Community Trends®

June 2017

SENIOR SUMMIT!



- Are You an Incredible Business Partner?
- Repaving? Don't Forget to Address Accessibility Issues
- Fair Housing Act 12 Rules to Help Boards Do the Right Thing
- "Code Red" Pest Alert!
- It's Important to Teach New Tech to Your Team

....and more





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Thank You For Your Support!

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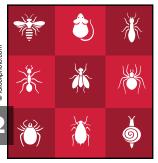
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"Summer breeze, makes me feel fine, blowing through the jasmine in my mind"

Darrell Crofts, Jimmy Seals - Summer Breeze

henever I hear this song, I can feel a serene breeze and a smell a hint of jasmine in the air...and then I remember what summer means in community association management!

What comes to mind is that the communities come alive, there's splashing in the pools, the fountains and aerators are bubbling in ponds, folks are playing tennis and bocci ball, children are enjoying the playgrounds, beautiful herding dogs are chasing geese and every now and then, you

"Safety is always paramount during the summer, especially with the walkers, children riding bikes, joggers and dog walkers."

get hit with a spray of water from a wayward sprinkler head! The activity goes on until dusk, which is happily later in the evenings of summer. We are at the hub of this whirl wind of activity; managers and vendors who have what it takes to keep all of this going for our community's safety and enjoyment.

Safety is always paramount during the summer, especially with the walkers, children riding bikes, joggers and dog

walkers. Please keep an eye out for your neighbors, they are all special with none to spare as the saying goes.

Luckily, there are some ways for managers, business partners and community volunteer leaders to get away from the daily grind and enjoy fun programs and events that CAI NI has to offer:

June 13 - Building Membership Bridges: Networking Party and Happy Hour, a joint venture with the PADELVAL chapter. From 5:00PM - 7:00PM at the Lambertsville Station, in Lambertsville.

June 16 - CA PAC 9th Annual Day at the Races at Monmouth Park Race Track.

June 27 – 2017 Dennis R. Casale Memorial Golf Outing at Forsgate Country Club.

Check out the chapter website for more info and registration forms for these fun events!

Hopefully many of you will be taking great vacations during the summer as well. Don't forget to bring a copy of *Community Trends®* with you and get a picture with the magazine at your vacation destination and submit to CAI NJ Chapter office to be added to the next *Community Trends®* edition.

Wishing you all Sunshine, Peace and Love, **Denise**

LOOKING AHEAD

LARRY THOMAS, PCAM | CAI-NJ CHAPTER EXECUTIVE DIRECTOR

his issue of *Community Trends®* is very important to me as it relates to this year's Senior Summit. The Senior Summit is one of our best attended homeowner events. I connect to this seminar for several reasons, I started my management career in 1984 at the communities at Concordia in Monroe Township and spent the majority of the next 30 plus years managing age-targeted communities. My last position prior to assuming my current role as CAI-NJ's Chapter Executive Director was the Senior Manager for Renaissance at Manchester, which by the way has generously hosted our Senior Summit for the past several years. So, I consider myself "A Senior Manager of Senior Communities."

This year's Senior Summit (under the guidance of Angela Kavanaugh and the CAVL Committee) has a revamped program which makes it more timely and interactive. Please read Angela's "Inside Connection" article on page 11 for a better description of the revised format. This is a free event for our homeowner/board members and community managers only, and a complimentary breakfast will be served.

Please take the time to read the articles in this issue as they relate to our lifestyle communities which is a vast percentage of our CAVL membership. And just as important, if you're a manager, board member or community volunteer, mark your calendar and plan on attending this year's Senior Summit. I'm sure you will find the new format more interesting and informative.

A quick note of congratulations to the following members who were recognized at this year's CAI Annual Conference in Las Vegas. Dave Ramsey, Esq. received the Distinguished Service Award, Ron Perl, Esq. was awarded the Outstanding

"This year's Senior Summit
(under the guidance of Angela
Kavanaugh and the CAVL
Committee) has a revamped
program which makes it more
timely and interactive."

Volunteer Service Award, Mitchell H. Frumkin, RS, was given the Award of Excellence in Designations and Larry Sauer, CMCA, PCAM was inducted into the Recruiter Club Hall of Fame. Also, CAHNJ received a chapter award for developing and hosting their in-person Educated Business Partner Class. If you have the opportunity, please take the time and send these special members a congratulatory email or phone call. ■

Community Trends® Travels!



CAI-NJ Excutive Director, Larry Thomas, PCAM, at the CAI National Conference in Las Vegas last month.

Show us where you've taken Community Trends® — send your photos to CAI-NJ at communitytrends@cainj.org



2017 EVENTS & EDUCATION NEW JERSEY CHAPTER COMMUNICATIONS INSTITUTE ASSOCIATIONS INSTITUTE COMMUNICATIONS INSTITUTE CO



JUNE

- **Board Leadership Development Workshop** CAI-NJ, Freehold
- **Lecture Series** CAI-NJ. Freehold
- **CA-PAC- Day at the Races** 16 Monmouth Park, Oceanport
- 22 **Manager & Business Partner Round Table** Forsgate Country Club, Monroe Twp.
- **Dennis R. Casale Memorial Golf Outing** 27 Forsgate Country Club, Monroe

JULY

- 13 **Senior Summit** Renaissance at Manchester, Manchester
- **3rd Annual Olympics** Thompson Park, Jamesburg
- M-340: Large Scale Management Monroe Twp.

AUGUST

- **Annual Beach Party** 10 Martell's Tiki Bar, Point Pleasant
- 15 **Board Leadership Development** Workshop CAI-NJ, Freehold
- 22 **Lecture Series** CAI-NJ, Freehold

SEPTEMBER

- **CAVL Round Table**
- **Manager Leadership Workshop** 14
- **Lecture Series** CAI-NJ, Freehold
- **Business Partner Meet-Up** 20 **TBD**
- **FAST Meet-Up** Hopewell Valley Vineyard, Pennington

OCTOBER

- **Preconference Networking Reception** 17 NJ Convention & Expo Center, Edison
- **Annual Conference & Expo** NJ Convention & Expo Center, Edison
- M-100: The Essentials of Community **Association Management**
- Monroe Twp.

NOVEMBER

16 **Manager & Business Partner Round Table**

DECEMBER

FAST Meet-Up 14 TBD, Red Bank

FOR MORE INFORMATION CONTACT EVENTS@CAINJ.ORG. **EVENTS ARE SUBJECT TO CHANGE**

LEGISLATIVE UPDATE



CHRISTINE F. LI, ESQ., CCAL PARTNER, GREENBAUM, ROWE, SMITH & DAVIS LLP LEGISLATIVE ACTION COMMITTEE CHAIR

Al-NJ and the Legislative Action Committee exhibited at the Annual Spring Conference & Exposition of the New Jersey Conference of Mayors in April in Atlantic City. LAC members Caroline Record, George Greatrex, and Paul Raetsch staffed the booth and Paul Matacera of MBI*GluckShaw (who is a former mayor to North Brunswick Township) initiated contact between CAI-NJ and LAC members and the mayors and other governmental officials who attended the conference. The LAC thanks Larry Thomas and Laura O'Connor for their help in making the LAC's participation possible and joining LAC members at the booth. The conference was just one more way to showcase our organization.

In last month's issue of *Community Trends®*, LAC member Caroline Record wrote about the four (4) legislative update programs conducted throughout the State. Members of the LAC spoke in Mays Landing, Manchester, Monroe, and West Orange, together with Tim Martin of MBI*GluckShaw. All of the programs were all well-attended and well-received by both members and non-members of CAHNJ, as LAC brought attention to the educational and political arena in which the LAC operates. We thank the Woods Landing, Leisure Village West, Encore at Monroe and Eagle Ridge community associations for hosting our programs. Please visit page 30 to view photos from the event.

The LAC is planning on expanding the exposure which these events give to CAI-NJ by exhibiting at the Annual League of Municipalities Conference in Atlantic City, which begins on November 14. The League describes itself as an "association created to help communities do a better job of self-government through pooling information resources and brain power." All 565 municipalities are members of the League. Obviously, many of the concerns of CAI-NJ are the same concerns which the officials and citizenry of our municipalities have. This is true for proposed legislation, either on a State or local level, which impacts our communities and the municipalities in which they are

located. Working with municipalities and their governmental officials is another proven way for LAC to better serve its communities.

In surveying the bills for the "Senior Summit" theme of this edition of Community Trends®, the LAC is currently monitoring A3431, a bill which requires that security measures be implemented in the lobbies of certain senior citizen high rise buildings in certain high crime areas, as defined by the NJ State police. The security obligation must be met through stationary licensed security guards in the lobby and 24-hour monitored video surveillance cameras. The Commissioner of Community Affairs could order a building owner in a municipality with a violent crime rate of six or less per 1,000 persons to provide security in the lobby or other common area upon evidence of persistent criminal activity against residents in the building.

The bill also provides that if a retirement community consists of a number of buildings, in which no single building has 50 units or more, but the total number of units for the community is 50 units or more, then the licensed security guard or guards shall be required to patrol the entire complex and provide adequate proof of the regular patrol of the entire premises. The video camera surveillance and recording shall include all entrances and exits, and the recordings shall be maintained for at least 60 days. Because of the relatively few community associations which qualify as senior citizen high rise buildings in certain high crime areas to which the bill applies, the LAC decided to monitor this bill to follow the impact of any amendments to this bill.

While I typically discuss bills that the LAC supports, in recent months, the LAC has decided to monitor or oppose a number of bills. Writing to you on some of those bills will give you a sense of what goes on behind the scenes, what some of your legislators' concerns are which may be only tangentially related to community associations, and what the efforts of the LAC are relative to bills it is not supporting.

Here are some of the bills, which may affect community associations, that the LAC has decided to monitor:

"Here are some of the bills, which may affect community associations, that the LAC has decided to monitor..."

- A 2743. This bill authorizes municipalities to provide for the imposition and collection of special assessments to secure the developer's recovery of the cost of certain improvements in connection with redevelopment projects.
- A 96 and A 97. These bills would implement recommendations set forth in reports of the Code Advisory Council and an ad hoc committee formed by the Fire Safety Commission to review fire safety issues in multiple dwelling structures of lightweight wood frame construction. In part, the review of fire safety issues and these bills are in reaction to a large uncontrolled fire occurred at a multiple dwelling complex in Edgewater Borough, New Jersey on January 21, 2015.
- A3743/S3473. This bill establishes temporary mortgage relief programs for certain owners of real property impacted by "Superstorm Sandy."
- A1425. This bill would modify the requirements for furnishing performance and maintenance guarantees under the "Municipal Land Use Law." Under current law, a municipality may require a developer to post performance guarantees to ensure that certain types of improvements are completed. This may include improvements that are not being dedicated to a public entity. Under the bill, with the proposed committee amendments, a municipality would only be able to require developers to post performance guarantees that cover improvements being dedicated to a public entity. The LAC is opposing this bill.

