

# The House Special



NEWSLETTER OF THE SKYLINE HOUSE UNIT OWNERS' ASSOCIATION | MAR | VOL 37; ISSUE# 2 | SHUOA.ORG

## PRESIDENT'S REPORT

Richard Porter



This month we will consider a proposal to evaluate our stewardship at SHUOA. This would include considering whether we are better off self-managed or should we change to a management company. We have a proposal from a leading local real estate manager, which is attached. We will consider whether to undertake all 58 tasks, or some subset fitting our budget. The difference in this project and the PCAM report lies in the granularity of this new work, which would take several months to complete.

This leads me to my next topic which is: what does the president do? I spend my time listening to resident complaints, meeting with management, and going to various committee meetings. I try to translate resident observations into action steps we can take. I also try to support the work of our committees and to see that their wishes are acted upon.

One of my chief concerns is getting things done in a timely fashion, and getting them done right. This sometimes leads to some friction. I try my best to work with all of our stakeholders and to keep a cheerful spirit. That can be difficult unless other people try the same result oriented approach.

At any rate I have worked with management to get this stewardship proposal precisely because people regularly ask me whether our form of management is best and whether our managers are doing a good job. I want you to have the metrics for answering these questions on a granular basis.

"You are not only responsible for what you say, but also for what you do not say." — Martin Luther

## CONSULTANT SERVICES PROPOSAL For SKYLINE HOUSING UNIT OWNERS' ASSOCIATION

Revised 1/30/17

CUMMINGS & ASSOCIATES, INC.

900 N. Taylor Street, Suite 1705

Arlington, VA 22203

703 548-2611

Fax 703 548-5031

ConsultCAA@aol.com

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**Consultant Services Proposal**

**Management and Operations Assessment**

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**Skyline House UOA**

## **Perspective**

Skyline House Unit Owners Association, Inc., aka Skyline House, is a 37 year old high rise, two seventeen story building community with 556 units located on George Mason Drive, Falls Church, VA.

The condominium is a Virginia non-profit, non-stock corporation organized and existing under the Virginia Condominium Act §55-79.39 et seq. In the condominium, the owners own his/her unit from the wallpaper/ceiling/floor in, including the windows and doors and a shared, undivided interest in everything else called the common elements. Common elements include the buildings, central heating plants, ducts, plumbing, halls, common walls, stairways, roofs, green spaces, landscaping, meeting rooms, amenities, and parking areas.

Skyline House is governed by its Declaration, Bylaws, and Rules and Regulations promulgated by the Board of Directors. It is equivalent to a small town with an elected seven-member Board of Directors charged with the general oversight and fiscal management of their condominium. These responsibilities include, among others, the right to levy assessment and fees, establish and enforce rules governing all property and persons within the condominium, and the responsibility to maintain in a manner that protects the owners' investment and enhances their quality of life. Skyline House is also the equivalent of medium-sized business with a multi-million dollar annual budget.

The owners have an estimated \$160 million investment based on current sales values – that the Directors are implicitly charged with protecting.

The Community Associations Institute used Skyline House for a Case Study for their Professional Community Association Manager (PCAM) program in 2015. The assessment was thorough and identified many great things about Skyline House and identified areas for improvement.

The Skyline House Board of Directors is seeking professional assistance of an independent consultant to perform a community management and operations assessment to confirm successful practices and suggest improvements to Skyline House's current management and operations where warranted; and, understand the costs, benefits and liabilities of their current management and operations as compared to management alternatives to aid in determining the best way to manage Skyline House in the future.

Cummings & Associates is an independent professional consultancy that has decades of experience assisting cooperatives, condominiums and homeowner associations with similar studies...with each involving systematic, comprehensive, critical appraisal of organization, management practices, systems, procedures and methods from top to bottom...with recommendations that applied new technology and industry best practices throughout.

Cummings & Associates has over 40 years experience assisting cooperatives, condominiums and homeowner associations in the following areas:

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Community Vision Development  
 Community Surveys  
 Conflict Resolution  
 Document Drafting  
 Energy Analyses  
 Engineering Services  
 Facility Audits  
 Human Resources/ADA Analysis  
 Interim Management  
 Leadership Retreats  
 Leadership Training

Maintenance and Preventative Maintenance Programs  
 Major Project Financing and Management  
 Manager and Management Company Selection  
 Manager Coaching and Mentoring  
 Management Audits  
 Meeting Facilitation  
 Organizational Analysis  
 OSHA Compliance Audits  
 Policy and Procedure Development  
 Resident Orientation  
 Transition Assistance

Cummings & Associates has conducted similar studies for a number of communities in the last several years including Broadmoor Cooperative Apartments, Boston House Condominium, Van Ness East Condominium, River Park Mutual Homes, and South Riding Proprietary. Each of these were a systematic, comprehensive, critical appraisal of the organization, management practices and methods from top to bottom with recommendations that applied industry Best Practices throughout.

## Scope of Services

Cummings & Associates (CAA) proposes to perform a series of tasks for Skyline House, grouped by general category to help focus resources on like activities..



The first group of tasks provides the consultants with the background and perspective needed to effectively perform the requested analyses. This will involve understanding the documents, leaders, organization, policies, and manuals.

Then each group of tasks will be addressed in sequence, each building on the other. As individual tasks are completed, recommendations will be generated for each. Weekly progress reviews will be provided the Board president or designated liaison, monthly written status reports prepared for the Board, and a final written report to document all our findings, prioritized recommendations and suggested implementation plan.

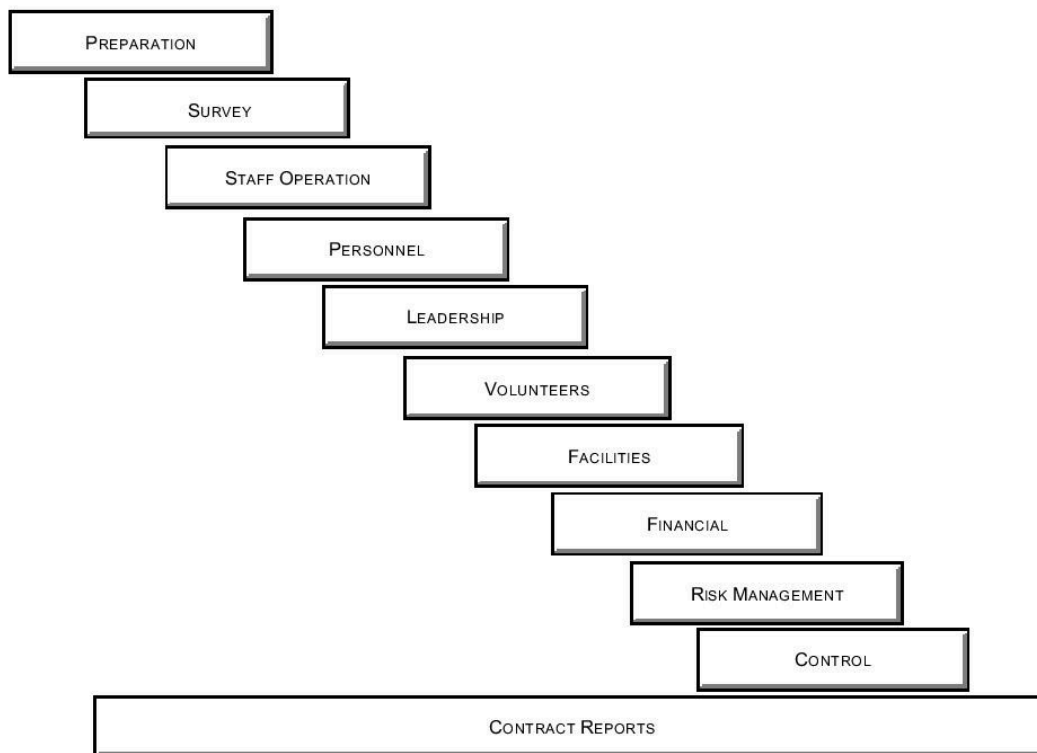


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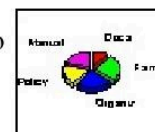


Associates will be used as needed to support and enhance our work in their areas of expertise. Each task will initially be addressed separately to provide a focused and unbiased analysis and then integrated into the whole to produce a coordinated, balanced and implementable whole.

