to understand the results the owners want and are sensitive to their capacity and willingness to pay, then they don't really need to have the Annual Meeting approve the financial plan. But then also they don't need to fear a discussion of the financial plan at an annual meeting either. Probably it is preferable at this stage in Russia to have the annual meeting of owners approve the proposed financial plan, because building a condominium

democracy is essential if there is to be support for improving the property and its management.

Stage 2. Establishing the Objectives of the Condominium in Preparation for Developing the Financial Plan

Step 1: Collect Information from the Owners

Strategic planning is a process of identifying desired results, then developing an approach to achieve these results.

In order to know what results the owners want, it is necessary to talk to them. This can be done in a meeting but it is preferable to survey them individually, since people may be influenced or intimidated by their neighbors when meeting together.

The survey can be done by the Board members or the Manager or jointly by both. The survey can be done by handing out a form to be filled out anonymously, because people will be more honest in their opinions if their identity is unknown.

[mrb: no edits made to the survey]

The survey might be structured as follows:

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 common areas (not including your unit/flat)? 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

5. In the coming year, what are the most important results you want for your communal services (heat, hot water, garbage collection etc.)? 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? 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

Step 2: Collect Information about the Building

If strategic planning is to succeed it is critically important to know and to document the environment for the desired results: it is essential to document the physical condition of elements of the building and grounds. To do this one must survey the property to 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 of the property and their condition.

It will be necessary to organize the information. There are many ways to do this, but the following structure is logical and common for condominiums:

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, admin HVAC, elevators, fire protection, communal service pipes, conduits and equipment etc.)

5.* Residential Units

6.* Commercial Units

[Note *: If the condominium association itself owns residential or nonresidential units, and for those communal services which pass through units but which are maintained by the association or property manager]

Attached to this Financial Plan is a detailed Baseline Model which might be used to survey conditions. The following information is needed:

Item Category	Type	Quantity	Estimated Age	Condition
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There are some critical decisions to be made before the survey is done.

1. How many categories to use? or how detailed should the baseline be? Initially the baseline should be fairly simple, but each year or each time that a repair or service is made to a sub-element of a category, it can be added 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 m2	25.00	Poor
Unpaved Areas	Grass	1000 m2	10.00	Replace

However, if the condominium association plants new shrubs and trees and replaces the asphalt sidewalk with a cement one, it might revise the baseline as follows:

Item Category	Type	Quantity	Estimated Age	Condition
Grounds				
Roads and Parking	Asphalt	1800 m2	25.00	Poor
Sidewalks	Cement	200 m2	1.00	Excellent
Shrubs	Rhododendron	20.00	1.00	Excellent
Trees	Silver Birch	5.00	1.00	Excellent
Unpaved Areas	Grass	1000 m2	10.00	Replace

The BLIMP baseline in Attachment 1 is a very detailed one, from which a condominium association can pick and choose the appropriate categories and level of detail.

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 numbers of items, the more important or expensive the more closely it should be measured. Mostly they 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 the technical passport the age of the building, so if you think an element has not been replaced since the time of construction, then you should use that age. Otherwise make the best estimate or guess, or simply indicate "N/A" (not available) or "U" (Unknown).

4. Why do I need to know the age?

The age can be a guideline to help estimate when you might have to replace the item based on the experience of others.

5. How can we agree on the condition?

This is an important question. If possible there should be a common definition of the terminology for physical conditions, to reduce the possibility for different persons to interpret the actual condition differently.

There are two ways to agree on definitions. One way is to have a written definition with several examples. Here are sample definitions of "*repair*" and "*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 500 million roubles. The money is borrowed and the association pays each month including 10% interest over 30 years (the expected life of the elevator). This costs it 74mn. roubles a year. However it only costs 1 million roubles a year to service this new elevator. Meanwhile the elevator can be repaired each year and made to work like new. So if it repairs and services the old elevator so that it works like new, it will cost the association 127 million roubles a year for repairs and service. 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 at 10% will 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.

Another way to agree on the condition is to have a group inspect the property together and negotiate by consensus the descriptions of the elements and their conditions.

6. What categories of conditions should I use?

Generally it is good to use 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

Although this is a difficult task, if it is approached seriously 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 (private or the ZheK).

Step 4: Prioritize Physical Work (Repairs and Replacements)

There are three inputs which contribute to 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. Most of these can be matched up with the lists of desired results.
3. The cost estimates will guide prioritization, particularly if resources are insufficient to achieve some of the desired results.

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

For example, perhaps the survey established that one of the most important results desired 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 but 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 are 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 are willing to pay more to have these problems fixed. On the other hand, maybe people could not afford to pay higher fees. 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 Total Cost of all Property Services

Repairs are not the only expenses of the condominium association. Grounds must be maintained; stairways must be cleaned; trash must be removed; etc. From the Baseline survey, the Manager and the Board should be able to combine these expenditures to make the plan.

1. The first task 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	Effort in Hours/Task	Equipment Needed	Minimum Skill	Materials Needed
Grounds						
Paved Areas	Sweep	Monthly	4.00	Brooms	No skills	None
	Remove snow & ice	When snow depth exceeds 8cm	3.00	Snow Plough	None	

2. The second task 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 firm or 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 ones can or need to be done under 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.

Step 6: Collect Information about the Finances

Strategic planning is a process of identifying desired results, then developing an approach to achieve these results. Successful strategic planning depends on knowing what resources are available.

BUDGET EXPENSES		
500	Administration	
501.00	Board Chairperson	10,000,000
502.00	Book Keeper	5,000,000
503.00	Office Supplies	1,000,000
600	Taxes	
605.00	Payroll Taxes	6,000,000
800	Repairs/Replace	
803.00	Elevators	15,000,000
804.00	Exterior Doors	5,000,000

For example, the Board decides to make extensive improvements to the property. The cost of these improvements will be 200 million roubles. Owners cannot afford the capital cost at this time. So the Board decides that it will establish a Capital Improvement Fund. To do this it has three choices.

Option A. The Board may increase fees or reduce expenses, and put the surplus into an investment fund which brings an investment return greater than inflation. The target is to accumulate sufficient money within 5 years, accepting (judging) that the action can be postponed for those five years without creating consequential damages to the property.

Option B. The Board decides that the improvement has to be done as soon as possible because there are consequential damages being caused as long as the problem persists. The

cost per unit is calculated, and the Board issues a special assessment, which must be paid by all owners within three months (for example).

Option C. The Board borrows the money and has every owner sign for the loan and agree to pay their share of the loan payments each month. All owners agree to have a lien on their unit and if they do not pay their share, the condominium association has the right to have the subsequent owner pay the amount due plus interest. In the meantime the other owners have to pay a share of the loan payments of those owners who are not paying.

One of the challenges in budget preparation or financial planning is to make appropriate use of information from the past. Skillful interpretation of historical information is interpreted can give valuable guidance. On the other hand, incorrect usage can lead to significant errors, especially where prior years' data are blindly projected into the future. In other words, historical information about spending and revenues must be used with careful judgement as to its relevance.

For example, just because electricity cost 1,000 roubles per KWH this year does not mean that it will cost the same next year. Even if it did cost the same, or went up or down in price, this could not be treated as a "normative" when planning next year's expenditures. The Board might replace all the electrical light bulbs in the common areas with new energy efficient ones, thus reducing electrical consumption even though the price of electricity is increasing.

