

Approved NOTES
GENERAL MANAGER SEARCH Task Force Fourth Meeting
Leslie McRoberts, Mike Ashby, Gail Chiarello
Meeting: Creekside Café
6:00-7:30PM September 29, 2016

Present: Leslie McRoberts, Mike Ashby, Gail Chiarello. Community observers: Eric Trower, Marcy Rekunyk, James Rorabaugh, Chuck Luttrell, Melinda Luttrell, Jean Ross, Carol Houlton, Carol Bauman, David Narsico, Sue Nuyda, Marcie Paul.

Minutes of the September 23, 2016 meeting were approved and GC was requested to see that they were posted on SuddenValley.com and the various FB sites.

Discussion:

1. CAI Report (Mike Ashby). Mike spent Saturday September 24th at the Community Association Institute meeting in Seattle. (a) He recommended that Sudden Valley purchase a Board membership (currently Mitch Waterman, Lisa Letchworth, and Jennifer Spidle have individual CAI memberships). This would allow any Board member to attend CAI meetings, with the additional benefit that community members could attend CAI trainings at a member price. The price for a Board membership is \$700. (b) He had received a “nifty purple bag” containing information on firms offering services related to accounting, playgrounds, homeowners, Board training information, “Pilera” software, other software, resumes of Project Managers, business cards, condo laws, and reserve studies. (c) He had obtained 9 Job Descriptions and information about job posting sites (d) He had copies of HOA periodicals—one statewide, one national. (d) He had spoken with Corey Recla of Agynbyte, and with EMB; “Morgan” who had worked for Sudden Valley at one time was now working for Legacy. He did not attend the classes or trainings but used the time to network, gather information, and observe.
2. Review of 2012 applications (Mike Ashby). Mike suggested that perhaps half of these applications might receive a copy of our current Job Description. GC thought perhaps fewer; she felt there had been maybe half a dozen worth pursuing again. It was agreed information on our current opening would be sent to half a dozen or more applicants, if they had provided a non-work e-mail. [UPDATE: Applications 2-4 will receive brief cover letter and copy of job description.]
3. Internet recruiting (Mike Ashby). Mike had sent out job description out to about 23 job seekers on various Internet sites. Sudden Valley had received almost a dozen applications from candidates using the Indeed.com website. The others had a “teaser” offering free posting for one month, but this option only kicked in after paying for one month of services.
4. Budget for the Internet search. GC presented a table showing the costs of various Internet sites. LMR suggested drafting a request to Finance which would meet Wednesday October 5th. GC expressed concern that the Board would not be able to vote on such a request until its October 13th meeting—almost half the way through Phase I of the GM Search process. LMR stated she thought the Executive Committee could approve the funding upon a recommendation from Finance. It was agreed GC would draft a request “Not To Exceed \$2000” to pay Internet

Job Posting fees. [UPDATE: Request sent to Finance, modified by the Treasurer, and approved.]

5. Job Description. GC passed out copies of the latest Job Description incorporating changes suggested at the last meeting. She had asked Lisa Letchworth to review it & added most of Lisa's recommendations. LMR said Lisa had also recommended adding: "A combination of education and equivalent experience will be considered."

6. Headhunters. LMR has not yet contacted Jeff Evans of Management Matters, Mt. Home, PA.

7. GC presented information about the International City/County Management Association. She passed out job postings for city administrators from the cities of Yelm, Pullman, Spokane Valley, and Lake Stevens. She noted these municipalities all referred applicants to Prothman.com and volunteered to research this firm to see if it might offer services helpful to our search.

8. Letter of interest. The group discussed what should be covered in a follow-up Letter of Interest. We would create a standard Letter of Interest to be sent to all candidates we deemed qualified for follow-up. Since our position's salary is described as DOE, we will request salary expectations. We will ask out-of-area candidates if they were willing to relocate. LMR suggested asking how their qualifications and experience supported the tasks in our Job Description. We would ask about their experience managing multi-million \$\$ budgets. [See Final Letter of Interest attached.] We would ask applicants to return their responses by October 15th to give us time to evaluate them. It was agreed GC would draft up the Letter of Interest and e-mail to LMR and MA for input and approval.