The following is a detailed description of these tasks with the estimated amount of consultant time anticipated to complete:

### A. PREPARATION

Provide the consultants with the knowledge, understanding, and perspective to effectively and efficiently support the Board.



#### Task 1, Document Review

*Estimated 3 hours*

Familiarization with the enabling documents, rules, guidelines, employee policies, standards, meeting minutes, contracts, etc. to understand the current requirements and constraints.

#### Task 2, Project Familiarization

*Estimated 8 hours*

Learn about the facilities, amenities and activities of Skyline House to be able to put everything into perspective. Talk with each director, chairs of committees, and the manager, to understand their perceived roles, what is going well and what is not. Facilitate an online Leadership Evaluation and compare the results with other associations of similar size to help identify comparative strengths and

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**Management and Operations Assessment****Skyline House UOA**

weaknesses of the community and its leaders, and to help prioritize the consultant's work.

**Task 3, Organization***Estimated 7 hours*

Assess the current organizational rationale, structure, effectiveness, strengths and weaknesses. Review the functions of each organizational entity, written and practiced responsibilities, reporting relationships, supervisory roles employed, span of control, perceived usefulness, resources expended, results achieved, and communication procedures utilized. Evaluate the committee structure, makeup, and relationship to the Board and Staff. Compare with industry Best Practices. Recommend improvements.

**Task 4, Policy***Estimated 6 hours*

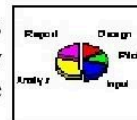
Review existing written and practiced policies to understand the direction they contain. Assess their effectiveness and identify voids. Compare with industry Best Practices. Recommend improvements.

**Task 5, Operations Manual***Estimated 5 hours*

Review the existing Operations Manual to understand how leadership and staff have been guided in the past. Assess the published procedures for currency, content, completeness, use, utility, and application. Compare with industry Best Practices. Recommend improvements.

**B. OWNER/RESIDENT SURVEY**

Plan and conduct a Skyline House-wide survey of owners and residents to identify areas of concern and levels of satisfaction of each to help educate them to constructively participate, determine expectations of Skyline House provided services, and provide empirical support for change.

**Task 6, Design***Estimated 4 hours*

Determine the basic message to be conveyed, subjects to be addressed, and elements to be studied. Draft the survey to be tested.

**Task 7, Pilot***Estimated 4 hours*

Test the proposed survey on the Board of Directors and Committee Chairpersons to assure clear and common understanding of the questions, desired content, and perfect it as appropriate. Secure Board approval of the survey to be sent to owners and residents.

**Task 8, Input***Estimated 6 hours*

Draft communications to alert owners and residents of the survey, its purpose, schedule, and the feedback planned. Electronically distribute and receive the completed surveys. Follow up as needed to assure a statistically reliable response rate.

**Task 9, Analyze***Estimated 10 hours*

Tabulate and analyze the survey responses.

**Task 10, Report***Estimated 6 hours*

Prepare a comprehensive report to the Board to document the findings, conclusions, and recommendations. Prepare article(s) summarizing the results for publication throughout the community.

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**Skyline House UOA****C. STAFF OPERATION**

Assess the functions performed, services purchased, systems/procedures/equipments/facilities used, employee workload, staffing, and emergency/contin-gency planning.

**Task 11, Contract Administration***Estimated 6 hours*

Review the administration of both external contracts and internal programs. Review contact files. Evaluate purchasing procedures. Assess the procedures used to solicit proposals, select providers, document commitments, monitor and evaluate performance, pay/recognition/reward performance, and minimize liability. Assess procedures to plan, budget and control cost and schedule. Recommend improvements.

**Task 12, Information Systems***Estimated 7 hours*

Evaluate the existing and planned technology equipments, systems, procedures, skills and training; administrative, financial, and facilities information management systems and Internet-based communication. Assess their applicability, capability, ease of use, acceptance, effectiveness, and training needs. Compare Skyline House's use of technology with similar communities. Identify exposures, define trade-offs, and recommend improvements.

**Task 13, Purchased Services***Estimated 8 hours*

Assess the services purchased or contracted by Skyline House. Review the functions, availability of service providers, and economy of scale of each. Compare the results with other similar large-scale communities. Recommend changes to optimize cost and service.

**Task 14, Staffing***Estimated 10 hours*

Review the workload and staffing at Skyline House. Assess the job descriptions and workload of each position, skill and qualifications of each employee, hiring procedures, performance plans and evaluations conducted, and training and guidance provided. Recommend improvements.

**Task 15, Office Layout***Estimated 4 hours*

Review the office furniture, fixtures, equipment, and layout. Evaluate its efficiency and effectiveness. Assess long range needs. Recommend changes as appropriate.

**Task 16, Covenants Administration***Estimated 8 hours*

Assess the design guidelines and enforcement procedures. Review the published guidelines, design change applications, ARB records, hearing documentation. Compare results with industry Best Practices. Recommend changes as appropriate.

**Task 17, Activities Administration***Estimated 8 hours*

Identify community activities, assess their schedules and associated staff workload. Compare with other large-scale communities. Recommend changes.

**Task 18, Emergency Planning***Estimated 5 hours*

Review the current security and emergency planning processes. Assess their scope, effectiveness, and currency; ability to meet current and anticipated threats; coordination with members, city, county and state authorities; communication coordination with members. Recommend improvements.

**D. PERSONNEL**

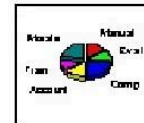


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Evaluate Skyline House basic personnel practices and procedures.

**Task 19, Employee Evaluation***Estimated 5 hours*

Review the employee performance evaluation schedule, process and procedure. Assess its acceptability, effectiveness, and utility. Recommend improvements.

**Task 20, Employee Compensation***Estimated 7 hours*

Review the process of establishing and adjusting employee compensation, including benefits. Identify the relationship between pay, performance, and other incentives for Skyline House employees. Compare compensation levels with both local and national averages for comparable positions. Recommend methodology changes as appropriate. Meet with each employee to evaluate their current functions and workload. Recommend changes as appropriate.

**Task 21, Accountability***Estimated 6 hours*

Review the employee task assignment processes. Determine how managers are delegating to and empowering their employees, setting and communicating goals and objectives, measuring results, and evaluating performance. Evaluate their effectiveness and recommend improvement.

**Task 22, Employee Training***Estimated 5 hours*

Review the Skyline House process for staff development. Assess existing employee training manuals and materials. Inventory needed employee skills, education, certifications, licenses, development plans. Assess employee coaching, training opportunities, and training needs. Recommend improvements.

**Task 23, Morale***Estimated 8 hours*

Review processes used to maintain positive attitudes and morale among Skyline House employees. Interview all full-time employees. Assess attitudes and morale of Skyline House each. Assess existing conflict resolutions procedures. Identify factors affecting morale. Recommend improvements.

**E. LEADERSHIP**

Evaluate basic Skyline House leadership practices and procedures.

**Task 24, Board Oversight***Estimated 6 hours*

Assess how and how frequently the Board oversees Skyline House's operation to determine the financial health of the corporation, status of ongoing projects, management of its employees, and direction of the community. Review Board Packages, meeting minutes, and special studies. Compare with industry Best Practices. Recommend improvements as appropriate.

**Task 25, Decision-Making Process***Estimated 5 hours*

Assess how Skyline House leadership makes decisions. Review the Book of Resolutions, if any, to understand how decisions are currently documented. Compare the results with industry Best Practices. Recommend improvements as appropriate.

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#### **Task 26, Leadership Training**

*Estimated 4 hours*

Evaluate the existing Skyline House leadership training programs. Determine the Skyline House-sponsored training opportunities for board and committee members. Identify potential gaps and recommend improvements.

#### **Task 27, Communication**

*Estimated 4 hours*

Review the Skyline House board, management, committee, member, and resident communications vehicles. Evaluate the effectiveness of the Skyline House Annual Report, Member Handbook, newsletters, Websites, local announcements, and member communications, if any. Recommend improvements.

#### **Task 28, Trend Monitoring**

*Estimated 5 hours*

Review Skyline House early warning systems and procedures. Identify what data is monitored and how it is used to perform trend analysis and manage resources. Assess their effectiveness. Recommend improvements.

