

# THE MEETING PROCESS

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## Holding Effective Association Meetings

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by Larry J. Pothast, Community Associations Consulting, Dublin, Ca.

One of the most important elements in the operation of a community association is the meeting process. Most associations hold monthly Board meetings as well as Annual and committee meetings. From time to time it will also be necessary for the association to hold a special meeting of the homeowners to decide issues that must be addressed between Annual meetings.

The success of an association is often reflected in the quality, tenor and length of its meetings. Surprisingly, the meeting process is often misunderstood in many communities. We have all attended the interminable three hour Board meeting. Most of us have also been privy to the process of rescheduling an Annual meeting due to the lack of a quorum or been at the occasional Special meeting that nearly erupts into a riot because of some controversial topic which is being presented.

There are ways to avoid these scenarios which have been successful throughout the country. We will explore some of the techniques for successful meetings and ways to implement them in an effort to streamline and control the meeting process. To begin we must explore some basic general assumptions about meetings.

### What Is A Meeting?

In a community association a meeting can be defined as two or more people coming together to make decisions regarding physical, financial and/or administrative operations of the community. The Board is in charge of the operation of a corporation whose assets may be in the mil-

lions of dollars. A Board meeting is a gathering of the corporate Board to conduct the business of the association. A business meeting.

Similarly, the Annual meeting is a business meeting of all the members of the corporation to conduct business and to elect directors of the corporation. Again, a business meeting.

A Special meeting is like an Annual meeting in that it involves all the members of the association. However, the only business which may properly be discussed or conducted at a Special meeting is that which has been posted with the meeting notice. No other business or topics may be broached.

Committee meetings are slightly different. They are held to explore ideas and avenues of operation assigned as tasks, to the committee, by the Board. By their nature they are generally less formal than the other types of meetings. However they must be organized and operated in a business-like manner to be successful. Again, these meetings are a manifestation of the multi-million dollar corporation to which the members belong.

The four types of business meetings held by an association then are: Board, Annual, Special and Committee. How these are conducted will have a tremendous impact on the performance of the community and will, more often than not, be responsible for whether members will be willing to serve in leadership positions in the future. Now that we have looked at the four types of meetings and understand their purposes, let's begin to explore the meeting process for each.

Each type of meeting held by an association requires its own unique process to be successful. Many elements enter into the meeting but we can break these down into categories covering preparation, conduct and follow-up. No one category is more important than another so let's begin by discussing the preparation for the

Board meeting. For purposes of discussion we will assume that the community holds a monthly Board meeting to conduct the business of the association.

### The Meeting Process

Time is the most precious asset anyone can possess. The amount of time members spend in a Board meeting should be viewed as a gift by the Board members to the association. It should not be squandered. To be certain time is not wasted, let's suppose the meeting is to be used to decide things. Board meetings should not be viewed as a performance for the general membership, but as genuine working business meetings. In order to accomplish this as many issues as possible must be discussed, either in writing or verbally, prior to the meeting. It is imperative that the Board avoid surprises at their business meetings. No issue should be raised which is not published on the agenda. The agenda should be in every Board member's hands at least three to five days prior to the meeting. Sounds tough-but studies by the Wilson Learning Center in Minneapolis indicate as much as 50% of the time spent in business meetings is used to discuss issues the participants were unaware of prior to the meeting.

When an issue is unexpectedly inserted into a meeting the participants are forced to spend time becoming educated about the issue then and there. Often, there is no way to check the accuracy of the various reports being presented. The result, most often, is issues being tabled for discussion at the next meeting, or worse, issues being decided on the basis of limited facts. You can probably count on the meeting dragging on an additional 15 minutes or so for each unanticipated item raised.

Most people find this an unacceptable method of meeting. To avoid it the President should insist that each Board member who wants an issue

supply all pertinent information prior to the publication date of the agenda. This will give Board members with an interest in the topic the opportunity to discuss it and raise questions about it prior to the meeting. At the meeting the issue can come up on the agenda, a motion made regarding the question, followed by limited pertinent discussion and then voted upon.

It is imperative the Board meeting not be viewed as an opportunity for Board members (or the manager if there is one) to hear themselves talk. Board members are not obligated to speak to each issue that is raised. If they were, meetings would likely last two or three hours. Oops—they do last two or three hours. Well, let us continue.

