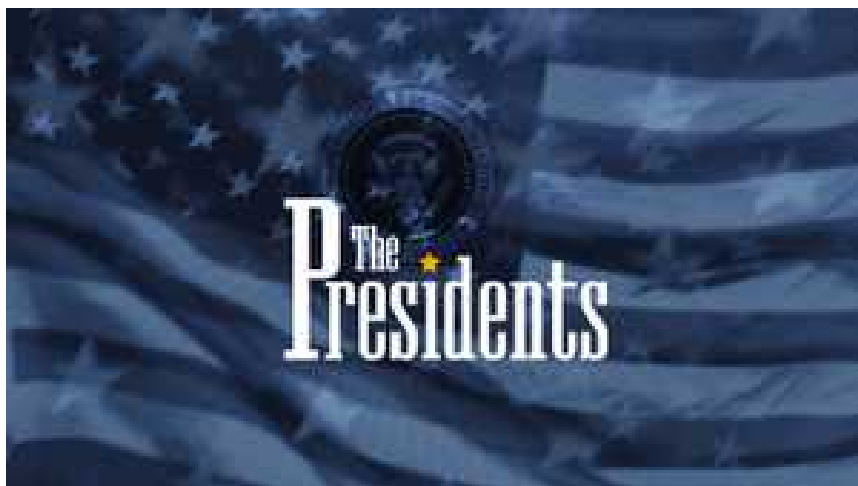




Focus on Leadership

President

It is Called Cooperative Living.

You Enjoy Living. And Your Home Cooperates.

Leadership Series Handbook

THANK YOU FOR Volunteering!

You take pride in your home and in being part of a great community. When you saw an opportunity to make things even better, you decided to step up to the challenge and take on a more active role with your Cooperative. But, as board member, you are probably asking yourself: “Now what?”

Do not worry. We have seen it all, and we know all about the stress and responsibilities of being a board member. That is why we have put together a comprehensive resource guide to help.

In this book, is the collective knowledge of our 57+ years of experience working alongside countless board members to improve their communities. Keep reading to learn the fundamental roles and responsibilities of a cooperative board, how to find success in your new position, and the next steps you need to take a board member.



Understanding the Role of the Board President

The Board President is vested with the same powers typically given to the chief executive officer of a corporation. The office should be the authority on the rules and laws that govern the board, handles procedural duties, and services as the spokesperson for business matters.

A president does not act alone. Having a strong board of directors is key in determining the success of the cooperative community – and the effectiveness of a president. It is crucial to ensure there is a good working relationship between the president and the board.

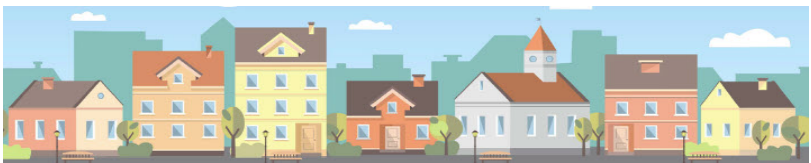


LITTLE THINGS THAT COUNT

Being an expert on parliamentary procedure is not always the pivotal point in matters of business in a meeting. Many times, it is the little things that make the difference between a contented assembly and an agitated assembly.

- Always exhibit an aura of calm, level-headedness. An amiable smile and attitude of complete impartiality will do more to keep the troops on target than a book full of rules.
- Use the gavel to have quiet only when necessary. tapping the microphone-or just silently waiting-usually will get their attention and hold it.
- Stand while processing motions and taking votes.
- Sit while hearing reports and communications.
- Assist members in phrasing their motions, when the intent is clear, but the words are not coming out right.
- Always be certain that both you, as presiding officer, and the assembly are clear on the question being decided.
- Suggest a motion that would be in order to help expedite business.
- Take the vote by unanimous consent on matters that are not controversial, such as, approval or correction of minutes, adjournment, courtesy motions, etc. Just say, "If there is no objection..."
- Remember that it is a member's motion or debate that is not in order -never the member, never say that a member is out of order, instead state that the motion is out of order.