With deep sadness, I close this month's column by noting the passing of Richard Kennedy on April 21, 2017. Richard embodied the true meaning of a CAI volunteer, both in New Jersey and nationally, and both in the formal positions and volunteer roles he took on to advance the community association industry, professionals including myself, and the residents of our communities.

To so many of us, Richard was a cherished friend, supporter and mentor. He was the consummate gentleman. Our thoughts are with his family and friends.

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ANGELA KAVANAUGH | DIRECTOR, CONFERENCE & PROGRAMS

ost common interest communities are fortunate to have Community Association Volunteer Leaders (CAVLs), volunteering their time to ensure that their communities are the best that they can be by helping to optimize property values and ensuring that the expectations of the homeowners are met.

Many CAVL members of the New Jersey chapter of CAI, choose to stay informed on the current issues effecting their communities. They volunteer and serve their community associations as board members and on special projects in their areas of expertise, bringing with them a wealth of knowledge. To assist the community associations' committee and board members, CAI and the New Jersey chapter make available numerous educational opportunities throughout the year regarding the responsibilities associated with their roles.

From Good to Great, developed by CAI National, outlines the Rights and Responsibilities for Better Communities. It serves as an excellent reference for board and committee members as well as community managers. Also included are the Community Association Governance Guidelines, 12 basic principles which may help your community association be as successful as it can. The final piece is the Model Code of Ethics, detailing the ethical standards for community association living. This and other reference material can be found at www.caionline.org.

The Board Leadership Development Workshop, scheduled for Thursday, June 8th is so popular that it quickly sold out however, there will be a second session on August 15, 2017. It instructs community association board members how to be more successful. The program, taught by Fran McGovern, Esq. of McGovern Legal Services, Karen Sackstein, CPA of the Condo Queens and Larry Sauer, CMCA, PCAM of Association Advisors, includes five modules – Governing Documents and Roles and Responsibilities; Communications, Meetings

and Volunteerism; Fundamentals of Financial Management; Professional Advisors and Service Providers and Association Rules and Conflict Resolution.

Senior Summit. The CAVL committee will be presenting this session with a new format on Thursday, July 13th at the Renaissance at Manchester. There will be six experts presenting on How to Protect an Association and Cost Saving Strategies. The presentation topics will be; Don't let other revenue sources slip through your fingers...Tips to help tighten internal controls over other revenue sources; Insurance risk management and transfer of risk; How an engineer-

"Many CAVL members of the New Jersey chapter of CAI, choose to stay informed on the current issues effecting their communities."

ing firm can protect an association...The importance of updating the reserve schedule and contracts; Increasing efficiency while protecting an association through policy governance; Who is responsible for what in the governing docs - contractual provisions on insurance and indemnification and agreements to rent the clubhouse and how to deal with a disaster. The companies presenting will be, Belfor Property Restoration, Brown & Brown Insurance of Lehigh Valley, DW Smith Associates, LLC, Hill Wallack LLP, Taylor Management Company, AAMC, AMO and Wilkin & Guttenplan, PC. Attendees will also have the opportunity to speak with the presenters individually. Registration for this program is complimentary but you must pre-register. The registration form can be found in this issue of Community Trends®.

The Community Association Volunteer Leader Best Practices Roundtable Discussion and Cocktail Reception

CONTINUES ON PAGE 73

Dear CAI-NJ Members,

For close to twenty years, the Community Association Political Action Committee has been the political arm of the New Jersey chapter of Community Associations Institute. As you may know, our legislative efforts in Trenton are vital to the future of the community association industry. Many of our elected officials lack a funda¬mental understanding of community association issues and many competing trade associations such as the realtors, homeowners, and bankers have large PACs and have been raising funds for many years. It is critical that we constantly work to be the authoritative voice on the issues that impact our members.

CA-PAC represents 6,700 community associations where approximately 1,350,000 residents live in 519,000 homes in New Jersey. When the legislature considers amending the laws that govern community associations members of the legislature should turn to CAI-NJ for advice. One way we can educate these legislators and grow awareness of our industry is with a strong Community Association Political Action Committee (CA-PAC).

By pooling our resources we achieved our 2016 fundraising goal and raised over \$30,000. The money you contribute ensures that people who understand the community association industry are elected or reelected to serve in Trenton. I challenge you to join me in preserving the future of the community association industry by contributing to CA-PAC. With your support we can surpass our 2016 fundraising goal in 2017. Please send in your contribution today.

Thank you,

James Rademacher
President, Community Association Political Action Committee



MID-SESSION UPDATE

New Jersey is in the middle of its 2016-2017 legislative session, and CAI-NJ is hard at work on some of

our top priorities, including:

Municipal Services

CAI-NJ is advocating for advancements in the municipal services provided to your community including the maintenance of fire hydrants.

Delinquencies and Expedited Foreclosures (\$ 1832)

We are closer than ever to working with the banks and lenders to maintain vacant units and assume responsibility for maintenance fees. We are also pushing to include rent receiverships as an option.

Board Elections "Radburn" (\$ 2492/ A 4091 also \$ 1805/ A 3163)

This legislation would alter the community association nomination and election process. Radburn is a community in North Jersey with a controversial election process that is the center of these bills.

CURRENT EVENTS

While CAI-NJ remains committed to our 2016 goals, we continue to protect our communities from proposals that could add to your cost of living. Some examples include:

Insurance Deductibles (A 3683)

This legislation deals with the Association's ability to transfer the deductible to homeowners in condominium associations.

Security Cameras in certain common interest community lobbies (A 3431)

Is your community considered in this legislation? If passed, certain communities in high crime areas of our state will be required to install security cameras in designated areas.

Snow Contractor Indemnification (\$ 181)

If passed as presently worded, snow contractors would be indemnified for any damage or injuries as a result of their snow removal/ice control operations. CAI-NJ is involved in a coalition with several other organizations to meet with our elected officials and make sure our communities are protected.

Rain Sensor Installations (A 1484) If you have a community controlled irrigation system, you may be required to install rain sensors to your system.





YOUR CONTINUED SUPPORT OF CA-PAC RAISES THE PROFILE OF NEW JERSEY'S COMMUNITY ASSOCIATIONS!

To learn more about CA-PAC, please contact Laura O'Connor at laura@caini.org or 609.588.0030.

"Are you willing to give \$1 per door to CA-PAC to protect your community association's interest in Trenton?"

-- James Rademacher, CA-PAC President, Rezkom Enterprizes



Community/Company:	
Individual Name:	Community Manager Board Member Homeowner
Mailing Address:	Business Partner\$250-\$500 \$
City, State, ZIP:	Management Company\$500 \$
Phone: Fax:	Community Association\$(Suggested contribution \$1 per unit)
Email:	Other\$
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CHAPTER TRENDS



mem property management recently was named a Top Residential Property Management Company by *NJBIZ*, New Jersey's leading business journal.

NJBIZ produces a weekly print edition, as well as 24/7 business news coverage through its NJBIZ.com website and multiple daily e-newsletters. It is owned by BridgeTower Media, a leading provider of business-to-business information, research and marketing solutions.

For over twenty-five years, mem property management has been providing New Jersey's top associations and residential communities with range of services including: vendor management and contractor supervision; building inspections and maintenance needs analysis; financial management and association budget prepa-

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Through a series of strategic acquisitions and attract-

ing many of the most experienced property management professionals in the region, mem has become one of the fastest growing private companies in the country recognized in the prestigious Inc. 5000 list. ■



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- All submissions must come from and be about:
 - A member of CAI-NJ (Manager, Management Company, Board Member, Business Partner or Business Partner Employee) in good standing.
- Companies/Communities are permitted four (4) announcements per calendar year.
- Submissions are limited to 150 words.
 - Members are responsible to condense the information appropriately, as CAI-NJ will not do so. Any submissions over 150 words will not be published.
- Submissions may include (1) image.
- Submissions should not be advertorial in nature.

Please note, CAI-NJ reserves the right to edit any submissions. The chapter reserves the right to omit information as necessary. CAI-NJ has the exclusive right to refuse to publish any submissions for any reason. For questions regarding the Chapter Trends section of *Community Trends®*, please contact jaclyn@cainj.org or 609-588-0030.



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Business Partners that truly understand how communities are governed and their role in delivering an amazing experience to residents are indispensable to community managers and boards. If you're running a business in this market then you probably appreciate that it takes a little while to get up to speed with all the workings of a multifamily community, and when hiring staff, it's important that they also "get it"! If only there was training available to help shorten the learning curve! ENTER the Educated Business Partner Program.

When I first opened American Pool, NJ I got some

"My biggest takeaway was how helpful this would have been to me 18 years ago when l was starting out." great advice from my partner in Philadelphia. "If you want to grow your business you must get involved with CAI," he said. And so I did! For several years, being involved with CAI meant exhibiting at the annual expo. However,

I really didn't take the time to use the organization to further my knowledge of associations and networking. Participating at the level I did is great, but will only get you so far. I did a lot of things the hard way, not fully understanding the market and opportunities that were available to me and my organization through the chapter. I learned about associations and their workings by

sitting through countless board meetings, waiting for my turn to present, asking a lot of questions and trial and error. This is all valuable stuff and I wouldn't trade it for anything.

I finally got around to taking the Business Partner Essentials Program this past Fall. I can tell you that even after 18 years of experience in this market, I still learned a lot. My biggest takeaway was how helpful this would have been to me 18 years ago when I was starting out. I intend to send some of our key players through the program because I can't think of a more efficient way to help them understand association governance. Additionally, the program can help them be that much more effective, if not incredible, in their work!

As a former Chair and current member of the CAI-NJ Business Partner Committee, we are working to raise awareness among business partners and associations about this invaluable course. The training is always available online at the CAI website and occasionally in person. Participants will be schooled in Industry Lingo, Market Facts, Professionalism, RFP processes and Ethics. An individual earning the Educated Business Partner Distinction has demonstrated a commitment to raising the bar for professionalism in serving community associations. Isn't this the kind of INCREDIBLE vendor that managers and boards are looking for?