#### **Task 29, Conflicts of Interest**

*Estimated 4 hours*

Review procedures for avoiding both leadership and employee, internal and external, conflicts of interest. Assess formal and informal guidelines and their effectiveness. Identify areas of potential conflict and recommend changes to minimize exposure.

#### **Task 30, Hidden Agendas**

*Estimated 4 hours*

Identify apparent leader or employee hidden agendas that may negatively impact on Skyline House's ability to achieve the common good and/or to meet membership needs. Recommend corrective action and procedures to avoid them in the future.

#### **Task 31, Planning Process**

*Estimated 7 hours*

Review the operational and strategic plans and planning processes. Assess how well they meet Skyline House's needs, reflect existing policies and guidelines, involve the board/committees/members, reflect changing environments and technologies. Recommend improvements.

## **F. VOLUNTEERS**

Evaluate Skyline House volunteer function, workload, recruitment, education, and retention practices and procedures.



#### **Task 32, Volunteer Functions**

*Estimated 5 hours*

Identify functions performed by volunteers and assess their effectiveness. Compare with other large-scale communities. Recommend changes.

#### **Task 33, Volunteer Workload**

*Estimated 6 hours*

Assess the Skyline House volunteer workload and effectiveness. Identify equivalent costs and alternative sources. Recommend changes as appropriate.

#### **Task 34, Volunteer Recruitment**

*Estimated 2 hours*

Review the Skyline House volunteer recruitment procedures. Compare the findings with industry

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experience. Recommend changes as appropriate.

#### Task 35, Volunteer Training

*Estimated 4 hours*

Inventory and assess Skyline House volunteer training opportunities offered. Identify available sources. Recommend improvements.

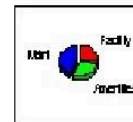
#### Task 36, Volunteer Retention

*Estimated 3 hours*

Assess Skyline House volunteer turnover. Compare with other communities. Identify volunteer motivators and de-motivators. Recommend changes as appropriate.

## G. FACILITIES

Review current and proposed facilities and their maintenance.



#### Task 37, Facilities

*Estimated 6 hours*

Inventory all Skyline House physical properties. Assess their need, use, condition and maintenance. Compare with other large-scale communities. Identify ways to reduce costs, improve operational efficiencies, and improve safety. Recommend changes as appropriate.

#### Task 38, Amenities

*Estimated 10 hours*

Inventory Skyline House amenities. Assess their need, use, condition and maintenance. Compare with other large-scale communities. Identify variances and exposures. Recommend changes as appropriate.

#### Task 39, Maintenance

*Estimated 9 hours*

Evaluate Skyline House maintenance operations, equipment and their cost effectiveness. . Identify preventive maintenance programs to reduce downtime. Recommend changes as appropriate.

## H. FINANCIAL

Assess Skyline House fiscal management.



#### Task 40, Budget Process

*Estimated 7 hours*

Review the current Skyline House budget process and funding allocations. Assess the current budget policy and administrative resolutions; the preparation, analysis, review and approval processes; and publication procedures. Evaluate how Board policy and priorities are reflected in the operating budget and the reserve study is reflected in the capital budget. Recommend improvements.

#### Task 41, Accounting

*Estimated 5 hours*

Identify and report potential conflicts between Skyline House management goals and processes and the financial accounting and reporting systems. Recommend appropriate improvements.

#### Task 42, Payroll, Taxes and Records

*Estimated 7 hours*

Review current payroll, tax preparation, and record keeping cost, efficiency and effectiveness.



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Evaluate alternative approaches. Recommend appropriate improvements.

**Task 43, Audits***Estimated 3 hours*

Review the last three Skyline House annual audits and identify areas of concern. Evaluate the established checks and balances. Assess corrective actions taken. Recommend appropriate changes.

**Task 44, Reserves***Estimated 4 hours*

Review the current Reserve Study and verify appropriate funds are being set aside. Assess management of reserve funds. Identify potential exposures. Recommend changes as appropriate.

**I. RISK MANAGEMENT**

Assess the risk management practices at Skyline House.

**Task 45, Insurance Coverage***Estimated 2 hours*

Review existing Skyline House insurance policies and assess their appropriateness. Assess impacts on premium. Recommend changes as necessary.

**Task 46, Insurance Administration***Estimated 4 hours*

Review the last three years of insurance claims. Evaluate the claim processing and reporting procedures. Recommend changes as appropriate.

**Task 47, OSHA and ADA Compliance Audits***Estimated 4 hours*

Perform a physical and administrative property audit of Skyline House common elements to assure compliance with current OSHA and ADA guidelines and help ensure a safe environment for all. Recommend appropriate corrective action.

**Task 48, Federal, State and Local Law Compliance Audits***Estimated 6 hours*

Review law violation claims against Skyline House. Perform audits of Skyline House operations to assure compliance with current Fair Housing, Civil Rights, and other Federal, State, and local laws to minimize the risk of future complaints. Recommend appropriate corrective action.

**Task 49, Board Operation***Estimated 4 hours*

Assess Skyline House Board procedures and documentation. Identify areas of Board operation that may create potential liability. Recommend changes as appropriate.

**F. CONTROL**

Assess the Skyline House management reports

**Task 50, Operating Reports***Estimated 6 hours*

Review use of Skyline House management operating reports. Assess need, content, frequency, use, and effectiveness of each. Recommend changes as appropriate.

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**Management and Operations Assessment****Skyline House UOA****Task 51, Asset Management***Estimated 5 hours*

Review existing Skyline House financial asset management procedures, records and actions. Identify the checks and balances employed. Recommend changes as appropriate.

**Task 52, Inventory Control***Estimated 5 hours*

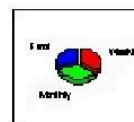
Review the inventory management procedures in place. Review material and equipment inventories, systems and procedures and criteria used to monitor, control, order, stock, and issue them. Recommend improvements.

**Task 53, Quality Control***Estimated 8 hours*

Review current processes and procedures to assure quality in all aspects of Skyline House operation. Identify standards, measurements, and follow-up employed. Assess their effectiveness. Recommend improvements.

**G. CONTRACT REPORTS**

Keep the Skyline House leaders informed.

**Task 54, Weekly Reports***Estimated 1 1/2 hours per week*

Keep the Board president or designated liaison informed. Provide periodic telephone status reports outlining accomplishments, problems identified, and actions taken.

**Task 55, Monthly Reports***Estimated 4 hours per month*

Keep the Board informed. Prepare written monthly status reports documenting project status, initial observations, areas of emphasis or concern, initial conclusions, likely recommendations, and Board decisions requested.

**Task 56, Final Report***Estimated 20 hours*

Prepare a draft written report to document our entire findings, prioritized recommendations and suggested implementation plan for Board review. Prepare a formal final written report, incorporating Board comments for the use of current leaders and as reference for future leaders.

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We also propose two additional tasks routinely requested by our clients that may be added at the Board's discretion to assist it guide the community toward a common set of standards and to help educate and motivate the owners to constructively participate in community leadership:

**Task 57, Vision/Mission Development (optional)***Estimated 10 hours*

Plan and facilitate the development of a vision statement that will define how Skyline House wants to be viewed and a mission statement to define how it conducts business to achieve its vision. This will involve meeting of the leadership to first brainstorm what Skyline House now is, what it can and should become, and then fine tune these thoughts into short, succinct statements. The end product will allow members, residents, leaders, staff and prospective members all share common goals, understand Skyline House's personality, and provide a frame of reference to gauge future actions and decisions.

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#### **Task 58, Leadership Training (optional)**

*Estimated 7 hours*

Prepare Skyline House's current and future leaders to serve effectively. Plan and facilitate a leadership training session for the Board of Directors, committee members and all those who aspire to community leadership to become more involved in the community to motivate them to become involved, give them a common understanding of the skills and commitment it takes to be an effective leader. Provide a written text that may be used for ongoing leader reference and a certificate of completion in recognition of their participation. Topics to be covered include types of community associations, controlling documents, common interest community lay, roles and responsibilities, liability avoidance, risk management, effective meetings, rules of order, the resolutions process, management, maintenance, and financial oversight.