So far we have discussed Board meetings being held for purposes of decision making. Preparation begins with a written agenda and supportive documentation published at least three days prior to the meeting.

On the agenda will be a line for committee reports. Again, no committee should report unless they have submitted their report, in writing, at least three to five days in advance of the meeting. All Board members should have an opportunity to become familiar with it. This should become part of the job description for the chair of each committee and be part of each committee charter. Committee reports do not have to be long documents. They can be a summary of the committee operation but should include any motion being requested by the committee. If it looks as though the report will present a problem at the Board meeting, it should be discussed and resolved by the President and the chair of the committee privately before the meeting. The committee is thereby protected from going through the public humiliation of having an idea or motion they have worked diligently to create being blown out of the water by the Board. If committees are chartered and charged properly this will rarely happen, and for the sake of morale, should be avoided as often as possible.

If the association is professionally managed, the management report will

also be part of the agenda. Again, this report should be in writing and in the hands of the Board at least three to five days prior to the meeting. This is especially important with the management report as it will undoubtedly include items that require action by the Board. If the Board has the report ahead of time they can contact the manager with questions prior to the meeting. The manager should also make an effort to contact each Board member prior to the meeting to answer any questions that may arise regarding the report and issue clarifications as necessary so when the meeting is called each member is prepared to make responsible decisions based on the information provided.

In the event the community is not professionally managed responsibility for the above report will fall to the President. The Board will need to take the steps outlined above to insure a smooth, responsible decision making process.

#### Board Meeting Preparation Summary:

- All reports should be in writing and submitted prior to the meeting. A report not submitted in writing prior to the meeting should not be addressed until the Board has had ample opportunity for review and consideration.
- All participants should be contacted prior to the meeting to clarify issues and answer any questions they may have regarding the issues to be decided.
- The agenda and all related items should be in the hands of the participants at least three to five days prior to the business meeting.

#### Board Meeting Conduct

The conduct of the meeting, in conjunction with the preparatory steps outlined above, can make the most dramatic difference in the length and quality of the meeting. Many factors must come together for a successful meeting to take place.

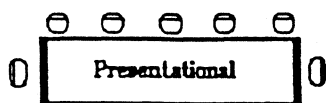
Among these are the location and meeting environment, the method of controlling meeting length, and the willingness of the President and Board members to share the responsibility for conducting efficient, businesslike meetings. First let's take a look at the meeting environment.

Nearly everyone involved in business meetings agrees that the best place to conduct a working meeting is in a businesslike environment. To most associations this means having the Board meeting in a room at a table arranged for that purpose. But what if the association has no meeting room? Many association Boards find themselves meeting in a Board member's unit. This is the least recommended environment to try to have a business meeting. The psychology of someone's home is social, not business. An alternative place can almost always be found. Local schools, churches, hotels and other businesses have been known to donate space for Board meetings. If no alternative can be found and your meetings must be held in a member's unit, meet at the dining room or kitchen table. That is where most business in the home is conducted. This will help set the psychology of a business meeting.

Meeting in comfortable chairs in someone's living room should be avoided whenever possible. It is practically impossible to maintain a semblance of business conduct in a setting normally used for socialization.

If your association is lucky enough to have a room that can be used for Board meetings, then consider the way the room is arranged. What is the shape of the table? What is the seating arrangement? Do adversarial members often sit opposite one another? Is the seating arranged for work or for a performance?

Below are some examples of table shapes and seating arrangements found successful in many businesses and communities. Keep in mind that different arrangements can be used effectively in different circumstances. However, for our purposes we are looking for the most successful arrangement for a working Board meeting.



As you can see, the best arrangement for a working meeting seems to be either a round table or oblong tables arranged in a "U" shape. Both of these allow the participants to interact with each other easily and in a non-confrontational manner. Some good tips on room arrangements are:

- Do not sit adversaries opposite each other. Set them parallel to one another and separate them with one or two other members. This will make it more difficult to confront each other and will allow them to more easily focus on the issues at hand.
- Do not allow smoking in the meeting room. Get rid of any ashtrays. Many people today are bothered by smoke and this may prevent them from participating in a positive way.
- Under no circumstances allow the consumption of alcohol prior to or during a meeting. To make good decisions the members should be of sound mind. This can easily become a legal issue, (competency) as well as an operational problem.