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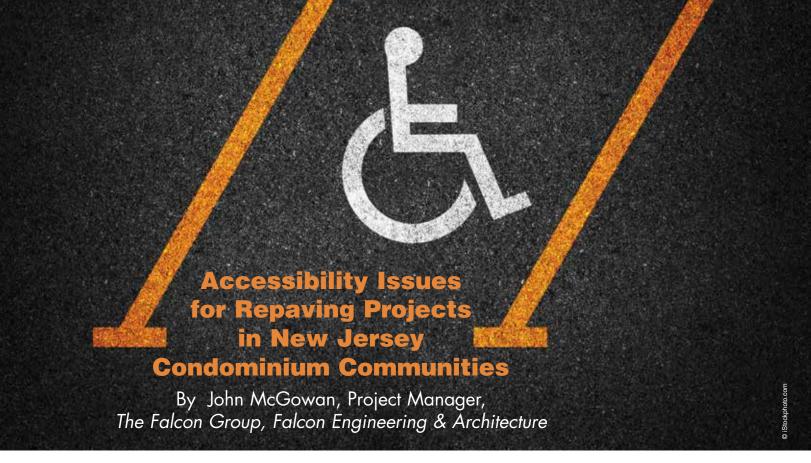
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s communities age, repair and replacement of capital improvements to the sitework eventually must be performed. Roads, curbs, sidewalks and storm water collection systems all eventually wear out and have to be replaced. All members of the community are keenly aware of the areas that hold water, become icy in the winter and cause soaked feet in the summer. These concerns are valid and should be addressed, but the one area that rarely gets the consideration it deserves is accessibility for people with disabilities.

These arguments happen in every repair project:

- We did not have accessible spaces before
- Compliance with current code will cost parking spaces for non-disabled residents that we can't afford to lose
- Our community has no residents with disabilities
- Costs to replace steps with ramps and install dropped curbs are prohibitive

Most communities don't even want to discuss the issue. Just repave it as it was. That may be possible, or it could cause major problems for the community later on. A short primer on the issue follows.

The main controlling legal authorities on these issues in

New Jersey exist under three main categories: Federal, State and Local.

Federal

The common term used by most people when discussing these issues is the Americans with Disabilities Act (The ADA). This is the Federal Law which deals with accessibility issues. The good news is that, for most residential communities, the ADA has no impact. For the ADA to have control there has to be a commercial component for the use in a facility that is open to the general public (a place of public accommodation). Additionally, the use has to fall into one or more of twelve very specific categories. The Department of Justice provides technical guidance on the ADA and defines private residential communities which restrict access to owners, residents and their guests as not publically accessible, therefore not governed under the ADA.

There are cases where private residential communities could have uses that are impacted by the ADA. Examples would include communities that open memberships to their pool or gym to non-residents. Also, a sales or rental office inside a community would need to comply with the provisions in the ADA. For most communities though, the ADA has little impact.

CONTINUES ON PAGE 20

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ACCESSIBILITY...

from page 18.

State

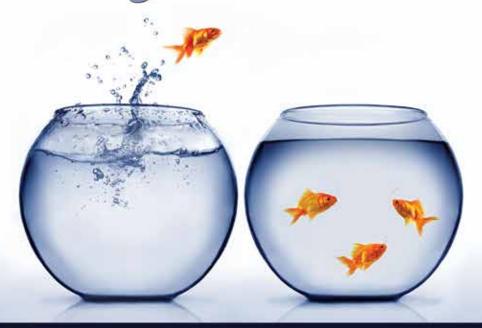
Now it gets interesting. New Jersey has its own law governing accessibility. Commonly called the New Jersey Barrier Free SubCode, more formally TITLE 5. COMMUNITY AFFAIRS, CHAPTER 23. UNIFORM CONSTRUCTION CODE, SUBCHAPTER 7. BARRIER FREE SUBCODE, (N.J.A.C. 5:23-7).

Since our discussion concerns re-paving projects, the Barrier Free SubCode speaks to re-paving projects in § 5:23-7.13 Existing facilities -"(a) Construction projects in existing buildings or facilities shall comply with the Rehabilitation Subcode, N.J.A.C. 5:23-6." The Rehabilitation SubCode provides complete relief from compliance with the Barrier Free SubCode where the cost to comply is deemed too excessive. N.J.A.C 5:23-6 (k) "In a building required by the barrier free subcode to be accessible, where the space altered is a primary function space, an accessible path of travel to the altered space shall be provided up to the point at which the cost of providing accessibility is disproportionate to the cost of the overall alteration project; a cost is disproportionate if it exceeds 20 percent of the cost of the alteration work".

If the costs are not excessive, the community must comply with the current Barrier Free SubCode. Areas of expected compliance would be changes to the striping layout to accommodate current requirements for the number and sizes of accessible, and van accessible, parking spaces and loading areas. After all, it is only the cost of the paint. However,

CONTINUES ON PAGE 22

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ACCESSIBILITY...

from page 20.

older communities might have to convert many parking spaces to "handicapped only" parking in prime locations close to building entrances. This typically makes residents unhappy.

Another area of expected compliance issues is drop curb installation for wheel-

chair accommodations. Additionally, signage would be required at all accessible locations.

The slope of the pavement in accessible parking areas can also raise compliance issues. Regrading large portions of existing parking areas can become expensive. Some towns require modification of the slope in existing parking areas to meet the SubCode requirement

of 2% in all directions in accessible parking spaces (handicapped parking spaces). This can trigger the "excessive cost" provision of the Rehab SubCode N.J.A.C 5:23-6 (k) previously mentioned, affording complete relief from the Barrier Free SubCode. The potential for this issue should be reviewed with the local engineering department early on to avoid delays later in the project.

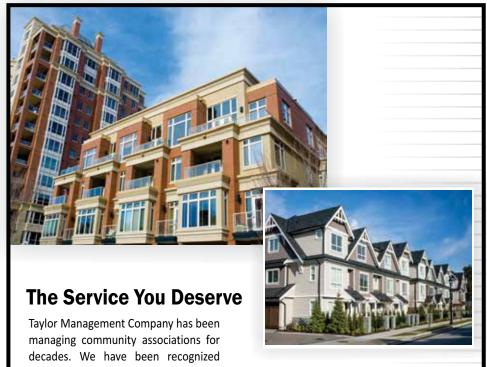
Local

Each town in New Jersey has its own code. Usually, these codes refer to, or incorporate, the federal and state codes. More importantly for sites that have previous approvals, the community has vested rights associated with previously approved development and zoning applications. Town engineering departments do not have authority to deny the exercise of these rights without due process. Communities can request expedited council reviews of limited site plan applications in cases where administrators exceed their authority during review and permitting processes. Additional relief can be sought through the Town Administrator or Mayor. Excessive escrows or inspection fees can also be challenged. The New Jersey Municipal Land Use Law imposes limitations on the town's ability to require these fees. Communities should prepare this process as early as possible to avoid being forced to comply due to time constraints. Proper planning really does prevent poor performance in these processes.

Summary

Accessibility issues in communities held in common interest are becom-

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THE UNITED STATES FAIR HOUSING ACT:

12 General Rules to Help a Board Do the Right Thing by its Disabled, and its Non-Disabled, Residents

By David J. Byrne, Esquire Ansell, Grimm & Aaron, PC

The United States Fair Housing Act ("FHA") is a remarkably complex and fact-sensitive law, especially in regards to disabled residents of private communities. A board often has terrible difficulty understanding and planning for disabled residents, as the proper analysis and respect for a disability often defies general concepts such as consistent covenant enforcement, with an unequivocal focus on equal treatment of all residents. However, a board must handle those covenants and a disabled resident based on the precise facts of a particular circumstance. There are though, in my view, 12 concepts and/or rules that, if respected and applied, will greatly enhance a board's ability to understand and comply with the FHA as it relates to its disabled and non-disabled residents.

Background

The 12 concepts and rules will only be useful to a board that has at least a base knowledge of the FHA. Briefly, the FHA makes it illegal to discriminate against disabled residents when providing services or facilities in connection with those services. As it regards disabled residents (FHA uses "handicapped", not "disabled"), this illegal discrimination is: (i) the refusal to permit, at the disabled resident's expense, reasonable modifications to existing premises if such modifications may be necessary to afford the resident full enjoyment of the premises; or, (ii) the refusal to make reasonable accommodation in rules, practices, policies and/or services, when such accommodations may be necessary to afford such person equal opportunity to use and enjoy a dwelling. The FHA

defines "handicap" as a (i) physical or mental impairment which substantially limits one or more of such person's major life activities; (ii) a record of such an impairment; and/or, (iii) regarded as having such an impairment.

The 12 Concepts and/or Rules

1. A disabled "resident" enjoys the FHA's protections; not a disabled "guest" and not necessarily a disabled "owner".

FHA is focused on the person actually needing the equal use and enjoyment of the dwelling.

- 2. If a resident claims to be disabled, he probably is.
 "Handicap" is defined, and interpreted by courts, very, very broadly.
- 3. Discrimination is okay, normal and an essential aspect of life in a free society.

A board should not be intimidated by a resident's, or otherwise, use of the word "discrimination". Humans discriminate amongst things and people all of the time; in the things we buy, the people with whom we choose to associate, the TV shows we watch. It is not "discrimination" per se that is problematic. It is only those forms of "discrimination" made illegal by law or judicial decree that are of a concern.

4. All residents are created equal; but some residents are more equal than others.

The paraphrased quote from Orwell's *Animal Farm* is useful. Boards are always focused on their fiduciary duty to their members. Part of that focus is the importance of treating each person the same, without special treatment. The FHA, howev-

CONTINUES ON PAGE 26



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12 GENERAL RULES...

from page 24.

er, expressly requires boards to – in certain circumstances – give some person special treatment, which is a concept antithetical to a board's normal function

5. The Americans with Disabilities Act ("ADA") is of little significance to the day-to-day residency issues of the disabled.

The ADA's focus – generally – is employment and public accommodations. The FHA's focus, in contrast, is the manner by in which a disabled person can live in a private community.

6. It is hard to conceive of a circumstance when a community cannot reasonably accommodate a blind resident with a seeing eye dog or a deaf resident with a hearing dog.

Such a resident's disability is palpable, so there cannot be a dispute as to the existence of a disability. Further, such a person will so clearly be unable to use the physical aspects of the dwelling, in a fashion equal to disabled residents, without the dog.

7. An association cannot request proof of disability from a resident whose disability is self-evident.

Generally speaking, it will be the resident claiming a mental impairment from who proof of disability will be needed.

8. A longstanding covenant, contained in the association's original sponsor/developer's declaration, master deed and/or bylaws enjoys no special protection from the FHA.

The FHA supersedes any covenant or portion of an association's governing documents vis a vis the classes of persons included in it.

CONTINUES ON PAGE 28

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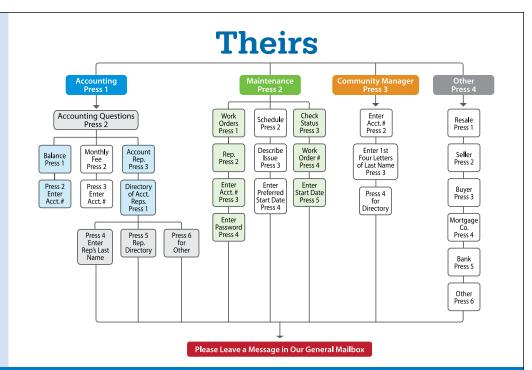


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12 GENERAL RULES...

from page 26.

