

COMMUNITY connections

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Q4 | 2022

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Q4 Photo Contest Winner: Meaghan Brown

SOUTHERN COLORADO
CHAPTER

community
ASSOCIATIONS INSTITUTE



CALENDAR OF EVENTS

JAN

11 Education Luncheon:
January Jumpstart

FEB

08 Education Luncheon
09-12 National Law Seminar

MAR

08 Education Luncheon
16 New Member Breakfast

APR

07 Speed Networking
12 Education Luncheon
16 Board Leadership
Development
Workshop (Virtual)
22 Annual Bowling Tournament

MAY

04-07 National Annual Conference
10 Education Luncheon
11 CLAC Trivia Event

JUN

10 Flying W Ranch Event
14 Education Luncheon
(Onsite at community)

JUL

22 Annual Golf Tournament

AUG

09 Law Day

SEP

12 CLACsic Golf Tournament
13 Annual Meeting/Education
Luncheon
23 Annual TopGolf Tournament

OCT

06 Business Partner Sponsored
Happy Hour (rescheduled)
11 Education Luncheon
12-15 National CEO-MC Retreat
15 Board Leadership
Development Workshop
(rescheduled)
19 New Member Breakfast

NOV

08 Education Luncheon

DEC

13 Year-End Celebration, Awards,
Board Installation & Charity
Donation Event

MISSION STATEMENT

The mission of the Southern Colorado Chapter of CAI
is to provide necessary resources to members of
community associations, their management, and expert service
providers to the advancement of the HOA Community.

COMMUNITY connections

Q4 | 2022

COLUMNS

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2023 EDITORIAL CALENDAR

ISSUE	ARTICLES DUE	ADS DUE
Q1	16 December 2022	16 December 2022
Q2	17 March 2023	17 March 2023
Q3	16 June 2023	16 June 2023
Q4	15 September 2023	15 September 2023

All materials must be received no later than the dates listed. Materials received after these deadlines are at the discretion of the Editorial Staff for inclusion.

The materials contained in this publication are designed to provide our members and readers with accurate, timely and authoritative information with regard to the subject covered. However, the Southern Colorado Chapter of CAI is not engaging in the rendering of legal, accounting, or other professional types of services. While the Southern Colorado Chapter of CAI provides this publication for information and advertising, the Southern Colorado Chapter of CAI has not verified the contents of the articles or advertising, nor do we have the facilities or the personnel to do so. Members and readers should not act on the information contained herein without seeking more specific professional advice from management, legal, accounting or other experts as required.

08



Winter is Coming

by Michael J. Lowder

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Leading Change

by Jason A. Hann

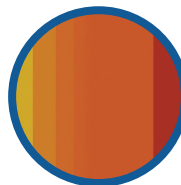
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The Importance of Roofing Maintenance

by Jason Cato

16



Often Overlooked and Incredibly Necessary; Preventative Maintenance

by Meaghan Brown

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Board Burnout Beware

by Brandon Helm

What Our CED Has to Say



JASON A. HANN
Chapter Executive Director
CAI of Southern Colorado

The air gets crisp and chilly, the leaves begin to change, and our days get shorter...fall is in the air! I'm always invigorated by the changing seasons and maybe it is that love of the feeling of change that drives me to do the work I do. I love to see the challenges an organization faces and the frustration of everyone involved slowly melt away over time as we all grow together and rally behind a common vision and goal; CAI SoCo is at that precipice.

Every organization reaches a stage in its life when it has to grow or fade into obsolescence because what has always been done or worked in the past no longer serves the demand or market of the present. As a whole, we have made the choice to grow and adapt, and I believe we are more than up for that challenge! We have some of the best people in the industry ready to dive into the challenges we are facing head-on and without fear, because on the other side of the fear of the unknown is the promise of a better, more successful tomorrow. But what does that look like?