## **Schedule**

Work will begin upon execution of the Consulting Agreement. Work on each task will be phased to complete the work as expeditiously as possible. The optional tasks may be scheduled as mutually agreed by Consulting Agreement amendment.

## **Professional Services Fee**

The fee is determined by first defining the detail steps needed for each task and then estimating the time required to perform. CAA will perform the work as described for the following plus expenses, if any:

Tasks 1-5	Preparation	\$ 4,350
Tasks 6-10	Owner/Resident Survey	\$ 4,500
Tasks 11-18	Staff Operation	\$ 8,400
Tasks 19-23	Personnel	\$ 4,650
Tasks 24-31	Leadership	\$ 5,850
Tasks 32-36	Volunteers	\$ 3,000
Tasks 37-39	Facilities	\$ 3,750
Tasks 40-44	Financial	\$ 3,900
Tasks 45-49	Risk Management	\$ 3,000
Tasks 50-53	Control	\$ 3,600
Tasks 55-57	Contract Reports	<u>\$ 7,800</u>
Total		\$52,800

The consultants will give full attention to these and will devote the time and effort to assure Skyline House's full satisfaction.

## **Experience**

Cummings & Associates, founded in 1972, has provided consulting services to businesses and associations across the country for over four decades. In 2011 Richard J. Leeds joined the firm as

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a principal in the firm was renamed Cummings & Leeds LLC. Upon Rick's retirement in 2015, the firm reverted back to Cummings & Associates. The principal, Lincoln C. Cummings, will manage and actively participate in the proposed contract.

Linc was a founder of Community Associations Institute in 1972 and of the CAI Research Foundation in 1975, both nonprofit, nonpartisan corporations that provide research and education to common interest communities and their practitioners throughout the country. He was Trustee, President and CEO during CAI's formative years and helped establish the national standards for condominiums, cooperatives and homeowner associations.

He has trained over 3,000 managers through the creation of the Professional Management Development Program (PMDP) curriculum with its Professional Community Manager (PCAM) designation. Linc developed the CAI Guide for Association Practitioners (GAP) series, created the Washington Metropolitan Chapter of CAI in 1977, is a member of CAI's Hall of Fame, Academy of Authors, and Educator of the Year, and CAI's first lifetime Honorary Member.

Linc is a retired IBM executive. He served ten years as a Commissioner of Planning, seven years on the Economic Development Commission, and is now on the Commission on Aging, all in Arlington County, VA. He has been Chairman of Arlington Committee of 100 and is a member of Leadership Arlington.

Linc has served on numerous corporate and community association boards, taught scores of courses for CAI, NAHC, PMA, AMA and other organizations, and is a frequent speaker at conferences and meetings across the country. Linc has been consulting to community associations full time for 42 years. He also serves as an expert witness on community association operation litigations.

Linc holds a BS in Industrial Engineering from Lehigh University, studied Economics at State University of New York, and served as a visiting instructor for the Lehigh Executive MBA program.

**Stephen C. Wright, CMCA, AMS, PCAM, LSM**, began a lifetime career in community management in 1975 as a Professional City Manager and Certified Municipal Clerk in three Michigan Municipalities. Steve managed Police & Fire, Recreation, Electric, Water and Sewer Utilities, Department of Public Works including Streets and Wastewater Treatment. He will actively participate on the proposed contract.

Steve moved to Virginia in 1984 and found that Community Association Management required the same skill sets at City Management and changed his career track to full time property management.

His career includes portfolio management, site management of condominiums, cooperatives, and home owner associations - properties ranging from 149 units to as many as 4,600 single family homes. It also includes single family, town home, garden style, mid-rise and high rise. Budgets spanned less than \$100,000 to well over \$15,000,000. Steve has also managed staff as many as 78. Steve worked with Cummings & Associates periodically as an Associate and now as a partner.



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Steve's work with Cummings & Associates includes full management studies, manager searches, management company searches, and numerous opportunities to draft personnel documents such as manuals and position descriptions.

Some of the local communities that Cummings & Associates have recently helped are:

4600 Duke Street	Courthouse Hill	Lake Monticello	Sequoyah
Alexandria Square	Fairways	Little Rocky Run	Skyline Plaza
Apollin�	Fireside	Marlyn	South Riding
Arlington Oaks	Flower Hill	McLean Gardens	St. Francis Square
Arlington Village	Franklin Farm	Monclair	Summer Hill
Auburn Village	General Scott	Monticello	The Parke at Ocean Pines
Barcroft Hill	Glen Riddle	Northampton Place	The Towers
Bella Vista	Greenbelt Homes	Old Town Crescent	The Richmond
Bellevue	Grosvenor Park	Ontario	Villages at Falls Church
Boston House	Harbour Square	Parkside Plaza	Villages of Haymarket
Broadmoor	Hunters Woods	Potomac Place	Van Ness East
Burkley Court	Huntington Club I	Preston	Villa Ridge
Cameron Station	dlewood Station	Presidential Towers	Watergate at Landmark
Cardinal Place	Imperial House	Reston	Watergate East
Cascades	Island Creek	River Park	Watergate South
Chesapeake Ranch	Isle of Wight	River Place	Windy Hill
Chesterfield	Kingstowne	Roseberry	Woodlake Village
Colonial Village	Lafayette Park	Sea Colony	Woodmore

	ADA Analysis	Document Drafting	Energy Analysis	Facilities Audits	Human Resources	Interim Manager	Leadership Training	Mgt. UPM Prog	Manager Coaching	Manager Selection	Management Co. Sel	Management Audit	Org. Analysis	OSHA Audit	Proj. Financing	Owner Survey	Vision Mission
Broadmoor Coop	X	X	X	X	X	-	X	X	X	-	X	X	X	-	X	X	
Boston House Condo	X	X	X	X	X	X	X	-	X	X	X	X	X	-	X	X	
Chesterfield Coop	-	-	-	-	-	X	-	-	-	X	-	-	-	-	-	X	
Cascades Comm Assoc	-	X	-	-	X	-	X	-	-	X	X	X	-	-	-	X	
Fairways Condo	-	X	-	-	-	X	-	-	-	X	-	-	-	-	-	X	
Fireside Condo	X	X	X	X	X	-	X	X	X	-	X	X	X	X	-	X	
First Owners Assoc	X	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X	
Huntington Club Condo	-	-	-	-	-	X	-	-	X	X	-	X	-	X	-	X	
River Park Mutual Homes	X	X	X	X	X	X	X	X	X	-	X	X	X	-	X	X	
Roseberry Comm Assoc	-	X	-	-	X	-	X	-	-	X	-	-	-	-	X	X	
Sea Colony Rec Assoc	-	X	-	X	X	-	X	-	-	X	-	X	X	-	X	X	
South Riding Proprietary	-	-	-	-	X	-	-	-	-	-	X	X	-	-	X	X	
Van Ness East Condo	X	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X	

## References

Kenneth E. Chadwick, Esquire  
Wilbert Washington, Esquire  
Chadwick, Washington, Olters, et al  
3201 Jarmantowne Road, Suite 600  
Fairfax, VA 22030  
703-352-1900 (voice)  
[kechadwick@chadwickwashington.com](mailto:kechadwick@chadwickwashington.com)  
[wwashington@chadwickwashington.com](mailto:wwashington@chadwickwashington.com)

Kenneth J. Ingram, Esq., Partner  
Whitford, Taylor & Preston. LLP  
1800 M Street, NW, Suite 450 N  
Washington, DC 20036  
202-659-6790  
[kingram@wtplaw.com](mailto:kingram@wtplaw.com)

Howard A. Goldklang, CPA  
Goldklang Group, CPAs, P.C.  
1801 Robert Fulerton Drive, Suite 200  
Reston, VA 20191  
703-391-9003  
[hgoldklang@ggroupecpas.com](mailto:hgoldklang@ggroupecpas.com)

Dr. Dorothy P. Bryan, Former President  
River Park Mutual Homes, Inc.  
1301 Delaware Avenue, S.W.  
Washington, DC 20024  
202-646-1549 (voice)  
[PayneBryan@msn.com](mailto:PayneBryan@msn.com)



## TREASURER'S COMMENTARY

Karen H. Johnson



With only January information available so far for this year, my report this month will not cover actual spending but will review the composition of the operating budget for this year.