9. Next steps. From this pool we would hope to identify several semi-finalists, whom we might call conference-call style or interview using Skype or video.

10. Review of Applications. GC stated there had been 11 applications received, all from the Job Announcement posted on a website called "Indeed." Summary: Of the 11 resumes, four were women, seven men. Four had Bachelor degrees, five had "some college," and two were CMCAs. She passed out copies of the applications, numbered #1 through #11 so they could be discussed without violating the confidentiality of the applicants. The first four numbers represented those she had found most suitable. Applicants deemed unsuitable included an Indian naval office from the subcontinent whose appeared never to have left the subcontinent; another's work experience was managing Dollar Stores. After review, the group agreed to send a Letter of Interest to Applicants #1 through #4 and to send the simple "Acknowledgement" e-mail to the other seven.

11. Transition. GC expressed concern that the Board needed to discuss a transition period. It was clear to her that the work of the GM search committee could not be wrapped up by November 5th; Phase I would not be concluded until October 28th, and it was to be followed by Phase II. She proposed the GM Search group prepare a motion to present to the Board which would ask the Managing Director to delay his exit by two months, to 12/31/2016, to provide for continuity and training for new management. It was agreed this motion would be brought forward to the Board.

12. Date of Next Meeting: Thursday, October 6, 2016 6PM Creekside.

Property Owner Comments

Chuck Luttrell: Favored search to include City Manager types. Had concerns about comparing Sudden Valley to the cities of Yelm or Pullman—both were very small cities in rural parts of the state. He hoped the GM search group would not value “form over fit”—do not put too much emphasis on spelling, writing style, etc. Often the best candidates did not come across as the best on paper.

Eric Trower: Agreed with Chuck; felt City Manager types might possess a “cross-over skill set.” Did not think we necessarily needed HOA experience. Our current GM has served for two years; yet Sudden Valley doesn’t “have a nuclear plant to dismantle.”

James Rorabaugh: ZipRecruiter is a “meta-tool.” It propagates to many different sites. A user may have to pay for those sites (Career-Builder, Linked-In, etc.) but ZipRecruiter will insure your job announcement gets to them. This may save the Search Committee’s time if we start with ZipRecruiter first.

LMR: Our concern has to be Quality not Quantity. We might want to consider specific HOA newsletters.

MA: We should consider HOA-POA.

Marcie Paul: My husband has worked for Sudden Valley for 25 years. He’s noticed that the General Manager tends to choose a side to align with.

LMR: The Board “employs” the Manager. The life cycle of the position tends to be 5 years.

David Narsico: We’ve have five General Managers in five years. Addressing Marcie Paul’s concern, a management company might help insulate the manager from all the divisions in the Valley. The community complains a lot, but last night there were only 9 community members in attendance at the Management Trust’s presentation, not including Board members. They lose their right to complaint if they don’t participate.

GC: I remain cautiously optimistic about this process. I see the community coming together. I don’t want to hear so much “gloom and doom.”

James Rorabaugh: I have to work; I have a newborn. I’m very interested but there’s been a presentation or a Town Hall or a committee meeting every night this week. It’s hard on working families to get to all these things. I am very thankful we’re looking at the present alternative (GM search) as well as a management company. Sudden Valley doesn’t have “rules to play by.” That is, it has tons of Rules and Regulations, but none describing how the administration should work. A management company knows “where our limits are.”

Sue Nuyda: I liked Grand Manors and Mr. McPherson. Would it be okay for someone from the GM search team to call him? [referring to his offer to help us, whether or not his group is chosen]

LMR: Okay.

Having heard from all property owners who wished to comment, the meeting was adjourned at 7:20PM.