9. If the FHA is applicable to a given circumstance, a resident DOES NOT have a unilateral right to: (i) a parking spot; (ii) an animal; and/or, (iii) modify the unit/home.

The FHA, if applicable to a given circumstance, affords the disabled resident the right to a "reasonable accommodation". The shape, form, length, details, etc. of such accommodation are subject to negotiation, deliberation and thoughtfulness by the board.

10. There is no such thing as an "emotional support" or "comfort animal" registration, approval, license and/or certification.

The internet and other sources are replete with persons and organizations offering to "certify", "approve", "license" and/or "register" one's pet as an "emotional support" or "comfort animal". Any such designations are worthless. Associations have no obligation to consider any of them.

11. All actors involved in a disabled resident's request for an "accommodation" are almost invariably going to act and/or advocate the position that reflects that actor's self-preservation and/or self-interest.

The disabled resident will advocate for the association's accommodation of his disability. The civil rights/government agency will almost always deem the resident to be disabled and declare that the association is obligated to do what the resident wants. The board will almost always advocate for the enforcement, and equal application, of all rules and covenants.

Everyone should understand that and account for the interests and perspectives or each actor when considering their positions.

12. A board that faces a disabled resident-related issue with kindness, empathy, thoughtfulness and respect will almost always make a good decision and/or strike the right balance between the interests of its disabled and non-disabled residents.

Often, the right decision and/or balance is not self-evident. Several different persons will have several different views and solutions. If the relevant board is mindful of those four feelings, it will likely avoid any harsh consequences, even if a judge later deems that decision to have been wrong.

David J. Byrne, Esquire, is Managing Partner of Ansell Grimm & Aaron, PC's Community Association Practice Group. David can be reached at DJB@ansellgrimm.com

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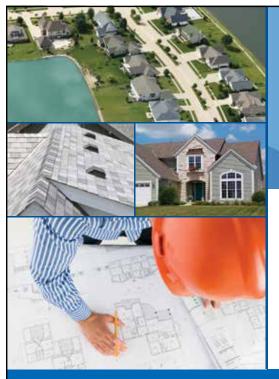
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"CODE RED"































SUMMER PEST CONTROL ISSUES

By Randy Vogel, VP Operations, Cowleys Pest Services, Neptune City, NJ

enjamin Franklin famously noted that "in this world nothing can be said to be certain, except death and taxes." Franklin's expertise spanned many areas in politics and science. But he never had to deal with the headaches of being a community property manager! If he were, pests would have certainly been added to his list of life's certainties, especially during the summer. Summer is a special time, for sure. But we are not the only ones excited about summer. Summer is that time of year when insects are most active and their populations are at their peak.

During the summer months, it feels as though these bugs have a vindictive streak and are lying in wait just to annoy us. The reality, however, is that after a wet winter and spring, the increased food sources and higher temperatures of summer result in peak insect activity. And the more insects there are, the more they are going to bother us.

Many insects that we deal with during the summer have emerged to begin their winged adult life stages. Why do insects seem to be on a surge of adrenaline during the summer? Think about it this way. These insects are highly mobile, hungry, sex-obsessed young adults. Summer is their "spring break" to go crazy, but it instead of a couple of weeks, it lasts for a few months. Also, because of their short life span, it's "now or never" for mating.

During the summer, pests will make your residents and your property their top priority. Pest control should be any property manager's top priority as well. Out-of-control pest problems can do a serious number on your bottom line:



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CODE RED...

from page 32.

- Health of your residents. Many pests and the droppings they leave behind carry disease and contaminate food.
 Insect bites can trigger allergic reactions or transfer diseases.
- Property reputation. There is nothing quite like unsightly bugs to ruin the reputation of an apartment or other residential community.
 Good tenants won't put up with it.
 Vacancy rates go up, and in order to rent the units, good tenants may be replaced by problem tenants.
- Lawsuits. With serious infestations, affected residents could mean lawsuits. The building owner and property managers could be named defendants in suits to recover damages to property and personal injury.
- Maintenance and Repair Issues. Pest infestations can cause maintenance and repair problems. And not just termites. Infestations of carpenter ants, carpenter bees, mice, squirrels, and other wildlife can all lead to significant property damage.

Condominiums, apartment complexes, and other multi-family environments pose a number of unique pest control challenges. To do it right takes concerted effort and planning. The best way to handle pest infestations in community properties is through prevention – by working with a pest control professional to stop bugs from entering your buildings in the first place. Prevention requires periodic thorough inspections to ensure that there are no conditions conducive to insects like standing water, open gar-

CONTINUES ON PAGE 36

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CODE RED...

from page 34.

bage, or potential entry points.

Of course, despite one's best efforts, infestations happen. And if there is an infestation, it needs to be tackled in its early stages. Pest infestations in community properties can be especially difficult to control. Because there are shared floors and walls, a pest problem can spread through a building from one unit to the next like wildfire. Pest problems are also compounded by shared areas like elevators, hall-ways, and laundry rooms that can serve as "pest exchange depots" among residents.

All too often, small signs of a pest invasion go unaddressed until that infestation becomes a major problem. Communities that property managers who are proactive with pest control have fewer infestations, and when they do occur, are smaller and much easier to resolve. What can a property manager do to be proactive?

Educate residents and maintenance staff about pest prevention and the importance of timely reporting signs of insect activity. Effective pest control must be a collaborative effort

among the property management team, the residents, and the pest control professional. Work with a licensed pest control professional before problems arise. Regular inspections and preventative treatments can make all the difference in keeping pests at bay.

There are some particularly troublesome summertime pests that every property manager should have on their radar.



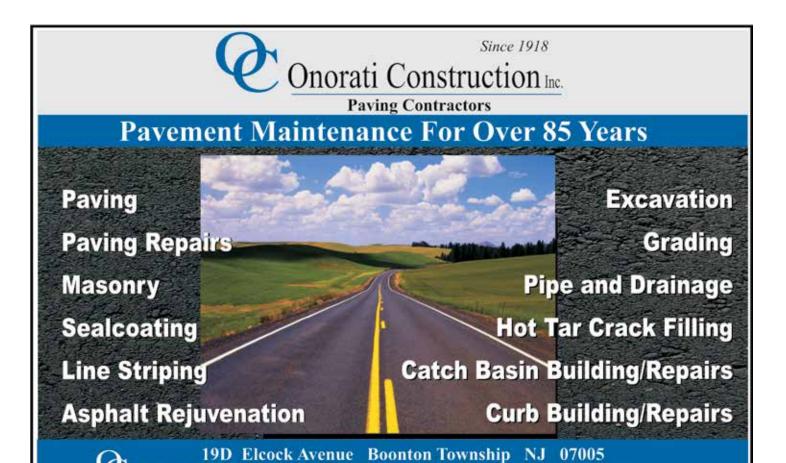
"These two insects have one miserable trait in common: the ability to spread a host of diseases through their bites."

Ticks and Mosquitoes

These two insects have one miserable trait in common: the ability to spread a host of diseases through their bites. They can transmit Lyme disease, West Nile virus, Rocky Mountain Spotted Fever, Chikungunya virus, and, if all that weren't enough, the frightening Zika virus has been added to the list. This year, property managers need to be vigilant

CONTINUES ON PAGE 38





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CODE RED...

from page 36.

about protecting their grounds and tenants from these dangerous pests.

The key to minimizing the impact of mosquitoes and ticks on your property is prevention. For mosquito prevention, thoroughly inspect your property and make sure that all standing water, which mosquitoes use to lay their eggs and breed, is eliminated. For tick prevention, eliminate tick harborage sites, including good lawn care. High grass means high ticks! There are also preventative mosquito and tick treatments available from pest control services that act as a barrier to keep these pests off your property.

Stinging Insects

Having stinging insects around your property is more than an annoyance. They are downright dangerous. According to the National Pest Management Association, these send upwards of a half-million people to the emergency room each and every year. Wasps and hornets are particularly dangerous since they can sting a person multiple times. Unfortunately, the building structures around our communities often provide the perfect shelter for stinging insects to build their nests. Pools, ponds and other water and food sources nearby will attract them to an area.

Some colonies can contain hundreds of insects all of whom may sting the aggressor in defense of the nest. Needless to say, getting rid of stinging insects can be a potentially dangerous job that requires the right training and the right equipment. Leave hive and nest removal left to the professionals.

Termites

Termites. Just hearing the world can send shivers down the spine of any property manager, and rightfully so. Because of the covert nature of the termite, your best bet to catch an infestation early on. Property managers should be on alert for signs of termite activity on their properties. The two major signs of termites are:

Swarming termites. Swarming termites found inside or outside of

CONTINUES ON PAGE 74





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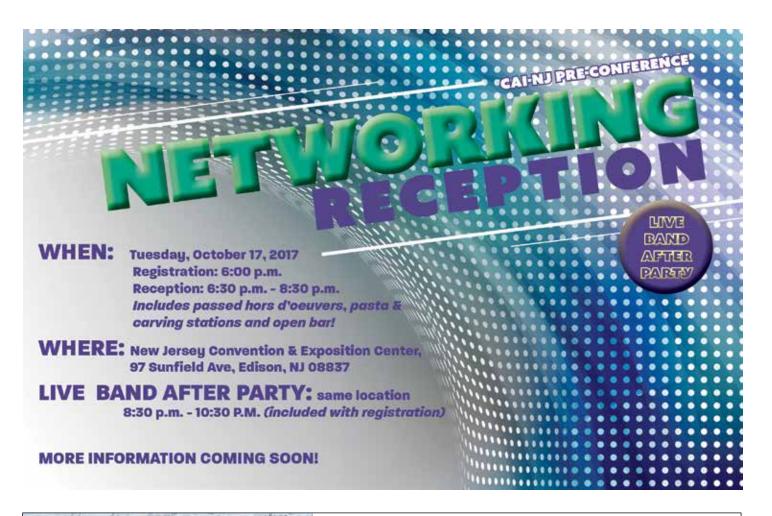
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More than 450 people registered to attend the Annual Spring Break Party, held on Thursday, April 27th at Windows on the Water in Sea Bright, NJ.

Guests enjoyed a beautiful food and beverage spread as well as networking with industry leaders. Congratulations to all the door prize winners!

Thank you to The Accent Group who graciously served as the event Super Sponsor!