Recently, we held our annual strategic planning session as well as an organizational restructuring meeting to determine what the future of CAI Southern Colorado looks like and I must say, it's looking very bright! Like the seasonal changes however, organizational change does not happen overnight. While many want to jump to the end product and solutions, we have to let things happen at the speed and pace necessary to be successful and sustainable. Organizational change is playing the long game and balancing the actions of today against the results we want for the future.

With SO much changing in this industry and the CAI organization as a whole, NOW is the time to get involved so you can be at the forefront of the action! Already we've seen an increase in membership, higher retention rates as compared to other chapters, and the signs of healthier teamwork and culture. We are going to close out this year strong and roll into 2023 full speed ahead! Here's what to expect:

- Organizational & Strategic Plan to be released for all members
- New programs and events
- Redefined committees and volunteer structure
- Added benefits & perks for CAI volunteers
- Redefined sponsorships and methods of getting engaged with CAI our industry
- Increased ROI for ALL levels of membership

Thank you ALL for your continued dedication to CAI, our community, and each other. As always, I'm here for you so please let me know how I may help in any way. 📍

COMMUNITY connections

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PRESIDENT'S LETTER



HEATHER SMITH
Chapter President,
CAI of Southern Colorado

This year has flown by! As the year draws to a close, I encourage you all to take a moment to reflect on the many accomplishments by you and your team in 2022. With budgets drafted and Annual Meetings in process, our industry is never in short supply of stress in the 4th quarter but it is important to acknowledge our victories. The obstacles we have all overcome this year have been nothing short of miraculous! Our Manager Members have seen completion of projects first discussed in budgeting for 2020. Our Business Partners have seen schedules brimming with approved proposals that had been tabled repeatedly. Our Homeowner Leaders have benefitted from increased idea sharing at this year's in-person

trainings and networking events. Even the SoCo CAI Board has seen vast improvements to our educational offerings, events, and organization as a whole over the course of 2022 due to our amazing volunteers and our new Executive Director, Jason Hann. I cannot put into words the gratitude I have for our Board Members, Committee Volunteers, and especially for Jason! We could not have done this without you!

It has been my pleasure to serve as your Board President this year and I am looking forward to the continued success of our Chapter as Trina Rodriguez takes the reins in January. 🏠

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WINTER IS COMING

What to Watch for in New Communities During Colorado's Winter Months



MICHAEL J. LOWDER
Kerrane Storz, P.C.

As Labor Day passes, white clothes get put away and many people in Colorado get excited about football, fall colors, pumpkin-flavored everything, and eventually, winter snow sports. As the seasons change and we prepare for the cold and snowy months, common interest communities begin to prepare by planning for snow removal and storage, winterizing irrigation systems, and planning for holiday decorations. In new construction common interest communities, the first few fall and winter seasons can bring to light new issues not noticed in the warmer months.

Michael J. Lowder is a partner at the law firm of Kerrane Storz, P.C., which exclusively represents homeowners, property owners, and common interest associations affected by construction defects.

Fall and winter months in Colorado can bring a number of construction concerns to light in newly constructed common interest communities that can be caused by defective construction:


- Ice formation in streets, sidewalks, alleyways, and gutters as a result of deficient grading and drainage.
- Frozen gutters and downspouts.
- Deterioration of asphalt and concrete as a result of freeze-thaw conditions.
- Settlement and heave of concrete or foundations.
- Difficulty keeping portions of the interiors of units warm in contrast to other portions of the unit.
- Frozen and broken plumbing pipes and fire sprinkler pipes due to inadequate insulation, improper location of plumbing, or a defective fire sprinkler system.
- Ice dams forming on roofs and resulting in water intrusion into interiors.
- Stone veneer popping off exterior façade, typically near the base of the wall adjacent to concrete or asphalt.