Stage 3. Develop a Draft Financial Plan

To develop a financial plan, one must prepare a draft budget. This declares where the money is coming from and where it will be spent. It states in monetary terms the results which the condominium association wants to achieve.

For example, the association wants to clean hallways all year long and also to reduce the mud and dirt being brought in from outside by paving some of the paths on the attached territory. It budgets 3mn roubles for this.

In other words a financial plan "represents and presents the desired outcomes of the condominium association in monetary terms."

Step 1: Establish the Budget Categories

Attached to this document (Attachment 2) is a theoretical budget which has many more categories than a condominium might use. Additional categories could be added. It is important to consider every category when making the plan, so that an item of expense or income is not inadvertently overlooked. So even if the final budget excludes many of the categories, they should be considered during the planning phase.

Budget categories are known as "The Chart of Accounts." These are the same categories used in a financial report. So if a Manager or a Board wants to know what was spent on snow removal, there needs to be a budget category for snow removal.

A budget portrays the flow of money.

While a Financial Plan may show that a lot of work is going to be done by volunteers, a budget will only show work that is done for which money is spent by the condominium association.

For example, a Financial Plan may show that some of the heating costs of the condominium are paid for by the City. But because that subsidy is not paid to the condominium association directly (because the heat is sold to the owners at a reduced cost), the Budget will only show as income what owners pay to the association for heat and will only show as an expense, what is paid by the association to the City for heating. Whatever is paid to the City by owners directly for heating, does not show in the budget. Whatever the City, Oblast or Federation pays directly to enterprises to subsidize the cost of heat does not show in the budget.

Incorrect Budget:

Budget Income		

Correct Budget:

Budget Income		

Or if the heating of the halls and stairs is included in the condominium association assessment, then the following budget would also be correct:

Budget Income		

Step 2: Draft the Initial Budget Expense Amounts including Supporting Details

The desired outcomes from Stage 2 are translated to a budget form, even if they exceed the income received in the prior year or which is expected this year.

It is important that the Board starts with the desired results, only then to reduce the planned expenditures because of resource constraints (lack of income). A Board needs to be able to tell its members what it could not do because of lack of money, so that members know that

the desired result was considered by the Board and only taken out because of this resource constraint.

A draft budget being considered by the Board should contain detailed information to explain how amounts (income and expenditures) are calculated or estimated, even if the final budget as presented to the members does not show these details.

So, a part of the draft expense budget front page might look like this:

Budget Expenses		
500	Administration	
501.00	Board Chairperson	10,000,000
502.00	Book Keeper	5,000,000
503.00	Office Supplies	1,000,000

The numbers are the account numbers which are helpful if the accounting is done by hand but essential if the accounting is done by computer.]

Attached to this budget would be *Supporting Documentation*, for example::

Item 501 Board Chairperson

The Board Chairperson has a contract with the Board to manage the condominium association. The contract pays her each month. This has been increased by 150% over last year because of inflation.

Item 502 Book Keeper

The Book Keeper has a contract with the Board to record all income and expenses and to produce a monthly financial report for the Board, and an annual report for the association members. The contract pays her weekly. This is an increase over last year of 150% for inflation and a salary increase of 50%.

Item 503 Office Supplies

Office supplies are estimated as follows:

Paper	500,000
Envelopes	200,000
Ledger Cards	100,000
File Folders	100,000
Pens	50,000
Miscellaneous	50,000
Total	1,000,000

These have been increased over last year by 100% which means that because of inflation, we have actually reduced our planned expenses in this category. We stocked up on ledger cards and file folders last year so we anticipate less purchases this year.

Item 605 Payroll Taxes
 The payroll taxes are calculated at 40% on the Board Chairperson and Book Keeper.

Total Payroll	15,000,000
Taxes @ 40%	6,000,000

As you can see, there is not only a decision about what the condominium wants to spend this coming year, there is also an inflation factor to take into account as well.

Step 3: Draft the Initial Budget Income Amounts including Supporting Details

As with expenses, start with the desired outcomes, which for most condominium associations, is "no increase in fees." In fact the most desirable outcome is a reduction in fees! This is unlikely to occur unless, for example, the condominium association began to receive a new source of income such as rental income.

The draft budget must include all sources of income received by the Association.

1. The first task in preparing the income sheets for the budget is to enter last year's income, hoping that it will be enough to cover the proposed expenses.
2. The second task is to adjust it by the inflation factor so that members will be paying the same amount in real terms as last year. If fees are not adjusted to keep up with inflation, then members will have to receive less services. One way to make the adjustment would be to take the official inflation rate of the government and multiply the line items for income received last year by that rate if you think inflation will be the same the coming year.

A part of the draft income budget front page might look like:

Budget Income			
	100.00	Condominium Maintenance Fees	
	101.00	Condominium Residential Owners	100,000,000
	102.00	Condominium Commercial Owners	25,000,000
	200.00	Service Fees	

Attached to this budget would be Supporting Documentation, which might look like:

Item 100 Condominium Maintenance Fees
 Maintenance fees for both residential and commercial owners have been increased by 150% to adjust for inflation only.

Item 201 Elevator Service Fees
 Elevator fees have been kept the same as last year because we have negotiated a new contract with a private firm and the cost after adjusting for inflation of 150% will be the same.

Item 202 Trash Chute Fees
 We will close the trash chute because it is too smelly and dangerous. People will carry their own trash to the bins in the yard. There are 33 elderly and 5 disabled people who can't carry their rubbish and we will pay a person to pick it up. The income from these people will amount to 2mn roubles.

Item 305 Capital Repair Fund
 We have taken our capital repair fund and deposited the funds in the "We Pay More" Credit Union. The interest they pay is 180% compared with 120% from the "We Don't Care" Bank. So this amount is substantially greater than last year.

3. The third task is to calculate the difference between income and expenses and adjust the condominium fees to meet the proposed expenses. In this case there is a gap of 20 million roubles. So we need to increase the maintenance fees by 16% (over and above inflation). So the revised part income budget front page might look like:

Budget Income			
	100.00	Condominium Maintenance Fees	
	101.00	Condominium Residential Owners	116,000,000
	102.00	Condominium Commercial Owners	29,000,000
	200.00	Service Fees	
	201.00	Elevator Fees	5,000,000
	202.00	Trash Chute Fees	1,000,000
	300.00	Investment Income	
	305.00	Capital Repair Fund - Bank Interest	10,000,000

Step 4: Calculate a Draft of the New Fees to be Charged to Owners

The fourth step is to calculate the difference in the condominium fees so that the Board can see the impact on the owners and decide whether they can afford the increase or whether they need to reduce expenses. The following might be an example of how this would be presented to the Board for consideration by those who prepare the budget:

Unit Number	Unit Owner	Old Fee	New Fee with Inflation	New Fee with Inflation and Budget Increase
101.00	Commerce Bank	1,000,000	1,500,000	1,740,000
201.00	City of Ekaterinburg	500,000	750,000	870,000
202.00	G. Novakoff	400,000	600,000	696,000
307.00	N. Mikoyan	900,000	1,350,000	1,566,000

Step 5: Redraft the Budget

The budget may go through several revisions, before the Board decides to accept and approve the budget and present it and the proposed new fees the owners.

After reviewing the proposed increase of 16% after adjusting for inflation and knowing each owner of the condominium, the Board decides that everyone except three owners can afford the increase even though they may not like it. They are going to meet with the City to see if some assistance can be provided the 3 owners. If not, they are prepared to loan the fees to these owners and place a lien on the unit to be paid when the owners can afford it or when they sell or swap the unit

Stage 4. Develop a Final Financial Plan

The final Financial Plan will include the budget and all other proposed actions.