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n 2015, we introduced an internet based accounts payable system across all of our properties and associations. The technology, the transparency, the efficiency, and the cost savings all made it a no brainer. Now our managers and board members can view and approve invoices online, see actual invoice images, and communicate internally while permanently documenting comments, changes and approval flow. Payments can be made more quickly and accurately with little or no paper processing, minimizing human error, paper files, and with all of the benefits of a "paperless" system. Since invoices can easily and quickly be approved by board members, up front signature cards are provided and payments can be issued by the third party payer. There's no need to circulate paper checks for various signatures. You now have a secure, easily usable solution for anyone with an internet connection. Sounds great, right?

While we adjusted to the new system, we needed to redefine our tasks including internal staff, property managers,

board members and finance committees. We all get comfortable in our ways. Any disruption to our normal routine triggers pushback, even if the ultimate result is to our benefit. So, an obvious time saver, cost saver, paper saver, and audit

tool could be derailed if managers, and especially association boards, don't buy in.

What's the secret? Same as always - clear communication, careful planning, purposeful education and responsive follow ups.

"Make use of the support and transition staff of the software provider. Question, question, question."

For any management company or association considering or already undertaking a similar migration, below are some suggestions. They worked for us, and they continue to be valuable as we move farther along since the start of the transition.

CONTINUES ON PAGE 48



- Historical Preservation
- Construction Administration & Inspection
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NEW TECHNOLOGY...

from page 46.

Make use of the support and transition staff of the software provider. Question, question, question. Then question again. Most likely they have seen what you are going through or may go through. They can help with training materials and on-site visits early on.

Try to anticipate the growing pains resulting from the changes in process. It's probably impossible to get them all. A thorough review of your current policies and practices, and how they would migrate to the new system, can help you prepare introductory materials, education and trouble-shooting issues when they eventually occur. Talk to Senior A/P, property managers and their administrators.



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Try to minimize the number of people in each association's approval work flow. More approvers bog down the flow. You can usually set up tiered authority so certain users only approve invoices over a certain dollar amount or other criteria. Also, you may be able to set up an option to refer any invoice to another approver on a case by case basis, if necessary. While you can give viewing access to many, try to limit approval access to a few.

Have distinct instructions and communicate them clearly. Provide written reference materials, handy guides, and follow up with hands-on or face-to-face ongoing training. You may find different managers and/or boards encounter different challenges along the way, so you may have to tailor your training and follow-ups to particular groups rather than globally across your enterprise. Some of your people may never see the same issues as others due to the specifics of each association's needs, as well as the level of involvement and technology acumen of board members.

We've provided "help desk" style accessibility and responsiveness to board members with technology challenges, process challenges, and comfort level challenges.

As you overcome challenges and find solutions and small process changes, communicate your "best practices" to your users.

Once they get comfortable, people love it. We've gotten lots of positive feedback, especially after the initial wave of questions, panic, and challenges. Auditors love it. Take the time with the neediest folks. You'll appreciate the positive outlook it gets you, and it can be contagious. Good Luck!



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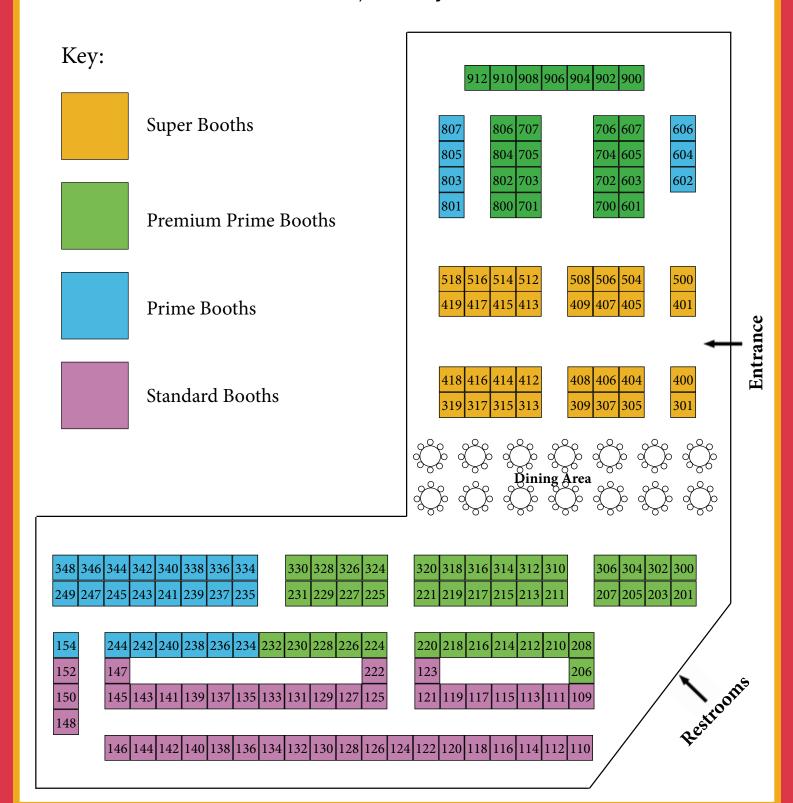
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2017 CAI-NJ Annual Conference & Expo FLOOR PLAN

New Jersey Convention & Exposition Center at Raritan Center 97 Sunfield Avenue Edison, New Jersey 08837





Ann community

2017 CAI-NJ Annual Conference & Expo

NICS

BOOTH RESERVATION FORM
Wednesday, October 18, 2017

New Jersey Convention & Exposition Center at Raritan Center
97 Sunfield Avenue
Edison, New Jersey 08837

Please type or print all information below:		
Company Name:		
(Print exactly what you want to	appear on your exhibitor name sign.)	
Address:		
City/State/Zip:		
Telephone: ()	Fax: ()
Email:	Website	:
Authorized Company Representative: (Pk	ease print)	
Signature:	Date:	Title:
(PLEASE SIGN CONTRACT ON REV	ERSE SIDE.)	
2000年, 阿拉加卡亚 斯 为2000年,北上1000		
	announcements, no commercial announcement	of the responsible for announcing the door prize winner nor will it be respon- ents will be made. CAI-NJ will not be liable for any damages relating to and conditions of the 2017 Contract for Exhibit Space.
2017 Exhibit Booth Choices:	All Booths are 10'x10', car	rpeted with a 6' table and 2 chairs
	50 🗆 Booth#	Non-Members: \$2,050 □ Booth#
(PP) Premium Prime: Member \$1,35		Non-Members: \$1,850 Booth#
(P) Prime Booth: Member: \$1,25	50 🗆 Booth#	Non-Members: \$1,750 🗆 Booth#
(S) Standard Booth: Member: \$1,15	50 🗆 Booth#	Non-Members: \$1,650 \square Booth#
Ultimate & Elite Partners receive a comp	limentary Standard Booth at the 20	17 Conference & Expo (check if applicable).
□ I am an Ultimate Partner □ I am ar		
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hosted events must be reserved and paid	Attendee Mailing List:	
for through CAI-NJ. Hospitality suites and hosted events are not permitted during official		v \$150.00 - \$
are not permitted to host events the evening	Available to exhibitors only.)	x \$150.00 = \$ Sets Total
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2017 Contract for Exhibit Space

Contract for Exhibit Space: By submitting an application for exhibit space, the applicant releases CAI-NJ, its sponsors, co-sponsors and agents from any and all liabilities to the applicant, its agents, licensees or employees which may arise or be asserted as a result of submission of an application or participation in the exhibition. Acceptance of an application does not imply endorsement by CAI-NJ of the applicant's products, nor does rejection imply lack of merit.

This application for exhibit space, when endorsed by CAI-NJ, constitutes a contract for the right to use exhibit space. Rental for space is payable in advance at the time of submission of the Official Exhibitor Application Form. No refund may be made for space that is not used or for space that is unused during part or all of the exposition. Should space remain unoccupied at the opening of the exposition, CAI-NJ may rent it or use it without obligation or refund.

Exhibit Space: Exhibit booths are 10' x 10'. The exhibit fee includes, carpeting (1) 8' high back wall drape, (1) 3' high side rail drape, (1) one 6"x30" high draped table, (2) two upholstered chairs, (1) 7" x 44" single line company name sign, (1) wastebasket and one (1) breakfast/lunch. One authorized representative will be permitted at each space. There will be a \$25.00 charge for each additional representative, with no maximum. Note: Exhibitor agrees to have exhibits completely set up by 5:00 p.m. on Tuesday. October 17, 2017. Exhibit set-up will not be permitted on Wednesday, October 18, 2017. Tradeshow hours of operation are from 10:00 a.m. to 3:00 p.m. on Wednesday, October 18, 2017. Exhibitors agree to have their booths staffed during all hours of operation. In addition, exhibitors agree not to begin the dismantling of their exhibits before 3:00 p.m. and have their booth space vacated no later than 5:00 p.m. on the day of the tradeshow. Any infraction of this agreement could result in penalties, termination of your contract and denial of future exhibition rights.

Exhibits may not protrude, under any circumstances, beyond the space allotted or interfere in any way with traffic to the exhibits of others. All displays must be fully contained within the designated exhibit space and may not obstruct other exhibits. Any activities beyond the normal scope of exhibiting must be pre-approved by CAI-NJ. Failure to do so can lead to further sanctions imposed by CAI-NJ up to and including immediate termination of contract without a refund. Exhibitors shall assume all liability without limitation for any unapproved activity in conjunction with this Conference & Expo.

Use of Space: No exhibitor may sublet, assign or apportion any portion of the allotted space, nor represent, advertise or distribute literature for the products or services of any other firm, organization or individual, except as approved in advance by CAI-NJ. The purpose of the Conference & Expo is to inform and educate its attendees regarding the characteristics and uses of exhibitors' products and/or services. Exhibitors cannot solicit conference attendees or other exhibitors, outside of their assigned exhibit space.

Cancellation Policy: Cancellation of any portion of this application by the exhibitor will be accepted only at the discretion of CAI-NJ and then, only based upon the following refund schedule:

Notice of cancellation by Monday, September 18, 2017: Refund 50% of Booth Fee.

Notice of cancellation after Monday, Septmeber 18, 2017: No Refund.

CAI-NJ may charge an administrative fee of \$250.00 for any booth that is cancelled and has the right to any liquidated damages resulting from the cancellation of a booth.

Restrictions: CAI-NJ reserves the right to restrict exhibits which, because of noise, method of operation or any other reason, violate these regulations & conditions, become objectionable, or otherwise detract from, or are not in keeping with the character of the exposition as a whole. CAI-NJ may stop installation, or request removal or discontinuance of any exhibit or promotion of which, if continued, departs from a design description given advance approval, or from the descriptions given herein. In the event of such restriction, removal or discontinuance, CAI-NJ is not liable for any refund of rental, other expenses or other damages.

Advertising, displays, demonstrations, conferences, entertainments and convention registrants in the interest of business are not permitted, except by firms which have rented space, or are recognized sponsors of the Conference & Expo.