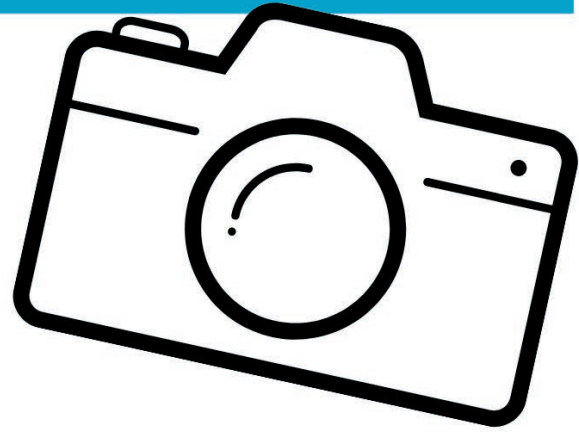
Some of these issues may not be apparent until the weather changes and the winter months descend on the community. It is important for association Boards of Directors to be diligent about addressing these concerns when they appear or are reported. What can managers do to minimize the worst consequences of these potential construction defect issues?

- Document and photograph areas of ice formation and trip and fall hazards.
- Mark and cordon-off unsafe areas of the community where trip and fall hazards exist.
- For newer concrete, use sand, cat litter, or other non-ice melt alternatives instead of using chemical ice-melt products.
- If frozen pipes are being reported, encourage the Board of Directors to notify owners to leave plumbing cabinets open and plumbing fixtures on a slow drip during especially cold periods to avoid freezing of pipes.
- Clean and clear gutters of debris during the autumn months.
- Clean out underground drains and sewer inlets of leaves and debris after the leaves have fallen and prior to snow events.
- If the property has an electrical ice-melt system, ensure that the system is functional before the snow flies.

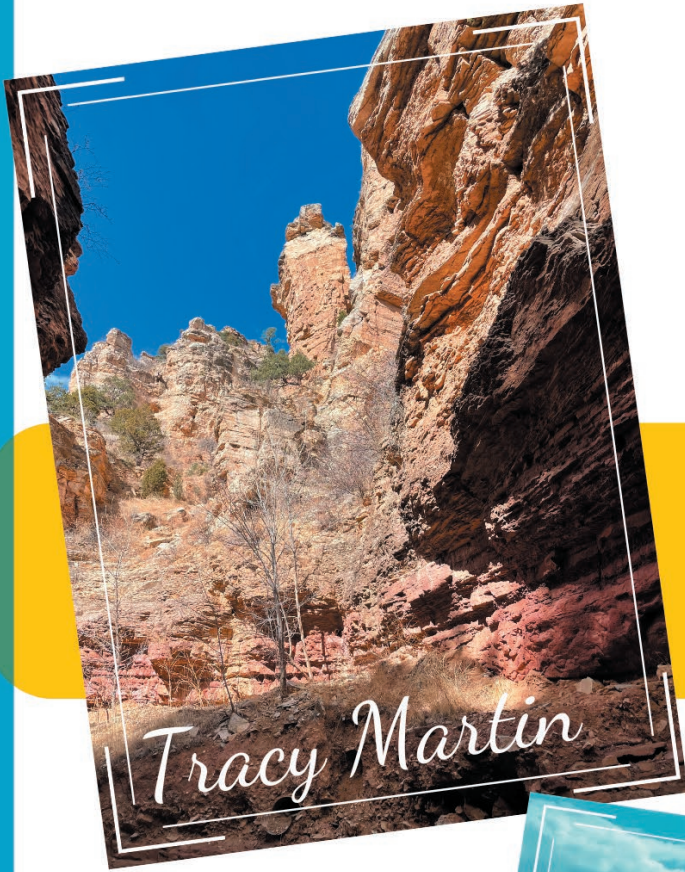
If construction concerns arise during the winter months, what can managers do to resolve them?

