

Self-Management Has Failed HVLA

Politicalization of Assn. Management - Results:

6 of 8 (full-time) GM's left under questionable circumstances
"Golf-First" vs. Members-First has become the controlling Focus
Board/Committees often have taken on staff roles
Pervasive Election irregularities
Knowledge and power have become concentrated among a few
Committee plans often thwarted
Low member voting – member apathy
Decision-making about Assn. planning has become polarized and personalized
Boards deny politically inconvenient issues, e.g., election fraud, Golf-First
Members tend to romanticize Board, e.g., as tireless-volunteers, selfless-do-gooders

Management Problems - Results:

Board lost sight of fiduciary responsibilities
Years of no standardized accounting, personnel practices
No accurate reserve studies until 2015
High litigation costs due to many personnel issues
Years of mismanagement, lack of oversight of staff & contractors
Board over-involved in operations of the Association

Direct Responsibility on Board - Results:

Directly responsible/accountable for management policies
Failed to do long-range planning = lack of money = lack of maintenance = low reserves
Board often lacked skills (finance, taxes, construction law, communications, project management)
Excessive deferral of knowledge of construction/building maintenance
Burnout often reported

Lack of Continuity/Planning - Results:

Frequent gaps/lags in year-to-year project carry-over
Difficulty finding/retaining right-skills/experience staff
Weak, under-performing managers
Additional costs due to frequent changes in GM's & Mgrs.
Resulting Disruptions
Many Community needs unmet, e.g., fire/flood preparedness, recreation

Increased Conflicts - Results:

Impaired communication with members - More challenges/complaints
Tension with residents = enforcement more difficult
Fewer buffers from irate residents
Accusations of theft and kickbacks, etc.
Development of bully sub-culture

Excessive Time Commitment for Board - Results:

Full-time endeavor = Chronically overwhelmed Directors
Requires more expertise/training than expected
Emergencies and unexpected tasks
Extra time required to find replacement managers
Absent managers leave Association without management support

Belief in Myth of Self-Management - Results:

Board/Staff came to believe money is saved and there is better control
Board/Staff came to believe Assn. can handle whatever comes along, alone

References:

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