Samples & Souvenirs: Distribution of samples and souvenirs in a restrained fashion is permitted, provided that there is no interference with other exhibits or aisle movement, and that the samples and souvenirs pertain to, or contribute to the exhibits of the conference. CAI-NJ may withdraw permission to distribute souvenirs, advertising or other materials it considers objectionable, or which violate the rules of the exhibition hall.

Care of Premises: No part of an exhibit or sign, or other materials may be taped, pasted, or nailed or otherwise affixed to walls, doors or other surfaces in a way that might mar or deface, even temporarily, the exhibit area premises or booth equipment or furnishings. The cost of repair for damage from failure to observe this cautionary notice is payable solely by the exhibitor.

Fire Regulations: Booth decorations and exhibit construction must conform to the fire regulations of the exhibit hall and hotel. Combustible, flammable or explosive material may not be used. Cloth or other flammable materials must be flame proofed. Packing containers, excelsior, wrappings and similar materials must be removed entirely from the exhibit area and may not be stored behind exhibits or under tables.

Liability & Insurance: CAI-NJ, its sponsors, co-sponsors and agents assume no liability whatsoever for loss or damage, through any cause, of goods, exhibits or other materials owned, rented or leased by the exhibitor. Exhibitors have the sole and exclusive responsibility to arrange for performance license for copyrighted music to be used at booths. If insurance is desired, it must be obtained by the exhibitor. The exhibitor shall indemnify CAI-NJ, its sponsors, co-sponsors and their agents against, and hold harmless from, any complaints, suits or liabilities resulting from negligence in connection with the exhibitor's space and participation in the expo.

Interpretation & Enforcement: These Regulations & Conditions become part of the contract between the exhibitor and CAI-NJ. All matters in question, not covered by these Regulations & Conditions, are subject to the decision of CAI-NJ and all decisions so made shall be binding on all parties affected by them as in the case of the original Regulations & Conditions. Authority to enforce these Regulations & Conditions during the Expo is vested in the President of CAI-NJ and/or the Executive Director of CAI-NJ, or their authorized agent. CAI-NJ shall have the right to pursue all rights and remedies that may be available to it under the law, including, without limitation, the termination of the exhibitor's privilege to exhibit in the future. In the event of a dispute arising under this contract, the exhibitor shall be liable for reasonable costs and attorneys fees incurred by the CAI-NJ in a reasonable attempt to settle, arbitrate or litigate the dispute. CAI-NJ retains the right to enforce all regulations and conditions regardless of non-enforcement of said violations at the current or prior CAI-NJ Conference & Expos.

CAI-NJ shall not be liable for failure to perform its obligations under this contract due to strikes, acts of God, or any cause beyond its control, or for any other claims or damages arising directly or indirectly out of this contract including enforcement hereof. CAI-NJ will not be liable for damages relating to the non-performance of any exhibitor.

Payments: Your payment for exhibit space, as well as any additional representatives, is due in full upon completion and return of this registration form and contract. If payment in full is not received by CAI-NJ, then CAI-NJ reserves the right to sell the exhibit space to other interested parties at any time. In addition, CAI-NJ reserves the right to refuse to allow an exhibitor to participate in the present or future CAI-NJ Conference & Expos. If exhibitor registers and pays for a booth at the member rate but allows their membership to lapse without renewing, then the exhibitor can be charged the difference between the member and non-member rate.

Private Party Policy: All hospitality suites and hosted events must be reserved and paid for through CAI-NJ. Hospitality suites and hosted events are not permitted during official conference activities. Non-exhibiting companies are not permitted to host events the evening before or the day of the official conference.

Mentions in Conference on-site program and other marketing materials cannot be fulfilled for sponsors whose contracts are signed after deadline dates.

CAI-NJ Policies: CAI-NJ has a no-tolerance policy regarding "suitcasing," which describes the practice of non-exhibiting companies or individuals soliciting sales and leads on the tradeshow floor, in the aisles, or in the lobbies, and/or representing their services or soliciting conference participants for conflicting social activities. Violators of this policy will be ejected from the show and charged the single-booth rate, which must be paid prior to registering as an attendee, exhibitor, or sponsor at any future CAI-NJ programs. CAI-NJ reserves the right to reject any individual or entity's registration at anytime. CAI-NJ will not be responsible for any/all notification and distribution of exhibitor's door prizes. Except for emergency and scheduling announcements, no commercial announcements will be made

Terms: The terms of this contract are agreed upon and binding upon the company via the signature of the authorized company representative and are non-negotiable.

Signature (Authorized Company Representative)	Print Name(Authorized Company Representative)	
Title:PLEASE SIGN & RETURN	Date:	Booth #
(For CAI-NJ Use Only):		
		EXP:







NICS 2017 CAI-NJ Annual Conference & Expo

ADDITIONAL BOOTH REPRESENTATIVE REGISTRATION FORM

Wednesday, October 18, 2017

New Jersey Convention & Exposition Center at Raritan Center
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Please note: CAI-NJ only reviews CAI designations, certifications, and accreditations for wildity and current status. Registrants are advised that each individual com-

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Company Name:			take place upon the submission of a letter written by the official credentialing and/or licensing body to CAI-NU. CAI-NU advises that for training, marketing or other pur-
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Telephone: ()	Fax: ()		cial purposes or the invasion of my privacy.
E-mail:	Website:		_
Authorized Company Representative (Complimentary, included with booth):	: 1	
Please list the name, company and of Conference & Expo Property Management representative is \$25.00. Ultimate Page 1	Attach additional forms if necess	sary. The cost of	each additional booth
2	6	10	
3	7	11	
4			
5	9	13	
# of Additional Reps x \$2	Total	unlimited charge (c	JItimate Partner and receive booth representatives at no heck if applicable).
Private Party Policy: All hospitality suites permitted during official conference activities	s and hosted events must be reserved and paid to s. Non-exhibiting companies are not permitted to	for through CAI-NJ. Hosp host events the evening be	oitality suites and hosted events are not fore or the day of the official conference.
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Phone:	Fax:	
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Note: Ultimate Partne tickets. Premier Partne		cets. Elite Partners receive 2 ket.
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Name/Designation 1:_

Payment Methods:

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HIGHLIGHTING: LUKE GUINEE

By Carol Nickerson, CMCA First Service Residential

his amazing story outlines a path of achievements that few men, who are not quite 25 years old, have achieved. I couldn't be more proud that this young man, Luke Guinee, is my son.

Karate became a passion of his and a major part of his youth. It is where he would reconnect with his elementary school crush, who would eventually become his wife. By the time he was 18, Luke was a 2nd degree black belt. Strong and focused on his path, he joined the Marine Corps because to him, he had to be part of this branch of service. Luke quickly rose through the ranks and became a leader among his fellow Marines.

Coming home from being stationed at 29 Palms, California, the Middlesex County Sheriff's Department was waiting to hire him. He was grateful for the opportunity and remained there for two years, but yearned to make a difference and help people every day. Although barely 23, Luke was chosen from hundreds of applicants and hired on to the East Brunswick Police Department. He continues to serve as a Marine Reservist while working full time as a police officer. He has won the praise and respect of his fellow East Brunswick Police officers who he works with every day.

Besides military and law enforcement achievements, Luke is "big" brother to two sisters and one brother, even though by birth, he's the youngest. He is a much loved uncle to six nieces and nephews and a wonderful husband to his wife, Mary. Together they are "parents" to their white German Shephard, Sophie.

This exceptional young man has achieved all of this, and he's not quite reached his 25th birthday. The never-ending sense of service and strength he has in his law enforcement and military career, as well as his dedication to his family make me very proud to say he's my son!



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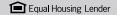
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QUESTION:

Who is your hero and why?

"My hero is my father, Chick. My Dad is my hero because of the type of man he is and the legacy that he will leave behind when he passes on. Chick always does/did the right thing. Chick has always been the best of friends to his friends, the best Dad to his children and the best spouse to his wife, my mom Peggy. My mom passed away in October of 2015 after a 10 year battle with the horrific illness known as Alzheimer's disease. During the entire time frame of my mother's illness my dad took care of her like no other with unbelievable love, concern and compassion. The world needs more men like my hero, my Dad, Chick Giordano."

Gerald J. Giordano
President
Hillcrest Paving and Excavating, Inc.

"My hero is, and always will be, my father. From a very early age, I saw the man go through good times and bad, and never lose his smile. At least, he never let us see anything else. He had a great sense of humor and it was difficult to find anyone that would have a bad thing to say about him.

In my eyes he was tireless, raising the eight of us while working several jobs to keep us fed and cared for. As a politician, he worked to improve the way of life for our town and build the future for those to come. He was very active with many fraternal and charitable organizations. and worked to help and improve life for all that he could. When cancer took him early at age 52, he never gave up and never lost his faith. He did not want to go, knowing that there was so much more that he could do, but God had other plans for him. I pray every day that I can make him proud, and keep his spirit alive."

Ray Barnes, CMCA, AMS, PCAM Community Manager Associa Mid-Atlantic "My hero is my wife. Not only does she have to put up with me, she is a loving mother and hard working professional. She demonstrates all the qualities of a hero."

Jeffrey M. Logan, Regional Director, Business Development, Guardian Service Industries Inc.

"For me, it's not who is my hero, but rather who are my heroes! My heroes are the warriors, the people who fight life threatening illnesses with dignity and grace; the brave men and women who fight for our country, like my son who was deployed for two tours to Iraq and Afghanistan and returned home safely; and for law enforcement officers that protect us every day, like my cousin who was shot in the line of duty during a routine traffic stop and is back out there serving his community. To me, these are the real life heroes, who I pray for and honor for their bravery, strength and dedication."

Denise Becker, CMCA, AMS, PCAM Senior Vice President Homestead Management Services, Inc.

"My hero is my Mother, Ellen Prodoehl.

My mother was very young when she had me. After pretty much raising her younger brothers and sisters, and having me at 17, she went on to graduate and begin a career in banking and finance. She raised me on her own, giving me strong morals, values, and most importantly, a strong sense of self. My mother never gave up on anything, she consistently moved forward, believing there was nothing that could not be accomplished with a positive attitude and hard work. Her true grit and belief that "it could always be worse, be grateful for what we have" attitude is what made not only her, but myself and my three sons the people we are today. So, kudos to Mom, she truly is my HERO!"

Kimberly Prodoehl-Soscia Sr. Property Administrator FirstService Residential, AAMC

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MANAGEMENT TRENDS

Liabilities in Age Restricted Communities

By Elaine Warga-Murray, AMS, CMCA, PCAM CEO, Regency Management Group, Inc.

ne key issue that is deserving of everyone's attention, is "Liability." Often, to get things done or to stay within budget, potential liabilities are forgotten or not realized. The issue of liability is often one of the most overlooked concerns in self-managed communities, but it is one which is of major concern in all active and older adult communities. The CAI-NJ Senior Summit is scheduled for next month and many issues will be reviewed including the liability concerns that deserve important consideration.