Nearly everyone uses an agenda in their meetings. However, following the published agenda is often difficult. A method needs to be employed to keep the meetings on time and focussed. The most effective tools for

this process are the, "timed agenda" and Robert's Rules of Order.

Let's examine the basics of Robert's Rules. Before we begin, let me say that the effective use of Robert's Rules does not require anyone to be a parliamentarian. The preamble to the Rules states, "Robert's Rules are merely a guideline to an effective meeting and decision making process". They can be flexible. Only in the most extreme and formal cases do they need to be followed to the letter. However, certain rules can be very useful in any meeting.

For instance, no discussion should take place about any item without a motion, (either positive or negative), and a second to the motion. Remember, time is our most valuable asset. Too many times lengthy discussion is held on a particular topic that is of only marginal interest to the group as a whole. If this simple rule is adopted you may find your meeting taking on a much more business-like tone and therefore a more productive content.

This means that no member may raise a issue without first making a motion regarding the topic. If there is no second to the motion the issue will die without discussion. If a second is made, then the President is obligated to ask for discussion. Discussion is not an unlimited forum for members to express their opinions. The President has the power to limit discussion on any topic by announcing, "Discussion will be limited to one round of comments by each member." This will guarantee that each Board member may be heard while limiting informal filibustering.

Discussion should never be allowed to wander from the topic at hand, nor should too much repetition be permitted. If a member has nothing new to add to the discussion they should be encouraged to say they agree with a position and the discussion should move on. In all cases it is the President's or Chair's responsibility to see that Robert's Rules are implemented at the meeting.

This can be difficult and politically sensitive. Especially because none of us likes to appear as though we are

foreclosing another's ideas. To make the task of keeping the meeting on track and on time easier it is a good idea to employ the use of a "timed agenda". A timed agenda simply lays out the approximate length of the meeting and the time which will be allotted each report or item for discussion. In its simplest form it looks like this:

#### Agenda

1. Call To Order	7:00
2. Secretary's Report	7:00
3. Treasurer's Report	7:05
4. Management or President's Report	7:10
5. Committee Reports	7:40
6. Unfinished Business	8:00
7. New Business	8:10
8. Adjourn	8:20

As you can see, in this typical scenario the meeting will last one hour and 20 minutes. This may even be a little long as typically the unfinished and new business portions of the agenda are handled under the various reports which take place earlier on the agenda.

As you think about this process keep in mind it is not necessary to read the minutes of the previous meeting aloud, nor to read the management report, (informational section) verbatim. The minutes should have been in the Board member's hands with their packet of information. All that is required is a motion to approve, (or correct and then approve). If time permits, the manager may summarize the informational items in the management report but should move quickly to any action items that are part of the report. Remember, the members have had the report for a few days. The manager has discussed it with each one and hopefully has answered any questions outside the meeting. The Board should get on with the business portion of the meeting as quickly as possible.

If the Board wishes to raise issues about the manager's performance they should arrange a time to hold a meeting with the manager, preferably in the manager's office, to go over these items. Unless they are making a motion to terminate the contract, the manager's performance should not be an issue at a regular Board meeting. Again, the purpose of the Board meeting is to make decisions. It should never be allowed by the President to deteriorate into a general gripe session.

Before you say it, yes this can be a difficult task for an association not accustomed to operating so formally. It requires discipline and a commitment to success by each member of the Board. Successful meeting procedure can not be imposed. They must be agreed upon.

There are certain tools that can be used to successfully implement a timed agenda. For instance, the President should always come to the meeting with a gavel. The gavel is the symbol of authority in a business meeting and sets a psychological mood in each member. The President can also appoint an official time keeper. Often this is the secretary of the Board but it can be anyone, (including the President) who will occasionally remind the members of the time or that time has run out to discuss a particular item. This is especially important early in the implementation process when members attempt to acclimate. These time reminders should be gentle nudges as opposed to authoritarian statements. No one likes to be bullied into moving on.

We have left out one essential element to Board meeting success. Celebration. Prior to every adjournment someone should state the reasons the meeting was successful. There is always a reason. Even in the worst of meetings. No one was killed, no one went to jail, no one went bankrupt and, very likely, no physical violence took place.