For example, the Board has reviewed the proposed budget increase and decides that it will submit the budget and include in it that the City will provide a transfer of the full maintenance subsidy it currently pays the ZheK for this property. This means that fees will not have to be raised 16% or that the Board can repair all the elevators and replace all the exterior doors. So the budget will be modified on both the income and expense sides to reflect that new income available and that new expense to be made. This is partially what it might look like:

Budget Income			
	100.00	Condominium Maintenance Fees	
	101.00	Condominium Residential Owners	116,000,000
	102.00	Condominium Commercial Owners	29,000,000
	200.00	Service Fees	
	201.00	Elevator Fees	5,000,000
	202.00	Trash Chute Fees	1,000,000
	300.00	Investment Income	
	305.00	Capital Repair Fund - Bank Interest	10,000,000
	400.00	Other Income	

For example: the Board decides that it needs to make extensive improvements to the property. The cost of these improvements will be 200 million roubles. None of the owners feels they can afford this capital cost at the present time. So the Board decides that it will establish a Capital Improvement Fund. There are 3 options:

Option A: The Board increases fees or reduces expenses, and puts the surplus into an investment fund which brings a return greater than the rate of inflation. It expects that in five years there will be sufficient money, and makes the decision to postpone the work for 5 years without causing serious damage to the property.

Option B: The Board decides that the capital repairs must be made as soon as possible because this problem is causing additional damages to the building. It calculates the cost per unit and issues a special assessment, which must be paid by all owners within three months.

Option C: The Board borrows the money needed for the repairs and every owner signs the loan contract, thereby agreeing to pay their share of the loan payment each month. All owners accept the attachment of a lien on their units: if they default on their payments the condominium association has the right to obtain payment from the subsequent owner (plus interest). In the meantime the other owners would have to pay a share of the loan payments for those defaulting owners.

Attachments

1. Laws and Regulations Governing Budgets
2. Requirements of the City of Ekaterinburg for a Financial Plan permitting Transfer of Maintenance Subsidies
3. Procedures for Transferring Subsidies
4. Procedures for Reporting Use of Subsidies to the City
5. Baseline Model
6. Budget Model
7. Model Financial Plan for Subsidy Application to the City of Ekaterinburg

Attachment 1.

Laws and Regulations Governing Budgets

Attachment 2. Requirements of the City of Ekaterinburg for a Financial Plan
permitting Transfer of Maintenance Subsidies

Attachment 3. Procedures for Transferring Subsidies

Attachment 4.

Procedures for Reporting Use of Subsidies to the City

Attachment 5. Baseline Model

BaseLine Identification and Maintenance Program [BLIMP®]

The BLIMP® rests on the twin premises that any cost effective maintenance program must be based on an accurate identification and quantification of the elements of the facility to be maintained and on a professional development of estimates and schedules by which performance can be measured. All of this must of necessity be in the hands of the staff which supervise maintenance.

A Baseline is a document which presents, represents and identifies the existing components, their condition, existing staff and total operating costs compared with appropriate resources and costs for maintaining housing's physical facilities.

THE PURPOSES OF THE BLIMP®

The BaseLine Identification and Measurement Plan is an accurately developed and comprehensive baseline which serves to assure both management and users that all maintenance work is conducted in an efficient, timely, cost effective way and meets written quality standards established by law, regulation and resolution.

The BLIMP® has at least seven major uses. It can be utilized to:

1. Establish the type and frequency of inspections and tests necessary to monitor housing's physical facilities and identify deficiencies.
2. Measure cost effectiveness between existing operations and proposed reorganization and changes in staffing, materials, equipment, supplies and other resources, which are expended in the maintenance of a facility's grounds (including building exteriors), building interior common areas (including public and administrative space), service systems and living units - i.e., housing's physical facilities.
3. Ensure the timeliness, efficiency, quality and cost effectiveness of the delivery of all required and requested maintenance services.
4. Identify specifically which service repairs and replacements may be most cost effectively and efficiently provided by contracted services or by in-house staff.
5. Develop a viable work plan for the timely and cost effective provision and procurement of staff, materials, equipment and services.
6. Formulate a very accurate operating budget which includes a detailed personnel work assignment plan.
7. Compose succinct and appropriate job descriptions for all supervisory (leadership) and line (skilled and unskilled) maintenance personnel.

The OKM Approach to Implementing Baseline into Maintenance Operations

Our approach is to combine a training program with a maintenance development program. Essentially, we take all supervisors of maintenance both direct and indirect including the senior leadership of the agency, through a series of training modules. These are designed to train staff in a common set of building terminology, maintenance procedures and standards for maintenance. In addition all staff develop a common approach to developing a work plan and budgets for personnel, materials, equipment and contracts. Most importantly, an actual work plan replete with personnel estimates, schedules, maintenance requirements and equipment needs is developed as a result of the training.

As can be seen our approach is not only the usual consultant approach which is to collect data, conduct an analysis and make recommendations to the agency and then have it implement these along with any appropriate training. In addition to those consultant efforts which lend themselves to this approach, we also train staff to develop all this data collection and analysis in a teaming arrangement with us. This way we can be sure that staff "own" the final products and that they have the skills to review progress and make adjustments to the work plans when we have left.

STEPS IN IMPLEMENTING A BLIMP®

A supervisor of an agency, a property or a work team, needs to conduct and implement a BLIMP® so that the specific day to day activities of maintenance can be planned, measured and modified and a budget developed. The plan needs to be at a minimum 12 months in duration but also needs to be broken down into 30 day or monthly segments. The plan must define

- procedures for inspections and tests used to determine facility deficiencies
- staffing needs by building and by job category
- materials needs by building
- equipment needs by development
- contracted services needs from third party or outside contractors
- the proposed schedule for all but unknown or unanticipated service requests
- the proposed review or evaluation plan for determining quality, timeliness, efficiency and cost effectiveness

STEP 1

Develop the BLIMP® for the major categories of housing's physical facilities using the various BLIMP® forms for Groundskeeping, Housekeeping, Service Systems, Living Units and the Work Plan for Inspections. This consists of:

- Identifying all elements, their type their quantities and their condition for the following major categories:

- ▶ Grounds (including improvements to the grounds such as paved roads, playgrounds, furniture etc.)
- ▶ Building exteriors (including roofs, walls, windows, doors and foundations)
- ▶ Building interior common areas (including public, administrative spaces and other common areas such as stairwells, basements etc.)
- ▶ Service Systems (Including lighting, signage, plumbing, HVAC, elevators, fire protection etc.)
- ▶ Living Units
- ▶ Commercial Units
- Identifying what inspections (including testings) and services are needed and their frequency
- Identifying the type of staff skill needed (including third party contracted services), the equipment required and the materials anticipated
- Developing a cost estimate for all the above

STEP 2

Develop the BLIMP® for projected vacancies (if relevant) and all unanticipated work including emergencies by undertaking an analysis for at least the last year of

- moveouts and moveins and the scope of work required on average for unit turnover, using the Unit Turnover Analysis Form. This needs to be based on at least 10 but no more than 15 unit renovations which have been scoped and costed in detail.
- work orders for all emergencies and deficiencies reported including incomplete work orders using the BLIMP® Work Order Analysis Form.