The purpose of this article is to identify what a liability is, to list the types of liabilities that can result (specifically in adult communities), and to discuss how to limit liability for both the board and the community association.

When someone or an entity is liable, that means that they are legally responsible; subject to punitive sanctions; subject to consequences; susceptible to unpleasant results and potentially not covered by insurance. In other words: Bad things can happen, for which the board and/or the association may not be properly insured.

Liability is simply being liable for any and all possible and potential consequences that could occur. The primary objective of all managers and boards should be to limit liability- or responsibility- and/or to shift the liability to someone else. Board members can forget that the reason they hire professionals is to shift liability from themselves. Retaining an expert who has the correct insurance, credentials and expertise for the task, job or action that needs to be completed is the only way to reduce or negate association/board liability. Even if a board member has a CPA, he or she is not properly covered to perform association audits, rather, that board member can discuss and review the audit after it is completed by a third-party professional. The same protocol applies to engineers, who may serve on boards: they may not prepare specifications, supervise in lieu of a third-party engineer or sign off on a project and expect that the association's Directors and Officers insurance will cover them if there is a problem down the line.



"When someone or an entity is liable, that means that they are legally responsible; subject to punitive sanctions..."

A good example of how a board can inadvertently assume liability is the following: The board retains an engineer to write specifications for replacing a roof on a clubhouse. The specifications are then sent out to potential roofing contractors to submit bids. Once a contractor is selected, the board may feel secure that the contractor has bid on the specifications and allows the contractor to complete the job. However, here are some potential liabilities that can be incurred: a.) the board does not retain the engineer to inspect the work in progress b.) the board pays the contractor with no hold backs should there be issues within the first few years

The potential consequences of those decisions include:

- The contractor says he followed the specifications- but there is no proof, because the work was not signed off on by the engineer who wrote the specs
- 2. The roof fails in 7-10 years and (by then the contractor could be out of business) when the engineer does inspection to see the problem, discovers that specifications were not followed.

- 3. The board has to hire an attorney to try and sue someone. But who? If it was a workmanship issue, how will the attorney prove the contractor did not follow the specifications? The engineer will not be liable, because they did not sign off on the installation. The contractor will likely say that the board allowed him to do the work according to his judgment. This liability could now fall onto the association.
- 4. If the wrong materials were used, then warrantees (usually 25 years) could be null and void. The engineer should approve and sign off on the materials as being as good or better than what was specified.

One reason why adult communities have to be so conscious of liability is due to the fact that retired residents like to volunteer, they also want to maintain tight controls on spending. In addition, there are often many retired professionals, who want to be of service to their communities. The reality is that no matter how tempting it is to rely on community members' expertise and willingness to help, the liability incurred can be significant.

The above examples pertain to contractors and work being completed without the proper checks and balances, but another category of limiting liability applies to the practice of utilizing "self-help" practices.

When a board allows homeowners or committee members to take it upon themselves to actually do work in the community, the board can be assuming a large risk. Examples of self-help include, planting flowers, painting of

CONTINUES ON PAGE 62



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MANAGEMENT TRENDS..

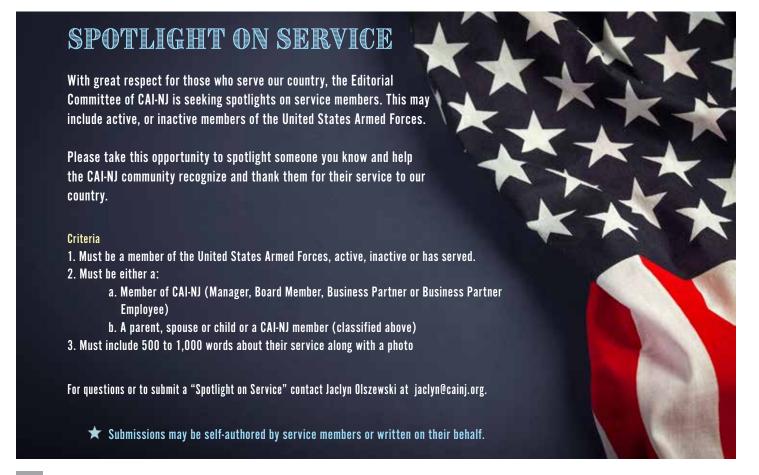
from page 61.

common area components, debris pick up, making small repairs to common elements, removing dead shrubs and performing tasks/jobs that would ordinarily be performed by contractor. The examples of highest concern include, repairing benches in the common area, replacing equipment in the clubhouse, performing an electrical, HVAC repairs, making adjustments to pool equipment, and any task or job that has a high potential for injury to the person performing the task or to potentially damaging the common element or a resident using the common element. Before conducting any "self-help" projects a good practice is to check with both the association Insurance Carrier/Agent and/ or the association attorney.

Another important guard against lia-

bility is to retain an accredited community manager for the operation and administration of all communities. Having an accredited manager should be considered as a need not a preference. Liability issues should be foremost in the performance, advice and recommendations of the manager working on behalf of the board. In some adult communities, where the board wants to be involved on the day-to-day operations, there is a confusion when the board's practice is to give the manager direction of how to proceed in performing their job. The relationship between the board (which often sees itself as "an employer" rather than as a "client") and the manager should be one in which the manager is viewed as the professional retained to provide recommendations to the board, not just be delegated duties. It is important that the board makes decisions based on the recommendations of

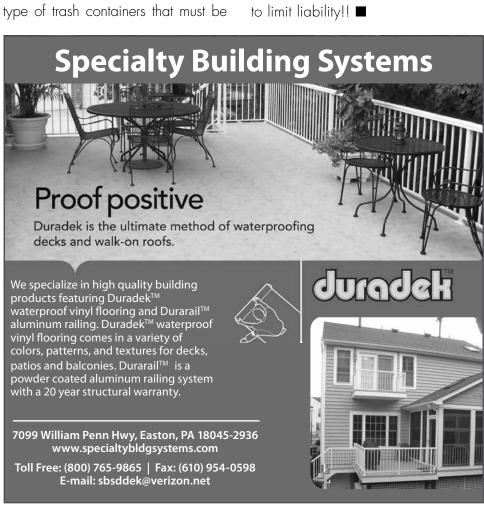
their professionals (manager, included) and then has the manager implement those decisions. If managers are not qualified to make a recommendation in certain situatioins (such as giving legal advice), the manager should recommend that the appropriate professional is consulted. Working so closely in a partnership, board members and the manager, develop a shorthand and sometimes the manager will forget to put their recommendations in writing. Putting recommendations in writing is an essential practice. Written records serve as a correct record; can be checked for future reference: and will always serve as a guard against future liability, if the board takes a position different from what is recommended. Of course, a manager's job must be to make sure that they limit their own liability, but more importantly that of the board and the association.



The operation, administration and governance of an association is a tremendous responsibility and understanding the level of potential liability that is involved when representing an entire community can never be stressed too much!! The purpose of this article is to bring attention to the liabilities that can be accrued in the typical administration and operational practices within a community, further discussions about accessibility standards, inconsistent enforcement of Rules, and the adoption of Rules that are discriminatory deserve some note.

Often rules with the best intentions can create situations that have built in contradictions. Rules regarding not allowing motorized vehicles other than cars on community roads can be contentious; rules concerning the type of trash containers that must be

used may be unreasonable for certain residents with limited mobility; and having recreational facilities that are not available to all residents because of location or lack of proper accommodation can also be of concern. In general, "selective enforcement" of rules is to be avoided at all times, and to only provide activities or recreational facilities for a certain segment of the population is also to be avoided. It is impossible to meet everyone's needs, however, it is important to consider the full demographics of a community and the needs of all owners when adopting, enforcing and establishing rules; and to always consider the ultimate "what ifs" when making decisions for everything from contracting work to making the full community accessible to all. The goal is





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JUNE, 2017



MANAGER BEST PRACTICES ROUNDTABLE DISCUSSION AND NETWORKING RECEPTION

SPONSORED BY:

Environmental Designers Irrigation, Inc. Landscape Maintenance Services, Inc. McGovern Legal Services, LLC Stark & Stark- Attorneys at Law The Falcon Group-Engineering, Architecture & Energy Consulting

Two networking sessions (5:30 p.m. - 7:15 p.m. and 7:45 p.m. - 8:30 p.m.)

All attendees are invited to join the Business Partner Roundtable attendees for the networking sessions.

Date: Thursday June 22, 2017

Location: Forsgate Country Club

375 Forsgate Drive Monroe Twp., NJ 08831

Agenda: 5:30 p.m. - 6:15 p.m.: Cocktail Reception

and Networking with Business Partners 6:15 p.m. - 6:45 p.m.: Drone Presentation

including a live demonstration 6:45 p.m. - 7:45 p.m.: Roundtables 7:45 p.m. - 8:30 p.m.:Dessert Reception and networking with Business Partners

Pre-registration is required.

If you register for this program and cannot attend, please call the chapter office at (609) 588-0030 to cancel. We require a cancellation notice at least 72 hours in advance. If a notice is not received, a \$25 cancellation fee may be charged per registrant. Substitutions are permitted if you cannot attend.

Questions? Email Angela Kavanaugh at Angela@cainj.org or call (609) 588-0030.

Space is limited. Attendees are strongly encouraged to register by Monday, June 12, 2017.

CAI-NJ advises that for training, marketing or other purposes, this event may be recorded, videotaped and/or photographed. By attending this event, the registrant(s) consents to the use of his or her image by CAI-NJ and agrees to waive any claim for the use of his or her image, including without limitation, the appropriation of his of her image for commercial purposes or the invasion of his or her privacy.

Please note: CAI-NJ only reviews CAI designations, certifications, and accreditations for validity and current status. Registrants are advised that each individual company is solely responsible for the content they provide on registration forms including all designations, certifications, accreditations and licenses by the company or the individual employee. Concerns about the validity of non-CAI designations, certifications, accreditations, and licenses should be directed to the specific company or individual in question. Removal of designations, certifications, accreditations, and licenses by CAI-NJ will only take place upon the submission of a letter written by the official credentialing and/or licensing body to CAI-NJ.

CONTINUING EDUCATION NOTICE:

By successfully completing this program, the New Jersey Chapter of Community Associations Institute (CAI-NJ) will approve 3 hours credit for this program towards the Professional Management Development Program (PMDP).