- Consult a construction defect attorney at the first sign of construction concerns. They should be the primary contact with the developer/builder to protect the association from missteps in the negotiation process that could affect the association's legal rights.
- Through the attorney, engage an engineer on behalf of the association to determine the nature and extent of the problems and their causes.
- Through the attorney, engage the developer/builder to request that it make repairs recommended by the association's engineer.
- Through the attorney, work to enter into an agreement to pause the statute of limitations while the association and developer/builder work to reach agreement on the necessary repairs.
- Through the attorney, work through negotiations with the developer/builder to try to reach a scope of repairs that is agreeable for all parties involved.
- If the association is unable to reach an agreeable scope of repairs through those negotiations, through the attorney, consider alternative options and a more formal legal process to force the developer/builder to make the necessary repairs.
- Ensure that the association has its attorney involved through the entire process, as soon as the association notices signs of construction concerns to ensure that no deadlines pass after the association notices signs of construction concerns.

Winter months can bring to light new construction issues that the Association previously may not have been aware of. Reputable developers/builders will address these issues when they are reported to them and will resolve these construction concerns without the association needing to pursue a formal legal case – arbitration or lawsuit – against them. However, if one of your associations finds itself facing these types of problems and is unable to resolve them, consult an attorney experienced in the area of construction defect law. 



*Photo Contest
Runners Up*



Tracy Martin



Kayla Gaudioso

Great shots...keep those pictures coming!



“The **first thing** I do in the morning is read my overnight emails. The second thing is **read this forum.** I frequently print whole discussions and then give them to my board members to read. This forum is a way for me to learn and hopefully share what I have learned with others in our community. Thank you to all that take the time to pose the the questions and to those that share their knowledge for solutions.”

ELIZABETH PITINO

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LEADING *Change*



JASON A. HANN
 Chapter Executive Director
 CAI of Southern Colorado

Every year millions of people make New Year’s resolutions and about 80% of those fail or forget about them within the first 2 months. How do we take something that at one point was so important and clear to us that we wanted or needed and so quickly deprioritize it? Now imagine if that can happen so easily in our personal world how much more likely the same thing can happen in the business

world. Every year businesses all across the world have meetings and planning sessions and yet within a short time, revert back to “business as usual”. How can we better manage this change and become more successful in implementing business change? Here are some pointers and tips on how to effectively lead change management.

First and foremost—Change is a *process* not an *event*!

“Most major change initiatives generate only lukewarm results. Many fail miserably. Why? Most leaders don’t realize transformation is a process, not an event. It advances through stages that build on each other. And it takes years. Pressured to accelerate the process, managers skip stages. But shortcuts never work.” - John Kotter, *Leading Change: Why Transformation Efforts Fail* [↑](#)

The reasons why we fail with resolutions are often the same reasons we fail with change in business - poor foundational understanding and lack of discipline. To become successful at being excellent, we must first build the foundation upon which all those changes will rest upon. In business I like to prescribe the following as **leadership traits** to create that foundation:

Inspire **ACTION**

Set Clear Goals and Vision

- Understand the strategic plan and align the team and employee’s goals
- Paint a vivid picture of what success looks like for each individual

Coach Your Team

- Regularly provide specific and constructive feedback, both negative and positive
- Schedule and hold regular one on one meetings
- Support your employees in solving problems, tailoring feedback employees’ specific strengths

Think beyond your function (Break Silos)

- Learn how things get done, outside of your function
- Having a customer orientation both internally and externally
- Utilize cross-functional relationships to collaborate on solutions

Lead through change

- Influence and support new business directions, partnerships, policies or procedures
- Help employees understand what to do differently and explain the whys

Earn **TRUST**

Live the Core Values

- Reflect the organization Core Values: Integrity First, Ethical, Professional & Knowledgeable experts, & Welcoming

Be Honest and Direct

- Without being discompassionate, be direct with your communication, keep everything fact based, and be clear in expectations.

Be Accountable

- Complete tasks within the agreed upon time and within the defined system or process or communicate why expectations will not be met.

Earn TRUST (cont.)

- Be on time, prepared, and engaged during meetings.
- Performance Reviews, Development, Merit/Bonus, Employee Relations.

Build relationships

- Get to know your employees & stakeholders as people, with lives outside of work.
- Make all team members feel included and part of the team.