The total operating budget for 2017 is a bit in excess of \$4.6 million. Total assessment income is 92 percent of that total. This is a small amount less than was the case in 2016, owing to various changes in the "other income" items.

With respect to expenses, budgeted payroll spending accounts for 32 percent of total expenses. Payroll taxes and benefits add another 12 percent of the total, with group insurance benefits an important piece of this category. Administrative expenses less our contingency funds come to 11 percent of total expenses. Spending on insurance is more than 50 percent of this category. Utilities spending is 23 percent of total, split about evenly between water and electricity. Maintenance items come to almost 2-1/2 percent. The budget for supplies is 4 percent of the total, with the amount for cost-of-goods-sold in the In-Unit Maintenance program accounting for most of this sum. Spending on items for which we have contracts is 14 percent of total expenses, with spending on the security contract and the cable tv contract together coming to about one half of the total. These percentages by category are about the same as in the 2016 budget. Taken all together, the expenses items in the budget are 68 percent of total income. The funds that we allocate to our reserve holdings are the remaining 32 percent, with a very small amount budgeted for taxes.

As of January 31, the total number of units in delinquent status to the Association rose by one to 16, with \$35,114 in amount due. The number of renter occupied units rose to 155, still 28 % of the total.

## MANAGEMENT REPORT

Michelle Brown-Slaughter



### **Bridge Project Begins March 13th, 2017!**

We received the two submittals from WDP for the Demo/Staging/Layout plan and temporary protection. However, Greg raised a concern of the fencing and barricades blocking an East stairwell egress near the East generator, if there were an emergency. A temporary pathway needs to be a means of egress under the scaffold. There-

fore, the submittal will be revised. The steel structure and glass are scheduled to be delivered to the property mid-March. But only after the revised demo, staging and temporary protection submittal has been approved. Test cuts on the exterior brick wall of the garage will be done during the demo to allow enough time to test, patch and close the brick back up. Mobilization, the bridge closure, and interior protection of the garage will begin Monday, March 13th, 2017. The bridge and the East garage elevators on the bridge walkway level will be closed for at least two months. So please plan your trips to and from the East garage accordingly.

**Decorating Project:** Green Owl Design had the front desk façade and granite counter tops installed the week of 2/10/17. Art-work for the rear lobby wall was installed on 1/18/17. Additional ceiling lights were installed over the Front Desk for better visibility. We are currently waiting sofa pillows, and accessories for the tables. We are also awaiting a decision regarding the removal of the wallpaper in the Penthouse hall corridors.

### **East Billiard Room conversion to kid friendly space**

Management purchased two baby changing stations which were installed in both bathrooms on the East Penthouse level. We also met with an additional resident who gave several ideas for the room.

The colorful linking floor mats were laid. Lighting was upgraded, a clock and trash can were also installed in the room. A volunteer was found to translate the rules into Arabic. Our goal is to open the room by March 15<sup>th</sup>, 2017.

**West Billiard Room HVAC** Vernon Heating and Air Condition completed the replacement of the inoperative HVAC system in the West Billiard room. Additional costs will be incurred from Emtech to link the new equipment to the energy management system.

**East Penthouse Sundeck** Ben-Kel Construction replaced the ceiling and lights on the East Penthouse Sundeck. The final invoice resulted in a savings of \$3,000.

### **SK&A Balcony Repairs Proposal**

The proposal from SK&A was approved at the January Board meeting. SK&A re-inspected 7 balcony units to obtain exact measurements to develop the project specs and scope of work for units: 402W, 502W, 810W, 1003W, 1015W, 1114W, and 1215W. The West trash room

masonry wall above the steel angle, and unit 1003W were also added. The RFP was completed and sent to Concrete Protection and Restoration (aka CPR), who will provide a cost proposal to make the actual repairs.

### **IT Proposal – Commonwealth Digital**

Management met with reps from the new IT company which started inventory of our systems. The priorities are to: order and install a new fire wall; install Office 365; migrate email from XO Communications; migrate from the Mozy server backup service; and renew the website domain before it expires in May. Additional meetings to review the process of the upcoming Office 365 install will be scheduled. Training will also be scheduled for staff, Committees, and the Board. The goal is to transition totally away from our current IT company by or before the end of March, 2017.

### **Security Services Proposal**

The proposal from Securitas was approved at the January Board meeting, without the golf cart. The contract was signed by SHUOA. Language was added to the contract by our attorney to protect the Association. The transition from CES Security to Securitas is expected to be effective at the end of March, 2017. Management also gathered additional insurance and costs to compare leasing or purchasing the golf cart separately. The rental will be from United Metro Golf Carts, and includes service along with a replacement golf cart if/when the golf cart is removed for repairs. If the golf cart cannot be repaired, United will replace it.

### **Reserve Replacement Study Proposals**

Management received an additional proposal from Engineering and Technical Consultants Inc (aka ETC). Management will provide PPOC, FMC and the Board, a package of all of the proposals with a summary for review in March.

### **Attorney fees - Unit Owners Collections:**

- \$2233 was paid to the Association's attorney in January, 2017, for routine delinquency collections. \$602 was paid to the attorney for advice on general legal services for the month of January.

### **Collections update- \$35,115 (January 2017) Delinquencies**

- 6 units owe \$27,982 for delinquencies that are 60 days past due. 10 units owe \$7,132 for delinquencies that are 10-60 days past due. Collection is being handled by the Association's Attorney.

### **2/22/17 Meeting Action Needed: Approval for:**

- **a. West and East Penthouse wallpaper removal proposals**
  - **b. Exercise rooms #1(West) and #2 (East) floor proposals**
  - **c. Management Assessment Proposal – Cummings & Associates**
- 
- *\*Meet the Candidates Night is Tuesday, March 7<sup>th</sup>, 2017*
  - *\*The Annual Meeting and Election is Tuesday, March 28<sup>th</sup>, 2017.*
  - *\*The next regular Board meeting is Wednesday, April 26, 2017 \**

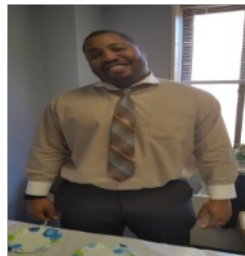
### **REMINDERS FROM MANAGEMENT**

Skyline House is an all-inclusive community, and we welcome you to our Association! For more information about Skyline House, please visit our website at [www.shuoa.org](http://www.shuoa.org). We post our monthly committee and Board meetings, as well as other important information!

**IT'S THAT TIME AGAIN-** The 2017 annual meeting and election is almost here! The following is the reminder of the 2017 election calendar:

- **Feb 28 – Meeting packages mailed to Owners**
- **Mar 7 – Meet the Candidates night**
- **Mar 28<sup>th</sup> – Annual Meeting and Election**

**Donnell Smith-** Our primary Front Desk Concierge has left SHUOA. His last day was Thursday, February 23<sup>rd</sup>, 2017. Donnell gave 6 years of great customer service to Skyline House. Anyone who encountered Donnell knows that he will be greatly missed! We wish him much success in his new endeavors!



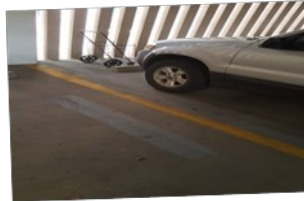
**Bride Construction** will be underway Monday, March 13th 2017! The long awaited bridge project is

scheduled to begin. So please excuse our dust and any inconvenience you may encounter during this project.



### **Shopping Carts** – Please

remove all shopping carts and any other items from railings in the Garage and/or Outdoor Parking Spaces. In accordance with Rule #18 (F)(6): Leaving items in garage and outside parking spaces that are not mounted on or attached to a vehicle, such as spare tires, luggage racks, tool boxes, bicycles, sports paraphernalia, etc...is prohibited. We appreciate your cooperation.



**Insurance** – Be sure you have home owners insurance if you're an owner and renters insurance if you rent from an owner. It will protect your personal property in the event that you or your neighbor has a water leak, or other problem that may require repairs to your unit. If you have insurance, now is a good time to review your policy with your insurance company to confirm what coverage you do and don't have. Better to be safe than sorry, sooner than later! Feel free to stop by the Management Office to pick up more information about The Association's property insurance.