There is always a reason to celebrate! Ending on a high note is one of the most important responsibilities of the Board. It provides a reason and motive for continuation. It

also sets a positive example for homeowners considering serving. A manager can thank the Board for helping improve his/her management style or the operation of the company or the opportunity to explain why a something was done a certain way. The same holds true for the Treasurer, Secretary and each participant in the meeting. *Celebration is paramount to success.*

As you can see, there is no place on the agenda for homeowner input. The Board meeting is for the Board to conduct the business of the association and it falls only to them to discuss and decide the various issues. However, input from homeowners is an invaluable tool in the decision making process. In fact, some argue, the Board may be required to solicit homeowner input on many issues to be decided

This being the case a homeowner's forum can be held prior to each meeting. The purpose of the forum will be to hear various residents opinions on any issue they care to raise. The Board should listen carefully, take notes and respond only, (and then briefly), if a direct question is asked. An often heard response to a request for action at these meetings is, "Thank you for bringing this issue to our attention. It will be considered between now and the next meeting and we will take appropriate action. We will keep you informed of our progress and may ask your advice if it looks as though we will be voting on this issue at the next meeting."

The purpose of a forum is to allow the owners access to the process and the Board without becoming a part of the Board's meeting. When it is time for the meeting to begin the President should thank all homeowners for attending the forum, invite them to stay to watch their representatives in action, and remind them the Board meeting is the time the Board conducts its business and only the Board will be allowed to participate. Thank them again for coming and sound the gavel to call the meeting to order.

No part of this process should be attempted cold turkey. Especially if the association currently operates in some

other fashion. A good idea is to have all the Board members meet to discuss implementing the meeting plan at least two months prior to the first attempt. After that meeting the changes in meeting operation should be published to the membership with an explanation of why they are necessary, (Board burnout, lack of volunteers, efficiency of operation, fiduciary obligation to operate in a businesslike manner, etc., etc).

Certainly questions will be raised. Some objections may surface but all can be dealt with logically. A business-like meeting environment is conducive to good decision making, less work, more efficient and probably more fun for the participants.

A word of caution. Timed agendas are the most effective way to hold an efficient meeting. For those not used to the process a caveat is in order. The first time you use a timed agenda you will probably not conclude all the business listed. You may only cover half the items. This is not unusual. The members of the Board must be prepared to table the remainder of the items until the next meeting or call a special Board meeting conclude the business. It is extremely important that the first meeting end on time.

At the second meeting the Board will accomplish more than they did at the first and by the third meeting everyone should be used to the process and understand that they must come to the meeting prepared. As a general rule, at the third and subsequent meetings all business will be able to be conducted in accordance with the agenda. Patience is often required to unlearn non-productive meeting habits. The end result will be well worth the efforts. Over time the rewards will be seen on many levels, in the association.

#### Board Meeting Conduct Summary:

- Hold a homeowner forum prior to the meeting.
- Hold meetings at regular times and on a regularly scheduled date.
- Gavels are useful symbols.

- Use a timed agenda.
- Appoint a time keeper.
- Do not read the minutes of the previous meeting aloud. All members should have these in advance and simply move for corrections or approval.
- Use Robert's Rules.
- Allow no business to be discussed without a motion and second.
- Do not discuss informational items, merely point out where they may be found in the written reports.
- Celebrate!
- Adjourn on time.

### Board Meeting Followup

Followup to a Board meeting will involve the President, Secretary, Treasurer and the various committees of the Board. It will also involve the manager if there is one.

One of the most important elements of following up a Board meeting is to report to the owners. Summarize actions that were taken and discussed by either posting these or publishing them in a newsletter. Some associations publish the minutes of the meeting. This can be risky since the minutes are not approved until the following meeting. In addition, good minutes can be very boring reading since they should contain little except the motions that were made and the resolutions of those motions.

Each Board member should be given an action list following each meeting which details, not only the action he or she is expected to perform, but all actions that will be taken as a result of the meeting. This becomes the Board's ongoing action calendar and can be reviewed at each meeting. Along these same lines the manager should send his or her action list to each Board member to be certain there were no misunderstandings during the meeting. This list can also be included as part of the management report at

the next meeting. In addition, any legal actions that were taken should be implemented from the various action lists. These will include collections, executed contracts, rules and covenant enforcement, etc.