EMPOWER Your Team

Communicate Clearly

- Encourage open dialogue, be an active listener and share information.
- Hold team meetings and regularly share a clear vision and strategy for the team.
- Be responsible for how communication is understood, not just what you deliver.

Stretch Employees

- Give employees buy-in, ownership, and listen to their ideas and feedback.
- Delegate challenging tasks, decisions and projects.
- Support mistakes and turn them into learning and coaching opportunities.

Recognize Employees

- Provide formal and informal recognition often and tie it to values or goals.
- Recognize people based on specific results and behaviors.
- Promote peer to peer recognition – not just top down.

In addition to the traits and skills above a leader *MUST* utilize a team and each leader within the team needs to possess the following traits:

- **Operate collaboratively and provide a “common face” to the organization**
- **Develop and communicate the overall direction and set the tone for the organization**
- **Keep the organization “dynamically aligned” — Create the overall culture & climate—which drives engagement**
- **Model the desired values and behaviors**

As you lead the organization and because change is a process not a snapshot in time, we must constantly ask ourselves these questions and constantly realign if we are straying from our core principles:

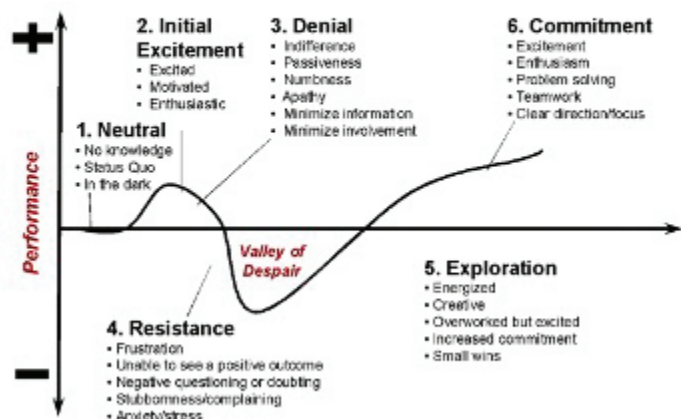
- **What are the traits of a successful leader?**
- **How do those traits fit within the culture of the organization?**
- **How do I know who I am as a leader?**

- **What is my business?**
- **What do I do best?**
- **What do I want to do?**
- **What kind of image do I want?**
- **How does it portrait to others?**
- **Self image vs. outer image**
- **Strengths and weaknesses**
- **What do I want to be known for?**
- **What value do I have?**
- **What types of influence do I have?**
- **What is unique about me?**
- **What are my philosophical, ethical and social responsibilities?**

Now that you have the foundational traits of leadership during change, you're ready to tackle the rollercoaster of the change lifecycle! Much like the grieving process we experience change in stages and knowing what these are helps identify where your people are and how to best navigate each stage.

This is what change looks like and what you should be ready for:

The Change Curve



Being able to identify the signs of each stage and how to successfully navigate your organization through each one is crucial to the organization's success. If you use the leadership traits above, you'll be more successful than just managing each situation in an ad-hoc fashion. Hopefully this helps get your change management and leadership beyond that 2-month window like New Year's resolutions and you stick with the plan and attain all your goals! ⬆️

The Importance of ROOFING MAINTENANCE



JASON CATO
Commercial Construction
Industry Specialist

Let me start out by telling you about ARSM. The acronym stands for Advanced Roofing and Sheet Metal. We began in 1980 and were recently acquired by RE (Reconstruction Experts), who introduced us into the Colorado Market. In our 42 years of experience, we have seen huge benefits to having a regular maintenance program on a roofing system especially in Communities that share roofs (condos, townhomes, apartments, etc.). It's no secret that roofs degrade over time, but there are other factors that accelerate this process.

Four of the main causes of early roof failure include weather, ventilation, improper installation, and deferred maintenance.