STEP 3

Identify all outstanding deficiencies, categorize in terms of priority and determine a schedule and cost for correcting them and sort into two categories

- ordinary maintenance items (to be completed within one year)
- capital replacement items

STEP 4

Consolidate all information from steps 1,2 and 3 (i.e., scheduled inspections, scheduled testings, scheduled services, projected unit turnover work requirements and projected emergency and deficiency corrective work requirements), into The Labor and Materials Estimate for each building. Hourly wage rates should conform to the following formula:

1. Basic Gross Hourly Wage/Salary Rate
2. Multiply by Benefits and Taxes Rate (From all holidays, Social Security, Unemployment, Pensions, Vacations etc.)
3. Multiply by Labor Overhead Rate (All staff which support the labor base directly such as non-working supervisors, secretaries etc.)

4. Multiply by General and Administrative Rate (All unallocated costs from the various support services which are not specifically charged to projects such as data processing, office rent, telephones, Board of Directors etc.)

5. = Labor Rate to calculate true costs for each hour by each category of labor

STEP 5

Complete the Work Plan Summary by consolidating all the Labor and Materials estimates for each building into one for the whole development.

STEP 6

Review the budget. If too high adjust schedules, or work items or labor costs (e.g., use volunteers) until budget is acceptable. If necessary secure bids from other contractors to reduce costs.

STEP 7

Complete a Weekly Work Schedule by Building by listing the categories shown on the Work Plan Summary and filling in the appropriate building number in the correct week as defined in the Labor and Materials Estimate and constrained by staffing assignment abilities as listed in the weeks column of the Work Plan Summary.

STEP 8

Develop a 30 Day Implementation Schedule by Labor Category or Type and/or by Contractor, by Day, by Building and by Apartment Number. [Note: That the Start Date cannot be established until the Staffing Plan, the Materials Requirement Plan, the Equipment Requirements Plan and the Contracted Services Plan have been completed, submitted and approved and the required resources have been made available. Then and only then the date is established and filled in on the form].

STEP 9

Appointments for work in the Living Units are to be made by the supervisor/s in accordance with the 30 Day Implementation Schedule.

STEP 10

Complete the Quality Control Plan for measuring the timeliness, quality, efficiency and cost effectiveness and for updating the BLIMP® .

STEP 11

Supervisors are to update the 30 Day Implementation Schedule every two weeks and to revise the BLIMP® every quarter.

БАЛАНС
на 30 апреля 1995 г.

АКТИВ

Текущий актив	
Наличность / операционный фонд	21,733.52
Деньги на мелкие расходы	100.00
Резервный фонд	36,801.30
Залоговые взносы	4,836.79
LMR	5,716.01
Сберегательный счет	36,787.62
Счета к получению за аренду	913.00
Счета к получению за эксплуатацию	1,698.00
Другие счета к получению	4,918.06
Резерв по непоплаченным долгам	- 1,800.00
Итого текущие активы	111,735.19
Фиксированные активы	
Капитальные активы	247,581.64
Обрудование	22,371.60
Амортизация	- 125,362.45
Итого фиксированные активы	144,590.79
ИТОГО АКТИВЫ	256,325.89

ПАССИВ и КАПИТАЛ ЧЛЕНОВ АССОЦИАЦИИ

Текущий пассив	
Счета к получению	14,701.64
Налоги	142.00
Предварительная оплата	471.00
Процент на залоговый взнос	87.00
Предварительная плата владельцев	2,168.08
Залоговой взнос	5,191.50
LMR	5,096.00
ИТОГО ТЕКУЩИЙ ПАССИВ	27,857.22

КАПИТАЛ ЧЛЕНОВ АССОЦИАЦИИ

чистая нераспределенная прибыль	16,447.49
Фонд капитального ремонта	144,501.00
Резервный фонд	72,726.00
Операционный фонд	- 14,339.56
Прибыль / дефицит	3,043.74

ИТОГО КАПИТАЛ ЧЛЕНОВ АССОЦИАЦИИ	223,468.67
ИТОГО ПАССИВ И КАПИТАЛ ЧЛЕНОВ АССОЦИАЦИИ	256,325.89

КВИТАНЦИЯ ПО ОПЛАТЕ
КОНДОМИНИУМ "УРАЛ"
СЧЕТА С 21.03.95 по 30.04.95

ОТЧЕТ О ПОСТУПЛЕНИИ СРЕДСТВ КОНДОМИНИУМА УРАЛ
 Все собственники / на 30 апреля 1995 г.
 9 мая 1995 г.

Номер квартиры	ФИО	код	текущие	более 30 дней	более 60 дней	более 90 дней	Итого
00006-04	Иванов	пеня про +ее			4.68	15.72	20.40
						77.50	77.50
ИТОГО			0.00	0.00	4.68	93.22	97.90
00006-05	Петров	плата	23.00				23.00
00007-01	Сидоров	плата пеня	262.00 3.93	262.00			524.00 3.93
ИТОГО			265.93	262.00	0.00	0.00	527.93
00007-04	Смирнов	плата пеня	219.00 63.00		63.00		219.00 1.449.00

СХЕТ К ПОЛУХЕНИЮ КОНДОМИНИУМА "УРАЛ"

Все собственники/30 апреля 1995 г.

9 мая 1995 г.

квар-тиры	Фамилия	Код	Текущие	Свыше 30 дней	Свыше 60 дней	Свыше 90 дней	ИТОГО:
0006-04	Иванов	пеня			4.68	15.72	20.40
		про+ие				77.50	77.50
		Итого	0.00	0.00	4.68	93.22	97.90
0006-05	Петров	плата	1.29				1.29
0007-01	Сидоров	плата	262.00	262.00			524.00
		пеня	3.93				3.93
		Итого	265.93	262.00	0.00	0.00	527.93
0007-04	Смирнов	плата	219.00				219
00011-03	Егоров	пеня	63.00		63.00	1449.00	1575.00
		про+ие				3,179	3179.00
		Итого	63.00	0.00	63.00	4628.00	4,754
00027-03	Игнатов	плата	200.44				200.44
00028-01	Коломин	плата	132.01				132.01
		пеня			8.73		8.73
		Итого	132.01	0.00	8.73	0.00	140.74
	ИТОГО:	плата	814.74	262.00			1076.74
		пеня	66.93		76.41	1464.72	1608.06
		про+ие				3256.50	3256.50
			881.67	262.00	76.41	4721.22	5941.3