The Secretary should catalogue each resolution that was adopted and place it in the Association's "book of resolutions" for easy access at subsequent meetings. The Secretary will also be responsible for including all approved minutes in the corporate record book of the association. This is an important document that must be updated each month. It is the official legal record of the corporation and should always be kept current. Many associations also have the Secretary send a copy of the minutes to their attorney to keep them apprised of the actions of the Board.

The Treasurer should publish the Treasurer's report to the homeowners. Again, one of the most effective methods is a newsletter unless there are other specific legal requirements.

### Annual Meetings

The stated purpose of nearly every Annual Meeting is to elect the directors of the association and conduct such other business as may properly come before the assemblage. Sounds pretty exciting eh? Not to most homeowners.

To quote Thomas Jefferson, "In an ideal world all people would look upon their responsibilities in a democracy with serious intent leading to action." Ah, if only we lived in an ideal world.

In, "Condoland", things are not always so ideal. Most of us have had to adjourn an Annual meeting due to the lack of a quorum. Perhaps this is because we fail to be creative in the ways we use the Annual meeting. At the Annual meeting the directors must be elected. That is the legal task. But the Annual meeting can be considerably more than that.

Why not use the Annual meeting to celebrate the past contributions of various members. Use it as an awards

celebration. Have entertainment by some of the members or bring in someone from outside. Serve refreshments after the business portion of the meeting is concluded. In other words, use the Annual meeting as an excuse to have a party. Going somewhere to vote, for most of us, is work but we all like going to a party. You can have a very successful Annual meeting simply by dressing it up in a new suit of clothes.

One association I know of has a community photographer. A retired woman who lives in the association loves to take pictures and does so throughout the year. She covers Board meetings, socials, the garage at 1:00 a.m. and anything else of interest. She manages to catch many of the more active members in candid poses and then she does a slide show at each Annual meeting. Everyone giggles and laughs at the pictures and a good time is had by all. In fact, many members now feel slighted if they are not part of the show. Attendance at these Annual meetings runs close to 85% each year. Even many of the absentee owners show up for the refreshments and food that are served after the meeting. This community budgets at least \$1000 per year (above mailing and notice costs) for the Annual meeting. A small price to pay for awards, food, refreshments and entertainment. Not to mention the opportunity to successfully conduct the annual business of the community.

Another community brings in a guest speaker each year. The speakers have ranged from a leading member of the local chapter of CAI to a prominent Senator from the district. Again, the result has been very high attendance at these meetings. Remember, once the owners are there you can conduct the business of the community. Give them a reason to come. If it costs a little, it is money well spent.

### Preparation

The preparation for next year's Annual meeting actually begins at this year's Annual meeting. The nominating committee should be formed and charged with soliciting candidates for next year's election. Then the wait is on until it's time for the notice of the

next Annual meeting. A cutoff date for a list of candidates should be set by the Board. This is generally 30 days prior to the mailing of the notice and should become part of the Board's annual calendar. The next step is to actually mail the notice.

Check the Declaration & Bylaws each year for the requirements regarding mailing of the notice for the Annual meeting. Do not rely on memory. Go over the requirements for proxies, cumulative voting, (if allowed), reports and the agenda. Set the date, time and place if these are not specified in the governing documents.

### Annual Meeting Follow-up

Minutes of the meeting should be typed and sent to all members of the Board immediately following the meeting. A copy should also be sent to the Association's attorney. These will be approved at next year's Annual Meeting so they should also be on file, (in the corporate record book), for distribution to the members at the appropriate time next year. The election results become part of the corporate record as well. They should be sealed and kept in an appropriately.

Follow-up to the Annual Meeting includes reporting to the members on the results of the election and any other business or topics of interests discussed. Attendance at the next Annual Meeting will depend, in some respects, on the success of this year's meeting. You must report the meeting in its most positive light to keep the community interested and motivated.

In addition to the members, the Association's attorney and insurance company will need to be notified of the change of directors and officers. Because the community is a not for profit corporation it will also be necessary to inform the state of these changes. The procedure for doing this varies from state to state so you will need to check with your state corporate authority about the proper registration procedure.

Finally, send a congratulatory letter to each candidate that ran for office. It is important that everyone volun-

teering to participate feels like a winner. If they weren't elected this year they may be willing to run again next year or serve as an alternate for the current directors. Candidates not elected are often willing to serve by appointment should the need arise. They are tomorrow's resource for the community.