Let's look at weather, adverse weather conditions can reduce a roof's lifespan up to 50 percent. Wind can lift shingles and cause leak paths. Heavy snow can create bowing on a roof that may cause a roof to improperly shed water. Hail can destroy shingles and must be addressed in a timely manner to make an insurance claim.

Improper ventilation is a big problem because it is easy to miss if you don't know what you are looking for. Improper ventilation can allow moisture to enter a roofing system's decking, causing mold and rot in the wood. This can hurt the structural integrity of your roof. Improper ventilation can also cause your roof to overheat, which will damage and shorten the life of the shingles exponentially.

Improper installation is a common cause of a shortened lifespan of a roof. Roofs are complex systems, and mistakes can be made when building them. It is important to catch these mistakes early because they can grow to be big problems. A maintenance plan is essential for finding these mistakes early. This is important to remember, because even if your roof is new, it still makes sense to have a maintenance and inspection program in place.

Finally deferred maintenance is an issue simply because leaks don't stop by themselves. A roof can have a leak for months without going noticed. It is important to have your roof inspected at least once a year. These inspections provide you with a condition report and can spot future problems that have simple fixes in early stages. Most manufacturer warranties require maintenance, without this a warranty can become void leaving you with a costly repair or rebuild. Maintenance and inspections are usually documented with photos, which is very important when facing an insurance claim to prove damage wasn't preexisting.

There are a myriad of reasons to keep a regular inspection and maintenance program, but in a nutshell, it is a fiscally responsible choice. Knowing the life left on a roof will allow you to plan and budget for a new roof so that it doesn't take you by surprise. A maintenance program can combat all the early roof failure causes. Maintenance programs only cost about 1 to 3 percent per year of the estimated cost of a new roof. By having a maintenance program, you can extend your roof life by about 50 percent. Did I mention that these programs are also tax deductible? Owners without a maintenance program spend an average of \$127,500 on a roof over its lifetime. In conclusion having a maintenance program can save you thousands of dollars and help maintain the overall value of your home or property. ⬆

Jason Cato has worked in the commercial construction industry for over 20 years. He's worked as a construction researcher with OSHA and NIOSH, and has been an industry advocate with WDP, Inc. Jason specializes in commercial roofing systems, preconstruction, and budget planning for clients. Outside of work, Jason loves to spend time with family hiking and camping. He's made it his life's work to grow this industry and help others grow into it.

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3-6pm

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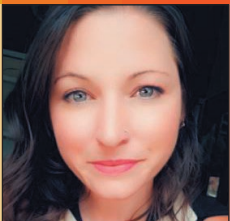
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OFTEN *OVERLOOKED* AND INCREDIBLY *NECESSARY*

PREVENTATIVE MAINTENANCE



MEAGHAN BROWN
AGS Construction

Your community can save significant repair and replacement costs by proactively addressing some of the most neglected maintenance items, failed or failing sealants. Our Colorado weather is amazing, but it has one of the highest freeze-thaw cycles in the country. All those sunny days followed by freezing temperatures at night can create all sorts of problems, especially when moisture is introduced into the cycle. When water freezes it expands on an average of 12% by volume. That may not sound like a lot and on open surfaces this is not a problem. However, when moisture gets down inside a crack, between two hard surfaces, this expansion will cause one of them to fail. This is the cause of countless concrete and asphalt cracks that turn into real problems for a community. It also is the cause of water leaks at failed caulking joints. These small problems, when neglected, can turn into costly repairs, all of which can be easily avoided. Maintenance of sealants is a critical step to prevent these issues and can be done at a fraction of the cost of repairs.

Late summer or early fall is the time of year when it is important to make sure you have properly replaced failed sealants throughout your property. Addressing sealant problems is especially important around windows and doors and in the transitions between different types of building materials, e.g., stucco to stone. This will prevent water from entering the building envelope and causing future, more significant problems. If neglected, water enters through a failed sealant joint and is the beginning of what could be significant issues. These issues can become the source of mold, interior damage, and even structural failure to framing and other building components. What exacerbates this issue is that if the source of water intrusion (failed sealants) is not addressed, these types of problems grow worse as they are often not seen until it is too late. These costs can be prevented with regular maintenance of sealants that keep the water out.