TOPICS:

Name:_

CAI Designation(s): ____

- Drone presentation including a live demonstration
- The legality and restrictions on the use of drones in community associations
- Irrigation and water management including new technology, legislation and restrictions regarding wells.
- Royalties and the restrictions on music and video presentations in community venues.
- The use of Brine vs. Salt in snow and ice removal services

MANAGER BEST PRACTICES ROUNDTABLE DISCUSSION AND NETWORKING RECEPTION

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BUSINESS PARTNER BEST PRACTICES ROUNDTABLE DISCUSSION AND NETWORKING RECEPTION

Two networking sessions (5:30 p.m. - 6:15 p.m. and 7:45 p.m. - 8:30 p.m.)

All attendees are invited to join the Managers Roundtable attendees for the networking sessions.

Date: Thursday, June 22, 2017

Location: Forsgate Country Club

375 Forsgate Drive Monroe Twp., NJ 08831

Agenda: 5:30 p.m. - 6:15 p.m.: Cocktail Reception

and networking with Managers

6:15 p.m. - 6:45 p.m.: Drone presentation

with a live demonstration

6:45 p.m. - 7:45 p.m.: Roundtables 7:45 p.m. - 8:30 p.m.:Dessert Reception

and networking with Managers

Pre-registration is required.

If you register for this program and cannot attend, please call the chapter office at (609) 588-0030 to cancel.

Questions? Email Angela Kavanaugh at Angela@cainj.org or call (609) 588-0030.

Space is limited. Attendees are strongly encouraged to register by Monday, June 12, 2017.

CAI-NJ advises that for training, marketing or other purposes, this event may be recorded, videotaped and/or photographed. By attending this event, the registrant(s) consents to the use of his or her image by CAI-NJ and agrees to waive any claim for the use of his or her image, including without limitation, the appropriation of his of her image for commercial purposes or the invasion of his or her privacy.

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TOPICS:

- Drone presentation including a live demonstration
- How to recruit good talent for your company
- Establishing a winning culture in the changing corporate world

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ULTIMATE PARTNER Profile

DW Smith Associates, LLC



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The DVV Smith Associates team is comprised of Professional Civil and Structural Engineers, Land Surveyors, Landscape Architects, Reserve Specialists, Building Inspectors and Support Staff.

Our firm specializes in forensic inspections and engineering design specifications for both capital improvements and remedial projects, as well as reserve studies, transition studies and more.

DW Smith Associates is a business partner member of CAI with the New Jersey, Pennsylvania/Delaware Valley and Hudson Valley Chapters. Our staff serves on a variety of CAI committees and boards, and actively participates in meetings and events.

Jennifer Nevins is Principal of the Firm and has been part of the DWSA team since 1988. She has degrees in Accounting and Finance from Rutgers University and has continued her education at many institutions over the years. This includes additional certifications from Harvard University (Management for Design Firms), NJIT (Construction Management), and Tuck Dartmouth (Executive Leadership). She currently serves on the CAI-NJ Board of Directors and serves as a liaison to several committees.

Is there a specific project or program that you would like to highlight?

Since customer service is our number one priority, DVVSA launched our very own mobile app in January for both iPhone and Android devices to allow our clients to be in constant con- tact with our team. The app, which is for employees, business partners and friends of DVVSA includes company information, recipes, fitness challenge, special notifications, upcoming events, and more. Our newest feature is an "Ask the Expert" section where our full staff of technical professionals and experts are waiting to respond to specific questions posed by property managers regarding their communities. You can download our free app here:

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- Android https://itunes.apple.com/us/app/dwsa/ id1075870997?mt=8

What might someone be surprised to learn about your company?

You might be surprised to know that the DWSA team host interactive cooking classes for our clients. Jennifer loves to share her passion for cooking and has authored three cookbooks. She also shares her love of cooking with her family, friends, colleagues and business partners by inviting them into her home for an evening of food, drinks and interactive cooking!

Have you or your company received any recent awards or certifications?

- Top 100 Design Firms in the Tri-State Area, New York Construction News
- Top 100 Women Owned Businesses in the State of NJ, DiversityBusiness.com (2008, 2009, 2010, 2011, 2012, & 2014)
- Outstanding Woman in Construction Award, NJAWBO (2010)
- Woman of the Year Environmental Award, Garden State Woman (2011)
- Top 100 Leading Women Entrepreneurs Award, NJ

- Monthly/Own It VENTURES (2011, 2012 & 2013)
- Top 25 Women in Business in NJ Award, Woman of the Year Award, Central Jersey Women in Business (2012)
- Advocate Award, Supplier Diversity Development Council (2012)
- Top 50 Women Owned Businesses in the State of NJ, DiversityBusiness.com (2013 & 2015)
- Distinguished Engineering Award, NJ Alliance for Action (2013)
- NJ Excellence in Commerce Award, US Trade & Commerce Institute (2013)
- Brava! Award, New York Smart CEO Magazine (2014)
- Committee Chair of the Year, Community Associations Institute-NJ (2014)
- Fastest Growing Privately Held Companies in America, Inc. 5000 (2014 & 2015)
- Athena Award from the Greater Monmouth County Chamber of Commerce (2015)
- Brava! Award, New Jersey Smart CEO Magazine (2016)
- Top 500 Privately Held Companies in America (2017)

What trends do you see for the Community Association industry?

We see continued growth in this industry — with over 8,000 new community associations being formed each year in the country and an incredible \$35 billion a year in operating revenues, this is certainly a thriving industry. What we have also seen is continuing education on the part of the property managers, including more focus on strategic planning. This includes recognizing the need for professional consulting and engineering oversight for major capital improvement projects to protect the interests of the community and for transfer of liability in the case of adverse events. We have seen an increase in the skill set of the property manager, which has included proactive planning and budgeting on behalf of the community. We are thrilled to work with such an educated group of clients and look forward to being a resource for many years to come!

See the complete list of Ultimate Sponsors on page 2 of this issue.



ULTIMATE PARTNER Profile

Taylor Management Company, AAMC



Taylor Management Company would like to thank all of the Community Association Volunteer Leaders who have participated in our Board Member Training Programs over the recent years.

We see our relationship with our Boards and Committees as a team approach to serving the Association members and we look forward to continuing and expanding these extremely successful programs on a regional basis in the years to come.





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One New Member

RJ Anderson

Crestwood Village 6 Community Association

Leonard Barber, CMCA, PCAM

Executive Property Management, AAMC

Donna M. Belkot, CMCA, AMS

Taylor Management Company, AAMC, AMO

Kristie Bendick, CMCA

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CAI-NJ encourages interested persons to submit articles for consideration by the Editorial Committee. Publication in Community Trends® is a wonderful opportunity to write about an issue relevant to community associations, and the Editorial Committee will carefully review all submissions. When an article is published, the opinion of the author and accuracy of the facts presented in the article are not specifically endorsed by either CAI-NJ or the Editorial Committee. Neither CAI-NJ nor Community Trends® guarantees a placement of any submitted article, and any article can be rejected for any reason at any time by the Editorial Committee or CAI-NJ. All articles should be written in the third person.

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Community Trends®,

Joseph Chorba, CPA, Editorial Chair

For past editions from 2008-2015 visit www.cainj.org.

INSIDE CONNECTION...

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is scheduled for Thursday, September 7th in the Red Bank area. Attendees will have the opportunity to participate in six roundtable discussions on topics effecting common interest communities. Further information will be available shortly. This program will be offered complimentary to community association volunteer leaders only.

The Annual Conference & Expo will offer attendees the opportunity to participate in five educational sessions, plus the Legislative Update. Save the date, Wednesday, October 18th to attend. As you know, the educational programs and the Annual Conference & Expo are free to CAVL chapter members. Additional information can be found on the New Jersey chapter website, www.cainj.org or by calling the chapter office at (609) 588-0030.

The Lecture Series is the newest programing offered by our chapter. They are short morning sessions hosted at the CAI-NJ chapter head-quarters in Freehold. The third of five 2017 sessions is scheduled for Tuesday, June 13th. Allan Samuels of Energy Squared Consulting Engineers and Stacia M. Scaduto of SMS Consulting, LLC, will discuss Energy Conservation...Going Green to Save Green. Further information on this session will be available shortly.

If you would like to join our CAVL committee and help with the development of future programs, please contact us as the chapter is always looking for volunteers. I can be reached at (609)588-0030 or email me at Angela@cainj.org. ■



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CODE RED...

from page 38.

your property. A tenant or employee may report seeing large swarms of what looks like flying ants near a window or other light source. It is not uncommon to find a pile of wings near a light source signifying that a swarm occurred.

Mud Tubes. Your maintenance staff
may notice mud tubes in basements,
crawl spaces or on the lowest floors
of a structure. Mud tubes act like
bridges for termites to reach their
food source (wood) from the ground.
They are typically found on the walls
of the lowest floor of a structure and
are used to protect the colony as
they seek out a food source.

How can a property manager avoid termites on their property?

- Avoid soil to wood contact. There should be a minimum of six inches between the soil and wood anywhere on your property.
- Direct water flow away from your property. Ensure that gutters and downspouts are property functioning, regularly cleaned and pointed away from the building.
- Ensure that crawl spaces are encapsulated and humidity levels are controlled. Wood-destroying insects like carpenter ants and termites are attracted to moisture. If you have vented crawl spaces at your property, humidity levels are likely high, which creates an open invitation for termite. Encapsulating crawl spaces and installing commercial grade dehumidifiers will rectify the situation.

 Schedule an annual termite inspection. Have a licensed pest control professional check for moisture problems and signs of termite activity. If your property sustained any damage during the winter months or took on water, you could be at an increased risk for termites.

Pest control is all about being proactive and investing time and resources into prevention. Effective pest control planning avoids infestations and, just as important, minimizes their severity if they do occur. Inspections should be performed on regularly, along with preventative treatments, Also, know what pests will likely rear their ugly heads at particular times of the year. Finally, the benefits of working with a pest control professional experienced in community properties to implement an Integrated Pest Management (IPM) Program are multifold. A properly implemented IPM will help avoid costly property damage, keep your residents happy, maintain the reputation of your community, and best of all, give the property management team the appreciation that it so deserves.

Write for Community Trends®

CAI-NJ and the Editorial Committee are always looking for new articles to publish in *Community Trends*.®

If you are interested in submitting an article for possible inclusion in *Community Trends®*, please contact Jaclyn Olszewski at 609-588-0030 or jaclyn@cainj.org.

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ACCESSIBILITY...

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ing more complicated and expensive issues to navigate through. Local permit reviewers can complicate the issue tremendously by taking an adversarial position early on in the process. Time is the most valuable resource available to be able to work these issues out. These issues are becoming more common on even the smallest repaying projects. The days of a property manager filling out a one page form in the Town Building Department for a permit are gone. Hiring experienced design professionals and starting the process early enough makes the chances of a resolution favorable to the community much more likely. ■



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