- If a voice vote is inconclusive, retake the vote by rising (standing) by saying, the chair is in doubt. we will take another vote. Those in favor of....will rise. (Observe number standing.) Be seated' Those opposed will rise. (observe number standing.) Be seated. (Announce the result.)
- If an inconclusive vote retaken by rising is still inconclusive, take a counted vote by saying, the chair is still in doubt. We will retake the vote and count it. Those in favor of....will rise and remain standing until the votes have been counted. (when count is completed.) Be seated. Those opposed will rise and remain standing until the votes have been counted. (When count is completed.) Be seated. There are _votes in the affirmative and _votes in the negative. The motion is adopted (lost).
- If a question of privilege is raised, decide what to do and take the action. For example, A question of privilege has been raised regarding the street noise. Mrs. Smith, please close the window.
- if the orders of the day are called for and an important motion has been made (and seconded) that you think should be completed before moving on to other business or adjournment, say, if there is no objection, we will consider the motion to (state full motion) before proceeding to the orders of the day. (Pause.) Hearing no objection, the question is on the motion to....If there is an objection, take a vote. Two-thirds of those who vote must agree not to proceed to the orders of the day.
- If a member calls out, Question or, I move the previous question or, I move to stop debate and there is a second, take a vote first to see if two thirds wish to stop debate. If this motion is adopted, then take a vote on the pending question(s).



Focus on Leadership: President

As the chosen leader of your organization, you should have a working knowledge of parliamentary procedure. You should be familiar with the objectives, bylaws, and other rules of the society. You do not have to memorize everything, but you do need to know where to find the answers. Of course, you will set the example for impartiality, courtesy, and obedience to rules. Check the bylaws and other rules of your organization for specific duties of

your office. In general, as president you will be expected to:

- Be the official representative of your organization. Preside at all meetings of the society and of the board (if there is one).
- Refer to yourself as "the chair." ("I" is not used.)
- Call the meeting to order on time.
- Determining that a quorum is present.
- Announce, in proper order, the business to come before the meeting.
- Recognize members entitled to the floor.
- State and put to a vote all questions that legitimately come before the assembly.
- Announce the result of each vote and the effect of the action.
- Expedite business without denying members their rights.
- Enforce rules of debate, order, and decorum.
- Decide all points of order (subject to appeal).
- Respond to relevant questions of members.
- Refrain from voting except where the vote is by ballot or when your vote would change the result.
- At the proper time, declare the meeting adjourned (by general consent or by a vote of the assembly).
- Stand while calling a meeting to order, while declaring it adjourned, and while taking a vote.
- Carry out administrative and executive duties outlined in the bylaws or as directed by the assembly.
- . Prepare a report to be given at the annual meeting.

The bylaws may provide for the president to be an ex-officio member of all committees except the nominating committee. This is not a duty of the office, but is a privilege granted by the bylaws. Without such a provision the president has no righter to attend the committee meeting than anyone else who is not a member of the committee.

Ex-officio means "by virtue of office." If given this privilege, the President has all the rights extended to other members of the committee-to make motions, debate, vote, etc. The president is not obligated to attend committee meetings and is not counted in the quorum. However, it is the duty of the committee chairman to notify, the president of each committee meeting.