### Special Meetings

Just as with the Annual Meeting you should check the governing documents of the community to determine the notice and voting procedure to be used to call and conduct a Special Meeting. It is a legal meeting of the corporation and must fulfill all the requirements of state statutes and the declaration and bylaws.

Special Meetings of the membership may be called to take any inaction allowed by the governing documents. The preparation for the meeting is similar to that of the Annual Meeting as it requires the mailing of a notice, proxies and other related materials. There is, however, one important difference. At a Special Meeting of the members the only topics which may be discussed or considered are those for which the meeting was called. In other words, the notice for the meeting must state the purpose of the meeting and no other topics may be considered, discussed or voted upon.

There is, traditionally, another form of general meeting. This involves no legal requirement in most states but instead is an informal gathering of the members for some informational purpose. No action is taken. Instead, the meeting is held simply to disseminate information to the community.

All pertinent information about the issues should be mailed to the members well in advance of the meeting so everyone comes prepared. Just as with all other meetings, surprises are not healthy for the meeting process.

### Special Meeting Conduct

The conduct of a Special Meeting, like the conduct of any meeting, requires the use of an agenda. To be effective at timed agenda is again recommended. Of course, any mem-

ber wishing to address the issues should be given ample opportunity to be heard. Maximum participation by those in attendance will assure sound decisions based on informed opinion.

With this in mind it will still be necessary for the chairman to control the meeting. Perhaps a time limit for discussion and comment can be set prior to the meeting. In this way, all the members will be prepared to address their comments in as concise a way as possible.

The agenda itself will consist of a roll call, call to order, statement of resolutions, voting procedures and adjournment. There will be no place for approval of minutes, reports of officers or committees, new business or unfinished business. Remember, the Special Meeting is called for specific purpose. The agenda need only address that purpose.

After the issue has been discussed the question may be called and the vote taken. It is useful, but not required, to announce the results of the election at the meeting. If the issue is very controversial the Board may choose to announce the results by mail instead to eliminate the possibility of hostilities erupting between factions in the community. Either way is acceptable as long as the results are published quickly and accurately.

### Special Meeting Follow-up

After the meeting has been adjourned, the appropriate actions must be taken. Minutes must be typed and included in the corporate record. These will be approved at the next meeting of the Board of Directors. A report of the meeting should be sent to the general membership announcing the results of the election and reporting on the meeting itself.

The Board members and/or manager should be assigned whatever tasks are needed to carry out the directives of the meeting. If the actions taken alter the annual operating plan or budget these should be amended accordingly and distributed to the membership and affected professionals working with the association.

## Summary

As you can see, the meeting process of an association involves many elements. To be successful each of these need to come together at appropriate ways and times. It is possible to meet without considering any of these elements, however, the chances for success are greatly diminished. Remember, there are many purposes being served by the meeting process besides those that appear on the agenda.

Each meeting sends its own subliminal supportive communication to the members. Following the above outlined steps should assist you and your community in alleviating many of the pitfalls which can destroy good group process. If you try the methods above, and they don't quite work the first few times, don't be discouraged. There may be much that needs to be unlearned before you can be successful. As I mentioned earlier, old habits and behavior patterns are not easily changed. However, if you put out the effort, are patient and persistent in the end you will be successful. The community can't help but prosper on all levels as a result. Good meeting process is in the interest of everyone.

*Recommended Resources: "CAI- So Now You're On The Board", "CAI- The ABCs of Parliamentary Procedure", "Homeowner Associations That Work in Practice and On Paper"*