Respectfully submitted,

Gail Chiarello

Action Items

- GC to prepare a motion to Finance for funds Not to Exceed \$2000 for Internet recruitment.
- GC to post GM search committee's 09/23/2016 approved notes to the FBs and ask Ashley to post to SuddenValley.com
- GC to ask Lisa Letchworth to amend the official GM Job Description to add the last line, "A combination of education and equivalent experience will be considered."
- GC to draft follow-up Letter of Interest to four candidates.
- GC to send "Acknowledgement" e-mails to candidates whom we won't be following up with.
- GC to research "Prothman.com"

Attachments:

Internet Job Sites Rate Sheet

Follow-up Letter of Interest

SV General Manager Updated Job Description

Attachment A: Internet Job Sites Rates:

Internet Recruiting	<u>Days on Site</u>		<u>Cost</u>
Monster.com	30		\$299.00
ZipRecruiter.com*	30	Lisa recommends	\$249.00
Linked-In.com	30		\$199.00
CareerBuilder.com	30		\$419.00
ICMA (International City/County Management Association)**			
Renewable at no cost:	60		<u>\$600.00</u>

Possible Total Recruiting Budget = \$1,766.00

*Highly recommended by Lisa Letchworth

**Search for a mid-level City Manager "type" recommended by several community members

Add Prothman.com \$175-\$213 for 3 months ... (ICMA may cover this)

Attachment B: Follow-up Letter of Interest

Dear [Applicant]:

Sudden Valley Community Association acknowledges receipt of your application for the position of General Manager. We are giving your application additional consideration and would appreciate your responses to the following questions.

1. Please review our Job Description (attached) and describe how your experience and qualifications support the requirements and duties of the General Manager of Sudden Valley. Key elements include:

- Preparation of an annual \$3.8M budget (capital & operations) for Board and member ratification. Oversees all SVCA financial processes.
- Oversight of an approximately 3-square mile community of over 7000 residents.
- Oversight of community common space of several hundred acres.
- Oversight of an 18-hole lakefront golf course of 150 acres (currently managed by an SVCA employee/golf professional)
- Oversight of numerous community facilities--a Clubhouse/Administration building, a Dance Barn, a fitness center with swimming pool; maintenance of these assets, several of which are nearing the end of their life cycle and are scheduled for demolition and/or replacement.
- Oversight of Sudden Valley's 40 miles of private roads.
- Preparation of contracts including lease agreements with tenants (YMCA, South Whatcom County Library, El Agave restaurant, Sudden Valley's security company.
- Supervision of staff (approximately 30 employees).
- Communication/interfacing with local and state governmental entities including Whatcom County, Lake Whatcom Water District, the State Department of Ecology, among others.
- Lake Whatcom is the source of drinking water for half of Whatcom County. Its watershed protections limit building, construction, road maintenance, and much more. Have you had experience with these kinds of watershed restrictions?

2. Sudden Valley is located in extreme northwest Washington State, approximately 8 miles southeast of Bellingham, WA, and 25 miles from the Canadian border. Are you willing to relocate such a distance, given that you currently reside in _____?

3. We anticipate filling our position no later than January 1, 2017, and possibly sooner. What is your availability, if selected for this position?

4. What are your salary requirements? Please provide specific salary information for your current or most recent position.

5. Please provide your contact information including current address (street, city, state), telephone, and personal e-mail.

We hope to have identified a pool of finalist applicants by the end of October and would appreciate receiving your response to these questions no later than October 14th. Your responses should be sent via e-mail to: BODChiarello@suddenvalley.com. Please be assured that all information you provide will be treated with the utmost confidentiality.

Thank you again for your interest in our position.

Gail Chiarello
Sudden Valley Board of Directors
4 Clubhouse Circle
Bellingham, WA 98229

SUDDEN VALLEY COMMUNITY ASSOCIATION

Announcement

Job Title:: General Manager

Department: Administration

Location: Administration Offices – Clubhouse

Reports to: President, Board of Directors

Salary Range
DOE

Type of position:
Full Time

Employee Classification:
Exempt

Summary:

Serving at the pleasure of the Board of Directors (Board), the General Manager (GM) is the chief administrative officer of the Sudden Valley Community Association (SVCA). In that position he/she assumes the responsibility for the day-to-day management of all aspects of operation of SVCA and the supervision of staff, in accordance with SVCA's governing documents and policies.

The GM directs and oversees the management and insures the quality of all aspects of the Sudden Valley community, including golf course operations, golf concessions, turf and equipment maintenance, oversight of restaurant operations through an existing lease, the main pool and health club under an existing contract with the YMCA, and 24/7 community Security provided by a third party.