ФИНАНСОВЫЙ ПЛАН КОНДОМИНИУМА "																				
ДАТА:																				
Количество квартир																				
Количество квартир "льготников"																				
Общая площадь здания																				
Общая площадь квартир																				
Общая площадь собственников с полной оплатой																				
Общая площадь "льготников"																				
Общая площадь коммерческих помещений																				
Полезная площадь мест общего пользования																				
Количество собственников квартир																				
Количество проживающих в квартирах																				
Количество льготников																				
Количество нанимателей квартир																				
Количество собственников коммерческих помещений																				
Количество арендаторов коммерческих помещений																				
Количество лифтов																				
Количество пользователей лифта																				
Количество мусоропроводов																				
Количество пользователей мусоропровода																				
Количество МКал																				
==																				
БЮДЖЕТ																				
	Тариф	Количество	Фактический доход в апреле	Предполагаемый доход в мае	Предполагаемый доход в июне	Итого за квартал	Предполагаемый годовой доход	ЯНВАРЬ	ФЕВРАЛЬ	МАРТ	АПРЕЛЬ	МАЙ	ИЮНЬ	ИЮЛЬ	АВГУСТ	СЕНТЯБРЬ	ОКТЯБРЬ	НОЯБРЬ	ДЕКАБРЬ	
ДОХОД																				
Регулярные платежи собственников кондоминиума																				
Собственники квартир кондоминиума																				
Обычные собственники																				
Льготники																				
Собственники коммерческих помещений кондоминиума																				
ИТОГО:																				
Специальные платежи																				
Уборка здания																				
Содержание придомовой территории																				
Вывоз мусора																				
Лифт																				
Мусоропровод																				
Горячее водоснабжение																				
Отопление																				
Электричество																				
Водопровод и канализация																				
Радио																				
Другие платежи																				
ИТОГО:																				
Дополнительные платежи:																				
Собственники квартир кондоминиума																				
Собственники коммерческих помещений кондоминиума																				
ИТОГО:																				
Арендная плата за собственность товарищества																				
Аренда квартир																				
Аренда коммерческих помещений																				
Другая аренда																				
ИТОГО:																				
Даточки																				
Лифт																				
Отопление и горячая вода																				
Льготники																				
Содержание и эксплуатация																				
Капитальная замена																				
ИТОГО:																				
Другие доходы																				
Проценты на операционный фонд																				
Возмещение: собственники единиц кдм (электричество)																				
Просроченные платежи/пеня																				
Другие доходы																				
ИТОГО:																				
Минус неплатежи																				
ИТОГО ДОХОДЫ:																				
ОБЩИЕ РАСХОДЫ:																				
ПРИБЫЛЬ (ДЕФИЦИТ):																				
==																				
Фонд капитальной замены																				
Баланс на начало месяца																				
Взносы собственников																				
Минус неплатежи																				
Проценты на фонд капитальной замены																				
Перевод денег на операционный счет для капитального																				
Перевод денег на операционный счет для покрытия																				

Вадомеры																				
Замки/двери																				
Малярные работы																				
Каменные работы																				
Электричество																				
Водосточники																				
Водопрвод (трубы)																				
Другие																				
<i>ИТОГО:</i>																				
Прочие расходы																				
Расходы по капитальной замене																				
Займы																				
Другие																				
<i>ИТОГО:</i>																				
<i>ИТОГО РАСХОДЫ:</i>																				
<i>Амортизация</i>																				
<i>ЧИСТЫЕ РАСХОДЫ:</i>																				

Attachment 6.

Budget Model

Attachment 7.
Ekaterinburg

Model Financial Plan for Subsidy Application to the City of

Stage 1. Establishing the Process of Preparing and Approving the Financial Plan

Stage 2: Establishing the Objectives of the Condominium in Preparation for Developing the Financial Plan

Step 1: Collect Information from the Owners

Step 2: Collect Information about the Building

Step 3: Estimate the Cost of all Repairs and Replacements

Step 4: Prioritize Physical Work (Repairs and Replacements)

Step 5: Estimate the Cost of all Property Services

Step 6: Collect Information about the Finances

Stage 3: Develop a Draft Financial Plan

Step 1: Establish the Budget Categories

Step 2: Draft the Initial Budget Expense Amounts including Supporting Details

Step 3: Draft the Initial Budget Income Amounts including Supporting Details

Step 4: Calculate a Draft of the New

PREPARING THE FINANCIAL PLAN

**Stage 1:
Establish a Process to Prepare and Approve the Financial
Plan**

BaseLine Identification and Maintenance Program [BLIMP®]

The BLIMP® rests on the twin premises that any cost effective maintenance program must be based on an accurate identification and quantification of the elements of the facility to be maintained and on a professional development of estimates and schedules by which performance can be measured. All of this must of necessity be in the hands of the staff which supervise maintenance.

A Baseline is a document which presents, represents and identifies the existing components, their condition, existing staff and total operating costs compared with appropriate resources and costs for maintaining housing's physical facilities.

THE PURPOSES OF THE BLIMP®

The BaseLine Identification and Measurement Plan is an accurately developed and comprehensive baseline which serves to assure both management and users that all maintenance work is conducted in an efficient, timely, cost effective way and meets written quality standards established by law, regulation and resolution.

The BLIMP® has at least seven major uses. It can be utilized to:

1. Establish the type and frequency of inspections and tests necessary to monitor housing's physical facilities and identify deficiencies.
2. Measure cost effectiveness between existing operations and proposed reorganization and changes in staffing, materials, equipment, supplies and other resources, which are expended in the maintenance of a facility's grounds (including building exteriors), building interior common areas (including public and administrative space), service systems and living units - i.e., housing's physical facilities.
3. Ensure the timeliness, efficiency, quality and cost effectiveness of the delivery of all required and requested maintenance services.
4. Identify specifically which service repairs and replacements may be most cost effectively and efficiently provided by contracted services or by in-house staff.
5. Develop a viable work plan for the timely and cost effective provision and procurement of staff, materials, equipment and services.
6. Formulate a very accurate operating budget which includes a detailed personnel work assignment plan.
7. Compose succinct and appropriate job descriptions for all supervisory (leadership) and line (skilled and unskilled) maintenance personnel.

The OKM Approach to Implementing Baseline into Maintenance Operations

Our approach is to combine a training program with a maintenance development program. Essentially, we take all supervisors of maintenance both direct and indirect including the senior leadership of the agency, through a series of training modules. These are designed to train staff in a common set of building terminology, maintenance procedures and standards for maintenance. In addition all staff develop a common approach to developing a work plan and budgets for personnel, materials, equipment and contracts. Most importantly, an actual work plan replete with personnel estimates, schedules, maintenance requirements and equipment needs is developed as a result of the training.

As can be seen our approach is not only the usual consultant approach which is to collect data, conduct an analysis and make recommendations to the agency and then have it implement these along with any appropriate training. In addition to those consultant efforts which lend themselves to this approach, we also train staff to develop all this data collection and analysis in a teaming arrangement with us. This way we can be sure that staff "own" the final products and that they have the skills to review progress and make adjustments to the work plans when we have left.

STEPS IN IMPLEMENTING A BLIMP®

A supervisor of an agency, a property or a work team, needs to conduct and implement a BLIMP® so that the specific day to day activities of maintenance can be planned, measured and modified and a budget developed. The plan needs to be at a minimum 12 months in duration but also needs to be broken down into 30 day or monthly segments. The plan must define:

- procedures for inspections and tests used to determine facility deficiencies
- staffing needs by building and by job category
- materials needs by building
- equipment needs by development
- contracted services needs from third party or outside contractors
- the proposed schedule for all but unknown or unanticipated service requests
- the proposed review or evaluation plan for determining quality, timeliness, efficiency and cost effectiveness

STEP 1

Develop the BLIMP® for the major categories of housing's physical facilities using the various BLIMP® forms for Groundskeeping, Housekeeping, Service Systems, Living Units and the Work Plan for Inspections. This consists of:

- Identifying all elements, their type their quantities and their condition for the following major categories:
 - ▶ Grounds (including improvements to the grounds such as paved roads, playgrounds, furniture etc.)