## **CHIEF ENGINEER REPORT**

Gregory Grimm

All condominiums here at Skyline House are both heated and cooled with a water source heat pump, an appliance that came into wide use in the late 1970's. The early heat pumps were highly inefficient. Today, heat pumps are much more efficient and do a much better job of both heating and cooling a home. But like any type of appliance, a heat pump will wear out and need to be replaced. You, the condominium owner, need to know where you are in the lifecycle and what it's going to cost for a replacement.

A heat pump looks a lot like an air conditioner. In fact, an air conditioner is a type of heat pump but only moves temperatures in one direction -- down. The HVAC units we commonly refer to as heat pumps move temperatures in both directions, providing both heating and cooling functions.



When a heat pump is in the heating mode, it uses the same refrigeration cycle an air conditioner does, but in the opposite direction. In summer you've probably walked past a window air conditioner and felt the warm air blowing out of the unit. With a water source heat pump, instead of releasing warm air, water is used to remove the heat that is released into the water.

The efficiency of a heat pump is measured by the Seasonal Energy Efficiency Ratio (SEER) rating. The SEER rating of a unit is the cooling output during a typical cooling-season divided by the total electric energy input during the same period. The higher the unit's SEER rating the more energy efficient it is.

For example, by upgrading from SEER 5 (original units in the building) to SEER 16-17, the unit's power consumption is reduced by about 55-60%. By some estimates, that could translate into a savings of \$400 to \$600 a year.

According to the U.S. Department of Energy (DOE), the average lifespan of a heat pump is between 10 to 15 years. It's possible to get more life out of a unit, but once you pass 15 years-you are definitely on borrowed time!

The good news is a new unit will be more efficient than the one you replace. According to DOE, a new heat pump that has the ENERGY STAR label will probably save up to 30% on heating and cooling bills if the unit being replaced is more than 10 years old.

Besides age, performance will also tell you when it's time to replace your heat pump. If your equipment requires frequent repairs and you find that your heating and cooling bills are higher than normal, it may be time to replace it, especially if the unit is 10 years old or older.

Efficiency is another tip-off. If you find some rooms are less comfortable than others, it may mean the unit is struggling to do its job. Heat pumps also become rather noisy in their later years, alerting you that their days are numbered.

The cost to replace your heat pump can vary, according to the size of the unit, its efficiency and the cost of installation. And the cost of installation can be a major part of the expense. Depending on the size of your condo, prices for heat pumps and their installation can range from \$3,200.00 to \$3,800.00. **Call the office at 703-578-4855, for more information on costs and to obtain a product brochure.**

**If you replace your heat pump by or before the end of March 2017, we will also include a FREE water leak detector to put in your utility closet!!** The leak detector will alert you if there is a leak from your water heater, your heat pump, or from the units above you.



## FINANCIAL MANAGEMENT

June Baker

The Financial Management Committee (FMC) met on Tuesday, February 21, 2017.

The financial figures for the month of January 2017 were: total Income of \$400,028; total Expenses of \$284,308; Reserve Contributions of \$122,989; no Federal or State Tax payments, leaving a negative income of \$7,269 for the month of January. Please note, however, that the projected negative income for the month was \$21,959; thus, actual income was more than \$14,000 greater than estimated.

This month's Variance Report showed that Revenue for January exceeded the budget. Administrative Costs, Payroll Taxes & Benefits, Maintenance Costs, and Contracts actual amounts were below budget estimates. Payroll, Utilities, and Supplies costs exceeded budgeted estimates.

There were no major concerns expressed regarding the financial statements.

Inge Chilman has agreed to review invoices for checks issued to our vendors, and she has been learning the process.

On March 2, Committee members will be able to access a demo from their computers by one of the companies that is proposing to enable us to accept credit card payments in addition to our current methods of payment. We expect to view demos from other companies later in the month.

We received a proposal from Cummings & Associates to provide comprehensive management and operations assessments of Skyline House. At the FMC meeting, Mr. Cummings gave a presentation in which he introduced the company, explained how the various tasks would be approached, and gave us an idea of the kinds of results that would be forthcoming. These tasks would be performed over a number of months, and we would receive specific recommendations for making improvements. Following the presentation, committee members asked some questions for clarification and received answers. After Mr. Cummings left the meeting, FMC members discussed whether or not to recommend part or all of the proposal to the Board.

The FMC next turned to New Business, and the Committee is recommending that the Board of Directors:

- Approve the Capital City Painting proposal to remove the wallpaper on the East and West penthouse walls for \$11,500. The recommendation was passed with 5 members for and 1 opposed.
- Approve the recommendation from Greatmats Specialty

Flooring to purchase floor mats for both exercise rooms for \$9,163 total. The recommendation was passed unanimously.

- Enable President Porter to negotiate with Cummings & Associates to select a subset of the tasks delineated in their Management and Operations Assessment proposal and arrive at a consulting agreement at a cost of no more than \$30,000. The recommendation was passed unanimously.

The next FMC meeting is scheduled for Monday, April 24, 2017. As always, we welcome residents to attend and give us the benefit of their thoughts.

## PHYSICAL PLANT & OPERATIONS COMMITTEE (PPOC) REPORT



Bryant Stukes & Diane Yeager

The PPOC met Thursday, February 9, 2017, beginning at 7 p.m. Five of the seven members of the committee were present, as were the General Manager, the Building Engineer, and two additional members of the Board of Directors. Five residents attended.

The PPOC received two proposals that it approved and sent on to the FMC and the Board of Directors. (1) a proposal from Capital City Painting to remove all wallpaper in the gallery corridors of the East and West Penthouses and to prepare the walls for painting at a total cost of \$11,500 (the final painting of the walls will be done by in-house staff) and (2) a proposal from Greatmats Specialty Flooring to provide 3/8-inch-thick interlocking rubber tiles to cover the entire floors of both exercise rooms at a combined cost of \$9,163 (installing the tiles will be done by in-house staff).

The PPOC also received a comprehensive "Management and Operations Assessment Proposal" from Cummings and Associates, a condominium association consulting firm. Representing the company, Lincoln C. Cummings made a presentation (with a lengthy question/answer period) about the company's approach, procedures and proposed analysis. The Committee did not immediately act on the proposal because a number of concerns were raised. The cost (estimated at \$52,800, at an hourly rate of \$150 to \$175) is very high; there was uncertainty as to whether SHUOA actually needed some of the line items in the proposal; there was uncertainty as to whether this study would produce more effective guidance than the PCAM reports; and some members wanted to explore the possibility of conducting the study in discrete stages.

On other matters: (1) The project of replacing the canopy on the East Building pedestrian bridge to the garage is progressing, and Management will soon be coordinating with residents on matters pertaining to the closure of the bridge during construction. (2) Beginning in March, building security will be provided by Securitas. (3) Management continues to solicit and receive proposals from engineering consultants capable of conducting the legally mandated 5-year reserve/replacement study, and Management expects to bring a package of proposals to the PPOC in March or April for review. This study is the comprehensive property analysis that forms the factual basis on which the reserve budget is developed and updated.

**The next meeting of the PPOC is scheduled for Thursday, March 9, at 7 p.m. in the meeting room of the West Building Penthouse.** At this meeting, Ben Drake will make a presentation about the Skyline House roofs and explain our repair/replacement options. Mr. Drake represents the Garland Company, which conducted an assessment of our roofs and provided the document "Skyline House 5 Year Roof Plan: A Roof Asset Management Program." Roof repair and replacement is expected to begin in 2017 and may involve some inconvenience to residents. The agenda for the March meeting will also include the question of inspecting all 556 balconies. All owners are invited to attend.

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## COVENANTS COMMITTEE

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Bert Barrois

The Committee met in March to finalize rules for the Children's Playroom ("Kiddie Korner") and to discuss two new topics:

(1) *Financial responsibility for damage to balconies attributable to floor coverings.* Improper or defective coverings (e.g., cracked or poorly grouted tiles) increase the risk of damage to concrete by trapped water. Seven out of the 200 balconies inspected to date have suffered visible damage since the last round of major repairs just five years ago, and two of the seven have tiles. Overall, as many as 100 balconies have been tiled, so lots more, yet to be inspected, might have undiscovered trapped-water damage.