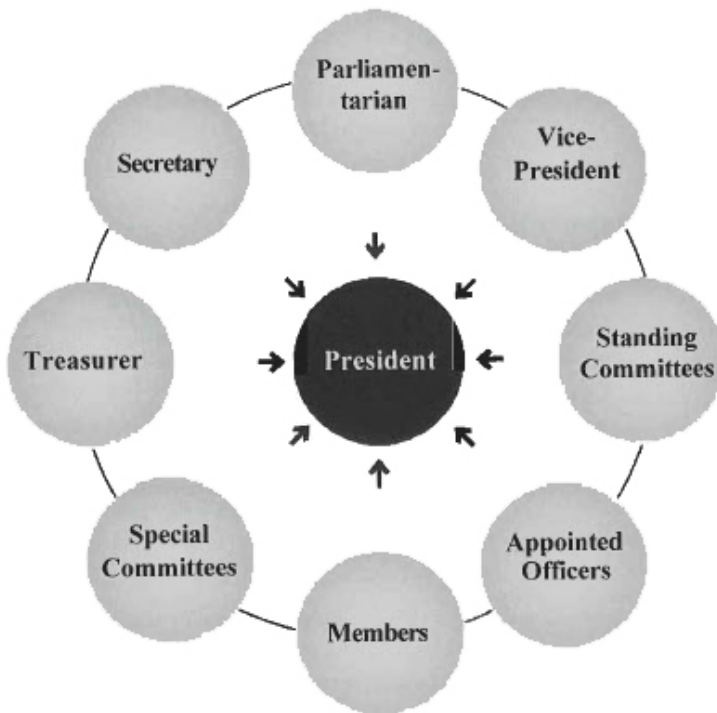
*"In enforcing the rules there is need for the exercise.
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The rules and customs are designed to help.
and not to hinder business."*

- Henry Martyn Robert
Parliamentary Law

In enforcing the rules there is need for the exercise of tact and good sense. It is usually a mistake to insist upon technical points if no one is being defrauded of his rights and the will of the majority is being called out. The rules and customs are designed to help and not to hinder business."

The Planning Team

A successful win/win meeting does not just happen. It requires thoughtful research and preparation by a planning team. Each member is an important part of that team. The success of a meeting depends on the quality of the members.



President

- Assures the facility is adequate and appropriate for the meeting being planned.
- Interacts with the planning team to prepare the meeting agenda.
- Mentally prepares for a win/win meeting.

Vice-President

- Assists the president, as requested.
- Mentally prepares for a win/win meeting.

Secretary

- Reviews minutes of previous meeting(s) for items of business to be considered in this meeting.
- Reviews minutes of board meeting(s) for board recommendations to be presented.
- Identifies prior emergency action requiring ratification in this meeting.
- Advises the president whether a report will be given.
- On request of the president, prepares the final meeting agenda.
- Mentally prepares for a win/win meeting.

Treasurer

- Advises the president on bills to be presented for approval or ratification.
- Notes whether the bills are covered in the budget.
- Alerts the president when:
 - Audit report must be presented and voted on.
 - Annual financial report will be given and whether it must be adopted.
 - New business will be introduced by the treasurer.
- Mentally prepares for a win/win meeting.



Parliamentarian

- Advises the president on:
 - Placing business on the agenda in correct order.
 - Actions required in the bylaws to be taken at this meeting.
 - Mentally prepares for a win/win meeting.
- Assists with script writing when necessary.

Standing Committee Chairman

- Advises the president whether:
 - A report will be given.
 - Recommendations requiring action will be made.
- Mentally prepares for a win/win meeting.

Special Committee Chairman

- Advises the president whether:
 - A report will be given.
 - The report will be an interim or final report.
 - Recommendations requiring action will be made.
- Mentally prepares for a win/win meeting.