- ▶ Building exteriors (including roofs, walls, windows, doors and foundations)
- ▶ Building interior common areas(including public, administrative spaces and other common areas such as stairwells, basements etc.)
- ▶ Service Systems (Including lighting, signage, plumbing, HVAC, elevators, fire protection etc.)
- ▶ Living Units
- ▶ Commercial Units
- Identifying what inspections (including testings) and services are needed and their frequency
- Identifying the type of staff skill needed (including third party contracted services), the equipment required and the materials anticipated
- Developing a cost estimate for all the above

STEP 2

Develop the BLIMP® for projected vacancies (if relevant) and all unanticipated work including emergencies by undertaking an analysis for at least the last year of

- moveouts and moveins and the scope of work required on average for unit turnover, using the Unit Turnover Analysis Form. This needs to be based on at least 10 but no more than 15 unit renovations which have been scoped and costed in detail.
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- ordinary maintenance items (to be completed within one year)
- capital replacement items

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Consolidate all information from steps 1,2 and 3 (i.e., scheduled inspections, scheduled testings, scheduled services, projected unit turnover work requirements and projected emergency and deficiency corrective work requirements), into The Labor and Materials Estimate for each building. Hourly wage rates should conform to the following formula:

1. Basic Gross Hourly Wage/Salary Rate
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3. Multiply by Labor Overhead Rate (All staff which support the labor base directly such as non-working supervisors, secretaries etc.)
4. Multiply by General and Administrative Rate (All unallocated costs from the various support services which are not specifically charged to projects such as data processing, office rent, telephones, Board of Directors etc.)
5. = Labor Rate to calculate true costs for each hour by each category of labor

STEP 5

Complete the Work Plan Summary by consolidating all the Labor and Materials estimates for each building into one for the whole development.

STEP 6

Review the budget. If too high adjust schedules, or work items or labor costs (e.g., use volunteers) until budget is acceptable. If necessary secure bids from other contractors to reduce costs.

STEP 7

Complete a Weekly Work Schedule by Building by listing the categories shown on the Work Plan Summary and filling in the appropriate building number in the correct week as defined in the Labor and Materials Estimate and constrained by staffing assignment abilities as listed in the weeks column of the Work Plan Summary.

STEP 8

Develop a 30 Day Implementation Schedule by Labor Category or Type and/or by Contractor, by Day, by Building and by Apartment Number. [Note: That the Start Date cannot be established until the Staffing Plan, the Materials Requirement Plan, the Equipment Requirements Plan and the Contracted Services Plan have been completed, submitted and approved and the required resources have been made available. Then and only then the date is established and filled in on the form].

STEP 9

Appointments for work in the Living Units are to be made by the supervisor/s in accordance with the 30 Day Implementation Schedule.

STEP 10

Complete the Quality Control Plan for measuring the timeliness, quality, efficiency and cost effectiveness and for updating the BLIMP® .

STEP 11

Supervisors are to update the 30 Day Implementation Schedule every two weeks and to revise the BLIMP[®] every quarter.

Базовая Программа эксплуатация здания (ПЭЗ)

В основе Базовой Программы эксплуатации здания, как и любой другой программы эксплуатации здания, исходя из принципа самоокупаемости, лежат две предпосылки - точное определение элементов эксплуатируемого жилищного фонда и разработка на профессиональном уровне системы оценок и планов, в соответствии с которыми будет определяться качество выполнения работ. Все это входит в обязанности руководителей предприятия, занимающегося эксплуатацией жилищного фонда.

Базовая Программа эксплуатации здания - это документ, в котором перечислены и охарактеризованы элементы здания, их состояние, штат сотрудников и общие операционные расходы по сравнению с соответствующими средствами и расходами на эксплуатацию материальной базы жилищного фонда.

ЗАДАЧИ БАЗОВОЙ ПРОГРАММЫ ЭКСПЛУАТАЦИИ ЗДАНИЯ

Базовая Программа эксплуатации здания - это профессионально разработанный основной документ, благодаря которому как руководители эксплуатационного предприятия, так и пользователи могут убедиться, что все эксплуатационные работы осуществляются эффективно, своевременно, являются рентабельными, а качество их выполнения соответствует нормативам, установленным соответствующим законодательством.

К задачам Базовой Программы эксплуатации здания относятся следующие:

1. Установить, какие осмотры здания и испытания и как часто нужно проводить с целью определения физического состояния здания и выявления существующих недостатков.
2. Определить, каким образом нужно реорганизовать штат или заменить материалы, оборудование, принадлежности и другие материальные средства, используемые для содержания и эксплуатации придомовой территории (включая наружную часть здания), мест общего пользования, расположенных внутри здания (включая общественные и административные помещения), систем обслуживания и жилых квартир с целью обеспечения рентабельной эксплуатации здания.
3. Обеспечить своевременное, эффективное и качественное предоставление всех обязательных, а также дополнительных услуг.
4. Определить, какие ремонтные работы могут быть выполнены силами сотрудников здания, а на какие целесообразно заключить контракт с подрядчиками
5. Разработать план своевременного и эффективного обеспечения кадрами, материалами, оборудованием и услугами.

6. Подготовить тотный рабочий бюджет с подробным штатным расписанием.

7. Составить краткое описание объема работы всех руководящих и рядовых (квалифицированных и неквалифицированных) работников, занимающихся эксплуатацией здания

Методика ОКМ по использованию Базовой Программы эксплуатации здания

Наш метод заключается в том, чтобы объединить обучающую программу с программой эксплуатации здания. По существу, нами будут охвачены прямо или косвенно все руководящие работники в сфере эксплуатации, включая основных руководителей агентств, посредством осуществления ряда обучающих моделей. Они предназначены для обучения терминологии, используемой в сфере жилищной эксплуатации, осуществлению эксплуатационной деятельности и для изучения существующих нормативов в этой области. Кроме того, будут разработаны общие принципы составления плана работы, штатного расписания и бюджета по обеспечению материалами и оборудованием, а также принципы заключения контрактов. Результатом обучения будет подготовка Программы работы, включающей штатное расписание, план выполнения работ, требования к выполнению эксплуатационных работ и перечень необходимого оборудования.

Из вышесказанного можно сделать вывод о том, что наш метод не сводится к обычному консалтингу, то есть сбору данных, их анализу и предоставлению рекомендаций агентству с целью дальнейшего их использования и проведению соответствующего обучения. Помимо оказания консалтинговых услуг мы также обучаем сотрудников агентств тому, как осуществлять сбор информации и анализировать ее, работая вместе с нами. Таким образом, мы можем быть уверены в том, что конечная цель обучения будет достигнута и те, кого мы обучили, смогут корректировать программу работы в соответствии с полученными результатами самостоятельно, когда мы уедем.