The Committee is recommending that the Association assert the right to conduct comprehensive inspections of all balconies. (The Association has a general right of access for repairs and maintenance under the by-laws, and already claims the right to conduct inspections of water hoses and connectors.)

Under our by-laws, owners have a duty to maintain their balconies in good condition and repair. Under our current rules, floor coverings must be approved by Management, and carpeting must be removed in winter. Although the Association has borne the cost of the major balcony repairs in the past, the owner assumes a risk when he

installs a floor covering. We are considering a rule change to hold owners financially responsible for damage linked to floor coverings. Since causal connections are hard to prove, and some installations were previously approved, we are debating whether to impose responsibility for past damage, or only for repairs to stop further damage; and whether to take a harder line against future installations.

(2) *Enforcement of financial responsibility for damage caused by water leaks.* Our rules assign responsibility based on the source of the leak, regardless of negligence or lack thereof, but the Association has no meaningful legal power to enforce this rule. We cannot formulate a workable rule to make owners behave responsibly by settling reasonable claims in a reasonable period of time. Here's how things work:

Management writes a letter to the "upstairs" owner (the leaker/him) reminding him of his responsibility, and in most cases, he pays promptly for petty damages not covered by insurance. Given the pesky anti-subrogation provision in our by-laws, the "downstairs" owner (the damagee/her) cannot collect from the upstairs owner's insurer. She should file the insurance claim with her own insurer and pursue the upstairs owner for the deductible. If the upstairs owner is a deadbeat, there is no substitute for filing suit in Small Claims Court.

Owners are advised to carry insurance policies with no more than the usual \$500 deductible. An upstairs owner would understandably balk at paying more than the usual deductible because of a decision that he did not make.

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## A GIFT OF POETRY

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*inspires the heart and touches the soul*

Still I Rise

Maya Angelou (1928-2014)

You may write me down in history

With your bitter, twisted lies,

You may trod me in the very dirt

But still, like dust, I'll rise.

Does my sassiness upset you?

Why are you beset with gloom?

'Cause I walk like I've got oil wells

Pumping in my living room.

Just like moons and like suns,

With the certainty of tides,  
Just like hopes springing high,  
Still I'll rise.

Did you want to see me broken?  
Bowed head and lowered eyes?  
Shoulders falling down like teardrops.  
Weakened by my soulful cries.

Does my haughtiness offend you?  
Don't you take it awful hard  
'Cause I laugh like I've got gold mines  
Diggin' in my own back yard.

You may shoot me with your words,  
You may cut me with your eyes,  
You may kill me with your hatefulness,  
But still, like air, I'll rise.

Does my sexiness upset you?  
Does it come as a surprise  
That I dance like I've got diamonds  
At the meeting of my thighs?

Out of the huts of history's shame  
I rise  
Up from a past that's rooted in pain  
I rise  
I'm a black ocean, leaping and wide,  
Welling and swelling I bear in the tide.

Leaving behind nights of terror and fear  
I rise  
Into a daybreak that's wondrously clear  
I rise  
Bringing the gifts that my ancestors gave,

I am the dream and the hope of the slave.

I rise

I rise

I rise.

Submitted by: Al Lambert, Unit 709W

Note: Skyline House Association plans to publish a poem each month in the newsletter from resident submissions (owners and renters). If you would like to have a poem printed from your native country, please have it translated into English. Poems must be submitted to the Management Office NLT the third Wednesday of each month.

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## GOOD NEIGHBORS

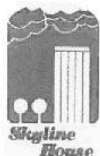
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The purpose of the Good Neighbors Program is to help residents of Skyline House who need assistance for health reasons, including residents who are housebound. This service is NOT available for medical emergencies. In the event of a medical emergency, the resident MUST call 911 for help. Good Neighbors volunteer to help in the following ways: - Taking residents to medical appointments within the radius of approximately 10 miles. If the Good Neighbor wishes to wait for the resident at a hospital or doctor's office, this can be arranged in advance. If the Good Neighbor goes back home, pickup time can be determined between the two parties. - Picking up prescriptions at local pharmacies. - Picking up mail or packages at the Front Desk or the mailbox. - Picking up groceries at the local supermarkets. Any requests of an unusual nature not listed above should be directed to Alina Gonzalez (703-379-5391) or Virginia Fissmer (703-379-2901). If you want to help neighbors in need, and to make the Skyline House Community even better, please contact Alina or Virginia.

MARCH Good Neighbors is:

JULIA BATES 609W 703-845-0746





## Skyline House

3711 South George Mason Drive  
Falls Church, Virginia 22041  
Tel: (703) 578-4855

February 28, 2017

Dear Unit Owner:

Enclosed you will find information about the Annual Meeting and Election for the Board of Directors which will be held in the **Skyline House West Penthouse Party Room on Tuesday, March 28, 2017 starting at 6:30 pm**. These materials include a proxy form and ballot, both weighted according to the size of your unit and Board Candidate Profiles. There are two envelopes, one to ensure privacy of your ballot choices until the day of the meeting, and the second is a pre-addressed envelope for mailing the materials back to the Association if you are unable to drop them off at the Management or Accounting Offices.

The Skyline House By-Laws stipulate that the Annual Meeting and Election can commence only when we have attained a quorum, as represented by proxies and registrants equivalent to no less than 25% of the total votes possible. *It is therefore imperative to the beneficial governance of our Association that you return these materials before the Annual Meeting, if possible, so that the Board can estimate the percentage of responses required prior to the meeting!*

Additionally, the Skyline House By-Laws also stipulate that any owner whose condominium fees are in arrears by more than 30 days shall be disqualified from voting. If your circumstances meet this definition, we request that you resolve any indebtedness as soon as possible so that you may fully participate.

As noted above, even if you plan to attend the Annual Meeting and Election, you are encouraged to vote early by completing the proxy form with your signature and date. It is necessary to have a proxy ballot notarized which may be done at no charge in the Management Office during regular office hours, and also during the "Meet the Candidates" function on March 7, 2017. The Board has authorized the General Manager to reimburse any owner who is not currently in residence at Skyline House for the costs associated with using a U.S. Consulate Notary Public service overseas up to \$50, or a Notary Public within the U.S. and its Territories up to \$100, plus any vehicle mileage you used or if charged by the Notary to meet with you. In order to be reimbursed, send the Management Office your signed receipt from the Notary Public, specifying mileage if any, along with your signed cover letter. Please allow up to one month for reimbursement by check.

You may select one or more of the Board candidates or write-in one or more names, but only up to the designated number of openings available this year for a Board position. Any selections exceeding the number of openings will void your ballot. Once completed, seal the ballot in the smaller envelope. Do not forget to have the accompanying proxy form notarized which will be placed in the larger outer envelope.

You have multiple methods to return your sealed ballot with the notarized proxy no later than 6:00 PM on March 28, 2017:

- Mail it in the pre-addressed envelope by U.S. Postal Service;
- Drop it into the secured box within the Management Office during normal work hours 8am – 6 pm;
- Place it through the Accounting Office payment slot at any time; or
- Give it to a unit owner whom you have selected to exercise your proxy vote.

If you decide to vote in person at the meeting, you may do so in the West Penthouse Party Room between 6:30 and 7:30 p.m. Please bring your ballot and a valid, government-issued photo ID in order to register. If you have been entrusted with a proxy for another unit owner, please present it to the registrar at that time.

Light refreshments will begin at 6:30 PM in the West Billiards Room. If anyone requires special assistance to access the Meeting, please contact the Management Office before the date of the meeting. We look forward to many of our owners joining with us during this important event.

President, SHUOA Board of Directors



## SKYLINE HOUSE UNIT OWNERS' ASSOCIATION, INC.

### NOTICE OF THE THIRTY-SEVENTH ANNUAL MEETING

Pursuant to Article IV, Section 4 of the Skyline House Condominium By-Laws and the Virginia Condominium Act, notice is hereby given that the Thirty-Seventh Annual Meeting of the Skyline House Unit Owners' Association, Inc. will be held on Tuesday, March 28, 2017 beginning at 6:30 P.M. in the West Penthouse Party Room of the Skyline House Condominium located at 3713 South George Mason Drive, Falls Church, Virginia, 22041.