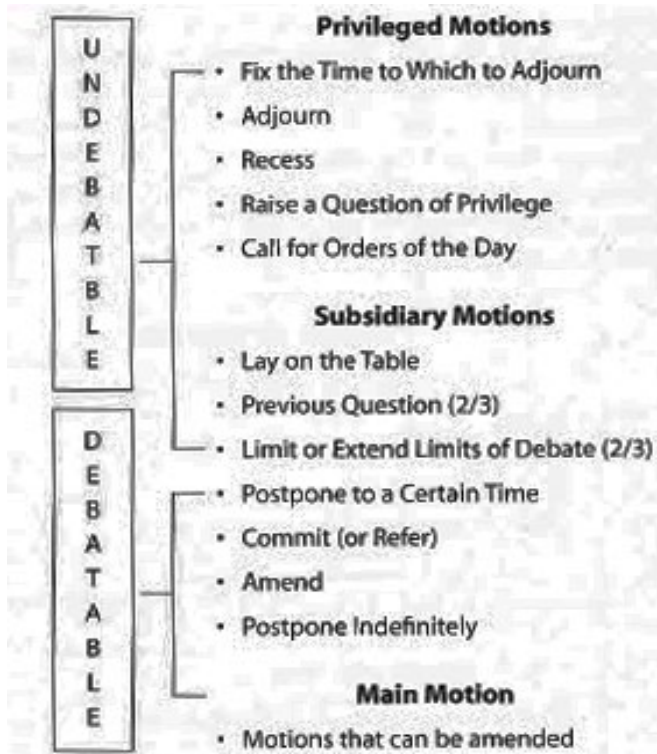
Appointed Officer

- Advises the president whether:
 - A report will be given.
 - Recommendations requiring action will be made.

Member

- Advises the president of intent to:
 - Introduce new business.
 - Move to rescind or amend previous action.
 - Give notice of business to be presented that requires previous notice.
 - Propose limiting debate on all business introduced during the meeting.
- Mentally prepares for a win/win meeting.

Classification and Precedence (or Rank) of Motions



The motion to Amend is debatable when applied to a debatable motion. It is not debatable when applied to an undebatable motion. The above motions rank as listed, with the lowest ranking motion, the main motion, at the bottom of the list. When any one motion is immediately pending, the motions above it are in order; those below it is not in order. Those motions marked (2/3) require a two-thirds affirmative vote for adoption; the other motions require a majority vote.

As the chosen president for the succeeding term of your organization, you should be familiar with the objectives, bylaws, and other rules of the society. You do not have to memorize everything, but you do need to know where to find the answers. Of course, you will set the example in impartiality, courtesy, and obedience to rules. If the bylaws have such a provision, you will be expected to perform the president's duties in case of a temporary absence of that officer. In case of a permanent absence, you will become the president.

THE ART OF CHAIRING

Chairing a meeting means making sure that the meeting achieves its goals, in other words, you get the business on the agenda done.

The ultimate goals are.

- dealing with every item on the agenda
- making good decisions
- people feeling that they have had a
- chance to express their opinions.
- people feeling respected and satisfied.



The Role of the Chair

Be Impartial

- You care more about the decision-making process than the decision.
- ◦ Give everyone a chance to speak
- ◦ Do not let a couple of people dominate

Be Assertive

- Take and keep control.
- It is your job to keep the meeting moving.
- Keep people on track.
- Rule people out of order gently

Manage the Discussion.

- Use a speaker's list.
- Set time limits.
- Summarize and clarify.
- Have a sense of the meeting.



Get Decisions Made

- Reach consensus.
- Get motions.
- Make sure everyone is clear on the decision.

Be prepared.

- Review the agenda in advance.
- Know where decisions and motions are required.
- Set times on the agenda so you can be finished on time.
- Think about what items will take the most time.

Set the tone.

- Professional
- Calm
- Courteous

Tips for Chairing

- Keep track of the time.
- Model good behavior
- Involve all participants.
- Take a break if necessary.
- Evaluate yourself.

Helping the Chair

Participants (not just the chair) are responsible for the success of the meeting.

- Model good behavior
- Speak up when asked.
- Wait your turn.
- Do not talk amongst yourselves.
- Suggest ways to move things along
- Make and second motions... and vote.
- Take over the chair if asked.



The Structure of an Effective Meeting

Typical Agenda

1. Call to Order
2. Approval of Agenda
3. Approval of Previous Minutes
4. Action Arising from the Minutes
5. Correspondence
6. Management Report
7. Review of Financial Statements
8. Committee Reports
9. Review of Work Plan/Strategic Plan
10. Review of Annual Board Calendar
11. New Business
12. Next Meeting Date
13. Motion to Adjourn.



The Meeting – Creating an Atmosphere

The Chair should be:

- Prompt
- Efficient
- Neutral
- Be a few minutes early.
- Make sure the room is prepared.