КАК СОСТАВИТЬ БАЗОВУЮ ПРОГРАММУ ЭКСПЛУАТАЦИИ ЗДАНИЯ

Руководитель агентства, предприятия или производственного коллектива должен использовать Базовую Программу эксплуатации здания таким образом, чтобы иметь возможность составить подробный план эксплуатационной деятельности, определить ее результаты и вносить изменения в соответствии с ними, а также подготовить бюджет. Общий план должен быть составлен на период 12 месяцев, кроме того, необходимы месячные планы работы. В план должна быть включена следующая информация:

- осмотры здания с целью выявления имеющихся недостатков
- необходимый штат сотрудников и разделение их на категории
- необходимые материалы
- необходимое оборудование
- контрактные услуги внешних подрядчиков или третьей стороны
- примерный график выполнения заявок, кроме непредвиденных

•предполагаемый план оценки качества, своевременности, эффективности и рентабельности

ЭТАП 1

Разработать список компонентов жилищного фонда по категориям с использованием различных форм по содержанию придомовой территории, содержанию здания, обслуживающих систем, квартир и плана проведения осмотров. Он должен включать:

•Список всех элементов здания, относящихся к перечисленным ниже основным категориям, определение их типов, количественная оценка и характеристика состояния:

- ▶ Придомовая территория (включая асфальтированные дорожки, игровые площадки, оборудование и т.д.)
- ▶ Наружная часть здания (включая крыши, стены, окна, двери и фундамент)
- ▶ Места общего пользования, расположенные внутри здания (включая общественные и административные помещения и другие места общего пользования, например лестницы, подвалы и т.д.)
- ▶ Обслуживающие системы (включая освещение, водопровод, напряжение переменного тока, лифты, противопожарное обеспечение и т.д.)
- ▶ Квартиры
- ▶ Коммерческие помещения

•Необходимые осмотры здания (включая испытания) и услуги и их периодичность
•Какие специалисты требуются (включая услуги внешних подрядчиков), необходимое оборудование и материалы
•Оценка планируемых расходов

ЭТАП 2

Разработать Базовую Программу для незанятых помещений (если есть) и непредвиденных работ, включая экстренные заявки, учитывая опыт работы прошлых лет

•выезд одних жильцов и въезд других и объем работ, необходимый для этого в среднем с использованием Формы анализа оборота квартир. Нужно подробно проанализировать не менее 10, но не более 15 случаев, когда сменились проживающие в квартирах жильцы и расходы на это.

•порядок (в том числе части) выполнения экстренных заявок с использованием Формы анализа порядка работы

ЭТАП 3

Указание всех значительных неисправностей, распределение их в порядке очередности, составление плана их устранения и определение соответствующих расходов. Неисправности можно разделить на 2 группы:

- Связанные с текущей эксплуатацией (должны быть выполнены в течение 1 года)
- Капитальный ремонт

ЭТАП 4

Оценка трудовых и материальных затрат по каждому зданию с использованием информации, полученной в результате выполнения этапов 1,2 и 3 (т.е. график проведения осмотров здания, оказания услуг, требования к работе по заселению новых жильцов в квартиры и выполнению экстренных заявок, а также к устранению неисправностей).

Почасовые ставки заработной платы должны рассчитываться по следующей формуле:

1. Базовая общая почасовая ставка
2. Умножить на коэффициент пособий и налогов (с учетом праздников, отпусков, взносов в пенсионный фонд, фонд занятости, фонд социального страхования и т.д.)
3. Умножить на коэффициент оплаты труда административного персонала (для сотрудников, непосредственно занимающихся организацией трудового процесса, например, руководители, секретари и т.д.)
4. Умножить на общий и административный коэффициент (Все дополнительные расходы, которые не относятся к конкретным проектам, например, компьютерная обработка данных, аренда офиса, телефонные счета, Правление директоров и т.д.)
5. Коэффициент заработной платы для подсчета реальных расходов на оплату каждой категории работников

ЭТАП 5

Составление плана работы с использованием оценок трудовых и материальных затрат по каждому зданию.

ЭТАП 6

Пересмотр бюджета. Если вы не укладываетесь в бюджет, внесите соответствующие изменения в план осуществляемых работ или в расходы на оплату труда (например, привлекайте людей к работе на общественных началах). Рассмотрите предложения других подрядчиков с целью уменьшения расходов.

ЭТАП 7

Составление еженедельного плана работы здания путем пере+исления категорий указанных в Плане работы и указания номера здания в соответствии с указанной неделей согласно Оценке трудовых и материальных затрат и в соответствии с возможностями сотрудников, пере+исленных в понедельной колонке Плана работы.

ЭТАП 8

Разработать меся+ный план проведения работ сотрудников, относящихся к той или иной категории, и/или Подряд+иком с указанием даты, здания и номера квартиры. (Приме+ание: невозможно определить дату на+ала работы, пока не будут подготовлены, представлены на рассмотрение и утверждены штатное расписание, план предоставления необходимых материалов и оборудования и услуг подряд+иков, а также не будут полу+ены необходимые средства. Тогда и только тогда можно будет указать дату на+ала работы.

ЭТАП 9

Руководитель/ли дает указание о проведении работ в квартирах в соответствии с меся+ным планом работы

ЭТАП 10

Составление Плана контроля ка+ества работ с целью определения их своевременности, эффективности, рентабельности и ка+ества выполнения, а также соответствия Базовой Программы эксплуатации здания.

ЭТАП 11

Руководители должны пересматривать меся+ный план работы каждые две недели, а Базовую Программу эксплуатации здания - ежеквартально.

ФИНАНСОВЫЙ ПЛАН КОНДОМИНИУМА "ЧАЙКА"

ДАТА: 04.05.95

Количество квартир	256	Прилагается список всех собственников и арендаторов, а также список их выплат в соответствии с финансовым планом/бюджетом (Приложение 1)
Количество квартир "льготников"	48	
Общая площадь здания	11768	Прилагаемый финансовый план кондоминиума "ЧАЙКА" утвержден правлением ___/___/___
Общая площадь квартир	11415	
Общая площадь собственников с полной оплатой	8916	Подписи большинства членов правления:
Общая площадь "льготников"	2500	
Общая площадь коммерческих помещений	350	
Полезная площадь мест общего пользования	256	
Количество собственников квартир	629	___/___/___
Количество проживающих в квартирах	107	и должность члена правления
Количество льготников	0	
Количество нанимателей квартир	0	
Количество собственников коммерческих помещений	0	___/___/___
Количество арендаторов коммерческих помещений	0	и должность члена правления
Количество лифтов	4	
Количество пользователей лифта	554	
Количество мусоропроводов	1	___/___/___
Количество пользователей мусоропровода	613	и должность члена правления
Количество гКал	709	
Ф.И.О. и должность члена правления		
Ф.И.О. и должность члена правления		