PREPARATION

MEETINGS

BOARD	COMMITTEE	ANNUAL	SPECIAL
<p>Avoid "O-Hos" - Plan "A-Hahs!"</p> <ol style="list-style-type: none"> <li>1. Set time, date, place (usually at Bd. Annual Mtg.)</li> <li>2. Agenda</li> <li>3. Prepare reports</li> <li>4. Check minutes of previous meeting for corrections</li> <li>5. Check on all Research (Previous Action Lists, Policies, etc.)</li> <li>6. Notice (once a year to Bd. Members) (Post notice to homeowners)</li> <li>7. Contact all participants (including homeowners who request time)</li> <li>8. Prepare Meeting Room (arrange seating) (round table)</li> </ol>	<ol style="list-style-type: none"> <li>a. Set time, date, place</li> <li>b. State Purpose of Meeting</li> <li>c. Agenda</li> <li>d. Prepare information needed</li> <li>e. Notify Committee Members</li> <li>f. Contact Committee Members</li> <li>g. Post public notice if "open meeting"</li> <li>h. Prepare Meeting Place</li> </ol>	<ol style="list-style-type: none"> <li>a. Read Documents for Requirements</li> <li>b. Set time, date, place</li> <li>c. Send out Notice</li> <li>d. Start Elections Process - List Nominees (at least six months prior - preferably after annual meeting)</li> <li>e. Prepare Proxies - mail to absentee owners - distribute to resident owners</li> <li>f. Reports</li> <li>g. Recommendations for Actions, By-Law Changes</li> <li>h. Contact all Main Participants</li> <li>i. Prepare Meeting Place</li> <li>j. Prepare Celebration - Rewards &amp; Recognition</li> <li>k. Prepare Social (optional)</li> </ol>	<ol style="list-style-type: none"> <li>a. Check Documents for Directions</li> <li>b. Set time, date, place</li> <li>c. Set Purpose</li> <li>d. Send Notice</li> <li>e. Proxies</li> <li>f. Prepare necessary reports and information</li> <li>g. Prepare meeting place</li> <li>h. Contact all participants</li> </ol>



## MEETINGS

### FOLLOW-UP

BOARD	COMMITTEE	ANNUAL	SPECIAL
<ul style="list-style-type: none"> <li>a. Prepare Minutes - Send to Board Members - (5 days)</li> <li>b. Report to Homeowners</li> <li>c. Action List - Follow Up! Evaluate!</li> <li>d. Properly Record any new Policies, Procedures or Changes in the Rules and Regulations in special Books. Send Copy to Attorney.</li> </ul>	<ul style="list-style-type: none"> <li>a. Prepare report to Board of Directors</li> <li>b. Action List (further action or information)</li> <li>c. Prepare Minutes if Standing Committees</li> </ul>	<ul style="list-style-type: none"> <li>a. Minutes - Notice to Homeowners</li> <li>b. Send Minutes to Attorney</li> <li>c. Action List Referred to New Board</li> <li>d. New Board Hold Organizational Meeting, Elects Officers</li> </ul>	<ul style="list-style-type: none"> <li>a. Minutes</li> <li>b. Minutes to Attorney</li> <li>c. Action List</li> <li>d. Notice to Homeowners</li> </ul>

## MEETINGS

### CONDUCT

BOARD	COMMITTEE	ANNUAL	SPECIAL
<ul style="list-style-type: none"> <li>a. Use Roberts Rules of Order</li> <li>b. Call to Order</li> <li>c. Welcome</li> <li>d. Quorum</li> <li>e. Set Agenda</li> <li>f. Approve Minutes of Previous Meeting</li> <li>g. Reports</li> <li>h. Business (ACTION LIST) Who - What - When - Where - How</li> <li>i. Home Owner Participation</li> <li>j. Celebrate</li> <li>k. Adjourn</li> </ul>	<ul style="list-style-type: none"> <li>a. Call to Order - Welcome Members</li> <li>b. State Purpose of Meeting</li> <li>c. Set Agenda</li> <li>d. List those present</li> <li>e. Arrange for minutes to be taken</li> <li>f. Business (Action List)</li> <li>g. Celebrate</li> <li>h. Adjourn</li> </ul>	<ul style="list-style-type: none"> <li>a. Welcome</li> <li>b. Call to Order</li> <li>c. Proof of Call</li> <li>d. Quorum</li> <li>e. Appointment of Tellers</li> <li>f. Set Agenda</li> <li>g. Minutes of Previous Annual and Special Meetings</li> <li>h. Reports</li> <li>i. Election of Directors</li> <li>j. Business</li> <li>k. Recognition of Service Rendered Association</li> <li>l. Celebrate</li> <li>m. Adjourn</li> <li>n. Social</li> </ul>	<ul style="list-style-type: none"> <li>a. Welcome</li> <li>b. Call to Order</li> <li>c. Proof of Call</li> <li>d. Quorum</li> <li>e. Agenda - State Purpose the Meeting</li> <li>f. Appoint Tellers</li> <li>g. Reports (Statement of Action Needed)</li> <li>h. Action List</li> <li>i. Celebrate</li> <li>j. Adjourn</li> </ul>