The GM directs and oversees community relations, relations with neighboring communities, contractor and vendor relations, resident concerns, Board relations as needed to promote good operating relationships and processes and to protect SVCA's reputation as a choice community. Excellence in customer service to the membership shall be expected in all interactions, both verbal and written, and the GM shall train and instill this same attitude in the entire staff.

The GM shall accept and maintain responsibility for the fiscal performance of all SVCA operations, and manages under a professional business model in order to achieve maximum financial efficiency for all areas of SVCA.

The GM shall utilize coaching and team building skills to unite and motivate employees and shall maintain:

- A positive, consistent, and impartial work environment
- An open communication system
- An employee recognition program established by a merit based system.

Examples of Some Specific Duties and Responsibilities:

Duties and responsibilities, to be accomplished by self and through subordinate staff, include, but are not limited to, the following:

- Assumes the leadership and supervision of all SVCA's daily operation of departments and the routine affairs of the Association while maintaining open communication with the Board.
- Manages and oversees SVCA financial processes, including billings, escrows, payables, collections and budgets and guides the Board in their fiduciary responsibilities. Ensures that all bookkeeping and accounting systems operate under GAAP. Provides written monthly status, variance and outlook reports.
- Implements, ensures compliance with and operates SVCA under all Federal, State and local laws (including OSHA, ADA and other agencies) as well as the Association's Documents, and Board goals, directives, policies, procedures and resolutions.
- Inspires and models customer focused strategies and service in all communications and efforts ensuring a focused staff that places customers first.
- Fosters a customer-focused culture and maintains an active presence in the community. Ensures frequent

and extensive communication with residents, through website, email, newsletters, meetings and other activities. Promotes resident participation in Association activities.

- Assures that all equipment, buildings and facilities are safe, clean, maintained and protected in a professional and responsible manner to ensure optimum life and operational efficiency.
- Establishes and implements short- and long-range organizational goals through overall strategic planning, objectives, policies, and operating procedures. Monitors and evaluates programmatic and operational effectiveness of SVCA services, including the Sudden Valley Golf Course, and effects ongoing quality and safety changes required for improvement. Participates in planning process and is responsible for implementation of Long Range Community plans, and reports on progress in this area regularly.
- Utilizes coaching and team building skills to unite, and motivate employees. Monitors morale and models attitudes that build teamwork and create a safe, positive, consistent, and impartial work environment and an open communication system.
- Reinforces all operational area standards through effective personnel training programs and scheduling.
- Negotiates and oversees contractors, vendors, suppliers and all providers of services and goods to the community to insure prompt response to issues, expected performance and compliance to contract specifications and governing standards.
- Communicates with government agencies and third parties on matters affecting the daily and long-term operations of SVCA, always protecting SVCA's reputation as a friendly and environmentally minded community.
- Responsible to develop and prepare the annual operating and capital budget(s) under the direction of the Board. Promptly reports any significant events or changes in circumstances which may affect SVCA operations to the board.
- Supervises bookkeeping, filing, and records retention to insure appropriate file maintenance and archiving processes. Maintains and updates an employee personnel system which includes a manual, job descriptions and salary guidelines in accordance with Board policies.
- Other duties may be assigned.

Qualifications:

The GM must be able to perform each essential duty satisfactorily through self or subordinate staff. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Experience, Knowledge And Skills

- Five (5) years experience with homeowners associations as an on-site community manager or other relevant management experience, including direct experience with preparation of legal and budget documents, community-building, and enforcement of codes and regulations.
- Current knowledge of Federal, State and Local Statutes and regulations.
- Demonstrated customer-service orientation and conflict-resolution skills.
- Demonstrated experience in leadership and teamwork style of management.
- Organizational and staff development skills.
- Excellent written and oral skills.
- Ability to communicate and work effectively with the Board of Directors and the membership
- A shared vision with the Board of Directors
- Strong financial management skills and experience
- Professional appearance and attitude
- Flexible work hours/days

Education, Certificates, Licenses, Registrations

A four-year degree in Business, Public Management, or related field. A combination of education and equivalent experience will be considered. Master's degree preferred.