ДОХОД	Тариф	Количество	Фактический доход в апреле	редполагаемы доход в мае	редполагаемы доход в июне	Итого за квартал	редполагаемы годовой доход	ЯНВАРЬ	ФЕВРАЛЬ	МАРТ	АПРЕЛЬ	МАЙ	ИЮНЬ	ИЮЛЬ	АВГУСТ	СЕНТЯБРЬ	ОКТАБРЬ	НОЯБРЬ	ДЕКАБРЬ
Регулярные платежи собственников кондоминиума																			
Собственники квартир кондоминиума																			
Обычные собственники	250	8,915	2,228,750	2,228,750	2,228,750	6,686,250	26,745,000												
Льготники	225	2,500	562,500	562,500	562,500	1,687,500	6,750,000												
Собственники коммерческих помещений кондоминиума																			
ИТОГО:			2,791,250	2,791,250	2,791,250	8,373,750	33,495,000												
Специальные платежи																			
Уборка здания	130	629	81,770	81,770	81,770	245,310	981,240												
Содержание придомовой территории	210	629	132,090	132,090	132,090	396,270	1,585,080												
Вывоз мусора	180	629	113,220	113,220	113,220	339,660	1,358,640												
Лифт	900	554	498,600	498,600	498,600	1,495,800	5,983,200												
Мусоропровод	160	613	98,080	98,080	98,080	294,240	1,176,960												
Горячее водоснабжение	2080	629	1,308,320	1,308,320	1,308,320	3,924,960	15,699,840												
Отопление	285	11,415	3,253,275	3,253,275	3,253,275	9,759,825	39,039,300												
Электричество	0	0	0	0	0	0	0												
Водопровод и канализация	1280	629	805,120	805,120	805,120	2,415,360	9,661,440												
Радио	1000	247	247,000	247,000	247,000	741,000	2,964,000												
Другие платежи	0	0	0	0	0	0	0												
ИТОГО:			6,537,475	6,537,475	6,537,475	19,612,425	78,449,700												
Дополнительные платежи:																			
Собственники квартир кондоминиума																			
Собственники коммерческих помещений кондоминиума																			
ИТОГО:			0	0	0	0	0												
Арендная плата за собственность товарищества																			
Аренда квартир																			
Аренда коммерческих помещений																			
Другая аренда																			
ИТОГО:			0	0	0	0	0												
Дотации																			
Лифт																			
Отопление и горячая вода																			
Льготники																			
Содержание и эксплуатация																			
Капитальная замена																			
ИТОГО:			0	14,090,888	14,090,888	28,181,777	112,727,107												
Другие доходы																			
Проценты на операционный фонд																			
Возмещение: собственники единиц кдм (электричество)																			
Просроченные платежи/пени																			
Другие доходы																			
ИТОГО:			1,674,195	1,674,195	1,674,195	5,022,585	20,090,340												
Минус неплатежи			-1,203,852	-1,256,063	-1,256,063	-3,715,977	-14,863,908												
ИТОГО ДОХОДЫ:			9,799,068	23,837,746	23,837,746	57,474,560	229,898,239												
ОБЩИЕ РАСХОДЫ:																			
			13,854,263	27,204,035	29,549,297	70,615,059	282,460,236												
ПРИБЫЛЬ (ДЕФИЦИТ):																			
			-4,055,195	-3,366,289	-5,711,551	-13,140,499	-52,561,998												
Фонд капитальной замены																			

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			6,269,116	2,221,374	3,369,600	11,860,090	47,440,359													
Баланс на начало месяца			1,141,500	1,141,500	1,141,500	3,424,500	13,698,000													
Взносы собственников	100	11,415																		
Минус неплатежи			0	0	0	0	0													
Проценты на фонд капитальной замены			9,199	6,726	9,022	24,947	99,788													
Перевод денег на операционный счет для капремонта			0	0	0	0	0													
----- на операционный счет для покрытия дефицита			-5,198,441	0	0	-5,198,441	-20,793,764													
ИТОГО НА КОНЕЦ МЕСЯЦА:			2,221,374	3,369,600	4,520,122	10,111,076	40,444,383													
РАСХОДЫ	Тариф	Количество	Фактические расходы в опре	редполагаемые расходы в мае	редполагаемые расходы в июн	Итого за квартал	редполагаемые расходы за год	ЯНВАРЬ	ФЕВРАЛЬ	МАРТ	АПРЕЛЬ	МАЙ	ИЮНЬ	ИЮЛЬ	АВГУСТ	СЕНТЯБРЬ	ОКТАБРЬ	НОЯБРЬ	ДЕКАБРЬ	
Общие и административные расходы																				
Контракт с аудитором			0	0	0	0	0													
Контракт с бухгалтером			50,000	50,000	50,000	150,000	600,000													
Юрист			0	0	0	0	0													
Страховка			0	0	0	0	0													
Плата за управление			0	0	0	0	0													
Телефон			0	0	0	0	0													
Почтовые услуги			0	0	0	0	0													
Копирование			0	0	0	0	0													
Оплата банковских услуг			0	0	0	0	0													
Принадлежности для офиса			0	0	0	0	0													
Транспортные расходы			0	0	0	0	0													
Другие			428,000	1,000,000	1,000,000	2,428,000	9,712,000													
ИТОГО:			478,000	1,050,000	1,050,000	2,578,000	10,312,000													
Коммунальные услуги																				
Отопление и горячее водоснабжение			8,744,924	9,305,981	6,087,001	24,137,907	96,551,627													
Водоснабжение и канализация			176,846	176,846	176,846	530,538	2,122,152													
Водоснабжение			0	0	0	0	0													
Газ			0	0	0	0	0													
Электричество - индивидуальное			1,351,026	1,927,142	1,639,084	4,917,252	19,669,008													
Электричество - места общего пользования			0	0	0	0	0													
ИТОГО:			10,272,796	11,409,969	7,902,931	29,585,697	118,342,787													
Заработная плата																				
Управленческий аппарат																				
Зарплата председателя правления			170,297	170,297	170,297	510,891	2,043,564													
Бухгалтер			150,000	150,000	150,000	450,000	1,800,000													
Паспортистка			50,000	50,000	50,000	150,000	600,000													
Эксплуатационные работники																				
Уборщица			80,000	80,000	80,000	240,000	960,000													
Дворник			80,000	80,000	80,000	240,000	960,000													
Сборщик мусора			150,000	150,000	150,000	450,000	1,800,000													
Электрик			100,000	100,000	100,000	300,000	1,200,000													
Слесарь-сантехник			180,000	180,000	180,000	540,000	2,160,000													
Плотник			100,000	100,000	100,000	300,000	1,200,000													
Другие эксплуатационные рабочие			0	0	0	0	0													
Другие работники			0	0	0	0	0													
Другие выплаты сотрудникам			0	0	0	7,463	29,852													
ИТОГО:			1,060,297	1,060,297	1,060,297	3,188,354	12,753,416													
Налоги																				
Налог на недвижимость			0	0	0	0	0													
Налог на прибыль товарищества	12.00%		127,236	127,236	127,236	381,707	1,526,828													
Взносы в пенсионный фонд	29.00%		307,486	307,486	307,486	922,458	3,689,834													
Взносы в фонд занятости			0	0	0	0	0													
Медицинское страхование	3.60%		38,171	38,171	38,171	114,512	458,048													
Взносы в фонд правоохранительных органов			0	0	0	0	0													
Налог на образование			0	0	0	0	0													
Налог на землю			0	0	0	0	0													
Другие налоги			3,012	0	0	3,012	12,048													
ИТОГО:			475,904	472,892	472,892	1,421,689	5,686,758													
Расходы на аренду																				
Земля			0	0	0	0	0													
Другие			0	0	0	0	0													
ИТОГО:			0	0	0	0	0													
Материалы и инвентарь																				
Дворник			0	0	0	0	0													
Содержание придомовой территории			0	0	0	0	0													
Прочее			0	0	0	0	0													
ИТОГО:			0	0	0	0	0													
Контракты на обслуживание здания																				
Уборка придомовой территории			0	0	0	0	0													
Содержание придомовой территории			0	0	0	0	0													
Уборка здания			0	0	0	0	0													
Связь (лифт)			517,590	517,590	517,590	1,552,770	6,211,080													
Лифт			582,899	1,475,237	1,475,237	3,533,537	14,133,492													
Мусоропровод			0	0	0	0	0													
Уничтожение насекомых			0	0	0	0	0													
Вывоз мусора			289,931	289,931	289,931	869,793	3,479,172													
Антенна			0	0	0	0	0													
Радио			0	0	0	0	0													
Вода/канализация			176,846	176,846	176,846	530,538	2,122,152													
Противопожарное обеспечение			0	0	0	0	0													
Охрана			0	0	0	0	0													
Транспортные расходы			0	0	0	0	0													
Отопление, вентиляция, воздушные кондиционеры			0	0	0	0	0													
Другие			0	0	0	0	0													
ИТОГО:			1,567,266	2,459,604	2,459,604	6,486,474	25,945,896													

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