Meeting Agreement

- ✓ START AND END ON TIME
- ✓ STICK TO THE TOPIC
- ✓ PARTICIPATE, ENCOURAGE OTHERS TO
- ✓ PARTICIPATE
- ✓ DO NOT REPEAT YOUR POINT OR A POINT MADE BY ANOTHER DIRECTOR
- ✓ LISTEN FOCUS ON IDEAS, NOT PEOPLE
- ✓ BE RESPECTFUL

Great Lines for Chairs

- ✓ Are you ready to decide?
- ✓ People seem restless, shall we take a break?
- ✓ I do not think that is on the agenda.
- ✓ I do not think that is what we are talking about.
- ✓ Would you like to discuss that at the next meeting?
- ✓ I think we have already heard from you, does anyone else want to comment?
- ✓ We are getting behind schedule; can we move along?
- ✓ We have not heard from you; do you have anything to add?



Basic Rules of Order

Establish Quorum

(for the meeting and votes)

Call the Meeting to Order

Motions

State the motion, Moved by

Requires a Seconder.

Then Debate on the specific motion is allowed.

Calling the Vote

Put the motion to a vote.

In favor, against, abstain, carried or failed.

Tabled/Postponed.

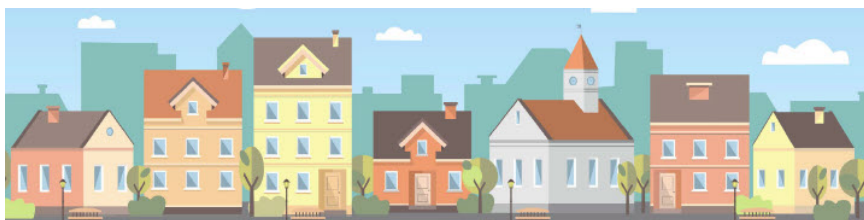
Tools for good process....

- ✓ Offer Options
- ✓ Stuck discussions – carry forward to the next agenda.
- ✓ Seek agreement on part, perhaps not all.
- ✓ Ask for suggestions for alternatives.

What You Do Not Know Can Hurt You – And Your Cooperative

Leading your community responsibly is not an easy task, especially when you are keeping up with board meetings, buzzwords and best practices. While board members often put forward their best effort, sometimes they still make big mistakes that can lead to serious repercussions for themselves, the board and the Cooperative itself.

Our professionals have learned this truth and many more through years of experience working with boards like yours and becoming experts in the Cooperative community management industry. While what you do not know can hurt you, their knowledge will help you discover how to avoid the costliest mistakes and become a more effective board member in the process.



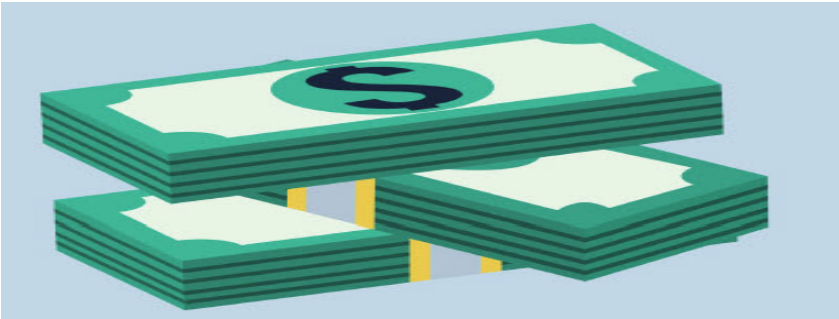
Not knowing the governing documents.

Governing documents are the documents that establish how a community must run: what is allowed, what is not allowed and how to make changes to the rules. The governing documents are comprised of three key sections: Bylaws, Rules and Regulations, and Covenants, Conditions and Restrictions (CC&Rs) and they are all unique to your community. They include important information like who is responsible for property maintenance, pet regulations, parking and more.

Inadequate Budgeting

Two prevalent board practices regularly land on the list of major no-noes, and they usually go together: not raising assessments and deferring maintenance.