The purpose of said meeting is to:

- (1) Elect two (2) members to the Board of Directors for three (3) year terms expiring in the year 2020 (profile sheets on the candidates are included in this packet); and
- (2) Transact such other business as may properly be submitted before this Annual Meeting.

#### Election Information

Pursuant to Article IV, Section 5 of the By-Laws, before an Association meeting may be convened, Unit Owners representing at least twenty-five percent (25%) of the total votes of the Condominium must be present either in person or by proxy. In order to establish the quorum and hold the meeting, it is important that you attend or respond in advance with your notarized proxy ballot which has been sent to each owner. All owners voting at the meeting must bring valid, government-issued photo ID to register.

Pursuant to Article IV, Section 8 of the By-Laws, you may designate and give your proxy to any Skyline House Unit Owner, including a Board Member; or to the Skyline House Proxy Representative, Election Committee Chair, C/O 3713 South George Mason Drive, Falls Church, Virginia 22041; or to the General Manager, Skyline House Unit Owners Association, Inc., at the Management Office. PROXY FORMS MUST BE NOTARIZED and signed by all persons holding title in the unit.

#### Eligible Voters

Pursuant to Article IV, Section 7 of the By-Laws, a unit owner is entitled to cast the vote appertaining to the unit owned by said owner. If the individual owns more than one unit, that individual may cast the votes pertaining to each unit owned. The vote for any Unit which is owned by more than one person may be exercised by any one of the Owners present at the Annual Meeting unless an objection or protest is made in person by any other Owner of such Unit at the meeting. If more than one of such persons is present, the vote appertaining to that Unit shall be cast only in accordance with their unanimous agreement, and such consent is conclusively presumed if any one of them purports to cast the votes appertaining to that Unit without protest being made by any of the others to the person presiding over the meeting.

Persons who have executed contracts to purchase condominium units, but have not settled before March 28, 2017, are not owners and will not be eligible to vote or give proxies. Neither can a tenant vote or exercise a proxy for an owner. NO OWNER WHO IS DELINQUENT IN THE PAYMENT OF ANY ASSESSMENT FOR MORE THAN 30 DAYS IS ELIGIBLE TO VOTE UNLESS THEIR INDEBTEDNESS IS RECTIFIED BEFORE THE END OF THE MEETING.

Dated this 28th day of February, 2017

Skyline House Unit Owners' Association, Inc.

By: 

President, SHUOA Board of Directors

## SHUOA BOARD CANDIDATE PROFILE

### 2017 ELECTION

**CANDIDATE'S NAME:** Manuela Guill

**UNIT NUMBER:** 106E

**YEAR UNIT PURCHASED:** 2010

**OCCUPATION:** Author/Self-Publishing

**REASON(S) FOR APPLYING:**



Maintain and improve Skyline House community

**PERTINENT BACKGROUND AND/OR EXPERIENCE:**

- Retired Federal Government Manager
- Retired U.S. Air Force Reserve Officer

**SHUOA References**

- Former Board Member (Secretary)
- Former Chair, Covenants Committee
- Former Member, PPOC & Security/Safety/NW Committee
- Member, Website Development Task Group

**SPECIFIC GOALS & OBJECTIVES, IF ANY, TO IMPROVE SKYLINE HOUSE:**

## SHUOA BOARD CANDIDATE PROFILE

### 2017 ELECTION

**CANDIDATE'S NAME:** Charles K. Roberts

**UNIT NUMBER:** 914E

**YEAR UNIT PURCHASED:** 1985

**OCCUPATION:** Information Security Specialist



**REASON(S) FOR APPLYING:** Support Prudent maintenance and expansion of physical and service amenities available to Skyline House residents and enhance the value of the property.

**PERTINENT BACKGROUND AND/OR EXPERIENCE:**

- Over nine years of elected service on the Board of Directors of Skyline House Unit Owners' Association, including all officer posts.
- Currently Secretary of Creekside Village Owners Association, Basye, Virginia, now in my third year of elected service.

**SPECIFIC GOALS & OBJECTIVES, IF ANY, TO IMPROVE SKYLINE HOUSE:**

Support cost-effective improvement of landscaping, including clearing defined areas of invasive species to provide wild bird and butterfly habitats.

Continue improvement of recreational facilities.

Continue emphasis on cleanliness and curb appeal of this property.



# SKYLINE HOUSE BOARD OF DIRECTORS ELECTION

We need your early vote. Votes can be sent via proxy.

**MEET THE CANDIDATES NIGHT**

**MARCH 7, 2017**

**Tuesday @ 7:00 p.m.**

**West Building Penthouse Party Room**

**Light refreshments will be served**

**SKYLINE HOUSE ANNUAL MEETING**

**MARCH 28, 2017**

**Tuesday @ 7:00 p.m.**

**West Building Penthouse Party Room**

**Light refreshments will be served**

There are (2) candidates for (2) positions:

Manuela Guill

Charles K. Roberts

DO NOT dispose of trash in  
recycle bins – Use trash  
chutes to dispose of all trash



**NO TRASH IN RECYCLE BINS!!!**



# SKYLINE HOUSE CALENDAR

## March 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6 <b>Library Open</b> 7:00 – 8:00 p.m. East Penthouse	7 <b>Meet the Can- didate</b>	8 <b>Security/ Safety &amp;NW</b> 7:00 PM Meeting Room	9 <b>PPOC</b> 7:00 PM Meeting Room	10	11
12	13 <b>Library Open</b> 7:00 – 8:00 p.m. East Penthouse	14	15 <b>Covenants</b> 7:00 PM Meeting Room	16 <b>CRC</b> 7:00 PM Meeting Room	17	18
19	20 <b>Library Open</b> 7:00 – 8:00 p.m. East Penthouse	21	22	23	24	25
26	27 <b>Library Open</b> 7:00 – 8:00 p.m. East Penthouse	28 <b>ANNUAL MEETING</b>	29	30	31	

### **BOARD OF DIRECTORS**

President Richard Porter 1005E 414-870-0499 rporter@shuoa.org  
 Vice President, Sarah Kreger 301W 593-3806 skreger@shuoa.org  
 Treasurer, Karen Johnson 1511W 379-0322 kjohnson@shuoa.org  
 Secretary, Nenad Mandich 415E 703-470-1221 nmandich@shuoa.org  
 Director, Charles Roberts 914E 998-6080 croberts@shuoa.org  
 Director, Greg Grimm T8E 703.477.3656 greg@shuoa.org  
 Director, Norman Philion 1605W 434-9596\_nphilion@shuoa.org  
**Web Developer**, Win Singleton

### **MANAGEMENT OFFICE (Central # 703-578-4855)**

G M, Michelle Brown-Slaughter michelle@shuoa.org  
 Deputy General Manager, Tycia Haight tycia@shuoa.org  
 Chief Engineer, Greg Grimm greg@shuoa.org  
 Accountant, Huajun “Lucy” Bei lucy@shuoa.org  
 Resident Services Coord, Noemi Najera noemi@shuoa.org  
 Resident Services Coord. Donte Wilkins donte@shuoa.org

### **GOOD NEIGHBORS COORDINATORS**

Alina Gonzalez 1013W 703.379.5391 agonzal42@yahoo.com  
 Virginia Fissmer 601W 703-379-2901

### **COMMITTEE CHAIRS**

Financial Management June Baker 211E 703-824-3619 jlbaker\_traveler@hotmail.com  
 Physical Plant/Operations Bryant Stukes 1605E 703-824-9293 tbstukes@gmail.com / Diane Yeager 1605W 703-623- 4103 yeagerd@georgetown.edu  
 Covenants Bert Barrois 512E 703.931-2395 bert.barrois@gmail.com  
 Community Relations Mark Gilliat 607E 571 236-2749 mgilliat@netzero.net  
 Security, Safety, & Neighborhood Watch Diane Zierhoffer 102W zierhofferdm@hotmail.com  
 Recreation Committee Sheri Stroud 214E 571.551.6447 shevo@cox.net

**EDITOR** Noor Al-Tall 706E nooraltallnewsletter@gmail.com

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