While no one likes making the unpopular decision to raise assessments, as a board member, it is your duty to budget wisely. That means protecting, maintaining, and enhancing the community—all things that cost money. You cannot wait for items to fail; you must be proactive and set realistic budgets for repairs and necessary maintenance. Deferring maintenance because you do not want to raise fees will cost your association in the long run.



Letting personal agendas get in the way of community agendas.

One of the most common recurring board errors is members using their position to carry out personal agendas. This includes hiring friends as vendors, making choices that only benefit their home or their friends' homes, and taking feedback personally.

Cooperatives are designed to run as a business. That means leaders have a duty to act in the best interest of the association—not themselves. You must separate yourself from any personal views and conflicts, as they can get in the way of making the right choice for the community. Make fair and consistent decisions

based on standard practices rather than emotional opinions and preferences.

Selective enforcement.

Another common practice that is detrimental to a community association's success is selectively enforcing association rules. Selective enforcement can occur because of favoritism towards owners or in more subtle ways, like not consistently monitoring violations.

Not delegating properly

Serving on your association's board of directors requires a lot of time, effort, and resources. Governing and leading a community can be challenging, and as a part-time volunteer, it is hard to accomplish everything—there simply are not enough hours in the day.

That is why establishing committees to help share and divide the workload is essential. With support from various committees, board members can focus on fulfilling their duties more efficiently. Committees also offer homeowners a way to get involved on their terms without assuming a board member's full responsibilities.



Inaction.

No matter what type of community you choose, the role of the community association board is the same: to make decisions that help the community thrive. Rule enforcement, maintenance, assessments, and communications are all done to ensure the community's value is enhanced. That is why our community managers cite inaction as one of the biggest mistakes a community association board can make.

Ineffectively Communicating

Effective communication is one of the most important tools available to promote a positive and cooperative spirit. Board members must frequently communicate information, goals, progress, and outcomes to the membership. It is crucial to educate residents about why a decision was made, explain the time and energy spent to review options, and listen to feedback. Regular and clear communication builds trust and prevents gossip from getting perceived as the truth.

Being a No-Show

It is easy to get caught up in all the work that comes with being a board member; however, it is crucial to remember why you chose to serve on the board: to make your community a place where people love to live and want to stay. Regularly interacting and engaging with residents promotes transparency and allows them to see how the board works to improve the community.



Misunderstanding the True Function of the Management.

A critical relationship for every board member is the one with their community association manager. Many board members are unaware of the managers true role and function, which can create friction and prevent everyone from doing their jobs correctly.

Your manager works for the corporation as an entity, advises on key aspects of your association's operations, and serves as your representative with other service providers. Building and maintaining a strong relationship with your manager can make or break the success of your community.

Ignoring the Advice of Professionals

Boards will often make the mistake of not seeking or respecting the advice of professional partners and service providers, like the association accountant, lawyer, or manager. It is essential to understand that these professionals are there to provide reliable information and insights. Remaining open to their guidance will ensure you are equipped to make sound decisions.



Committees

Committees are the backbone of the accomplishments of an organization. They promote the official programs and support the various technical aspects of efficient organizational operation.

Contrary to popular belief, a camel is not a horse designed by a committee nor is it true that a committee saves minutes and wastes hours. It is true; however, the world was so loved that building the ark was entrusted to Noah instead of being assigned to a committee.

It is usual in deliberative assemblies to have preliminary work done by committees. So, standing committees are very important to a proactive organization.

For that reason, it is customary for organizations to put their vice-president in charge of their most important standing committees.

These committees vary from organization to organization depending on their objectives. They range from program, membership, and extension to finance, budget, and building.

A committee must meet in order to transact business. As committee chairman, you will be expected to call the committee together. The meeting notice should be sent to all committee members and ex-officio member(s). It should include the date, time, location of the meeting, and at least a tentative agenda. When the committee meets, if a quorum is present the chairman opens the meeting and may appoint a member to record what is done in the meeting.