Another area that should get the proper attention is the concrete and asphalt surfaces around the community. Cracks in concrete and asphalt are especially susceptible to the freeze-thaw cycle. When not addressed, these ignored maintenance items can require complete removal and new materials to be put in place. It is critically important to route and seal cracks in all concrete surfaces but especially on elevated walkways. The elevated walkway is extremely vulnerable to freeze-thaw cycle and can surprisingly quickly move from a maintenance item to a full replacement. Asphalt is equally important to maintain, filling cracks and sealing the surface can extend the life of asphalt 200%.

Unfortunately, when asphalt maintenance is neglected, the cost replacement can be a four to eight times as high vs. proper maintenance and that means real savings to a community.

These are items that should not be delayed as the costs to a community can be significant.

So, if you want to save on costly repair and replacement costs, ensure that before the snow starts to fly, you inspect your property and take the appropriate actions to seal your property in order to prevent water intrusions and potential costly repairs. Don't put off today what can be addressed with simple maintenance, your community deserves the protection. ⬆

Meaghan Brown is a Director of Business Development at AGS Construction, working with HOAs, multifamily, and commercial properties for their exterior, community-wide reconstruction projects. As Director of Business Development, Meaghan acts as the liaison between their production team, the community/property manager, board of directors, and residents throughout the course of each project. Some of their core services include roofing, carpentry, EIFS/stucco, concrete, painting, decks/walkways, steel fabrication, and construction defect services.

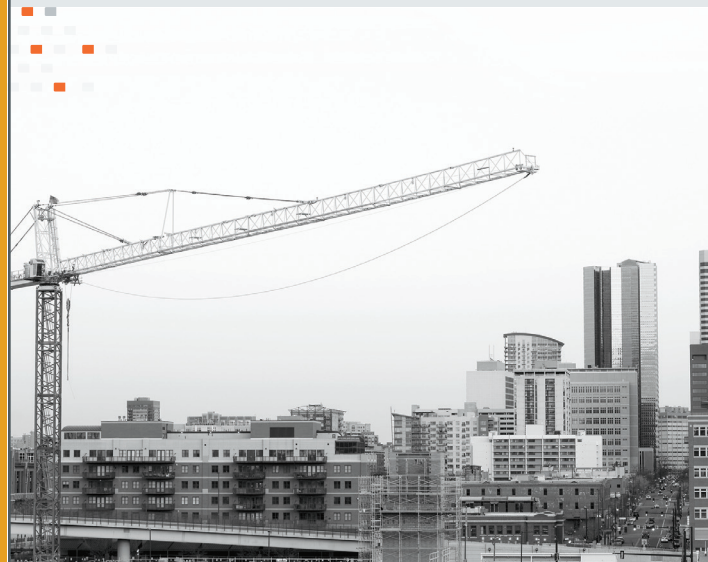


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BOARD *Burnout* BEWARE



BRANDON HELM
CMCA, AMS, PCAM

“Spread too thin”

“Burning your candle at both ends”

“Too many irons in the fire”

Whatever cliché you choose to use, it is hard to argue with the fact that we live in a world that always wants “more”. Squeezing in one more youth sports league, one more concert before summer ends, one more side hustle, and one more volunteer position. We are tugged in what seems like more directions than ever, all the time. And on top of wanting “more”, we add insult to injury by wanting everything “now”.

Several years ago, I was helping a commercial business campus owners association rewrite their Declaration. The original document, created on a typewriter in the mid-1980s, stated that only restaurants where “food and beverage are ordered, served and consumed only at a table or counter on the premises” were permitted. The use provision was written this way because the Declarant wanted to prohibit fast food restaurants from being built in the campus. During that time, there were no to-go counters at restaurants, nor were there fast-casual style establishments like Chipotle, Noodles and Company, or MOD Pizza.

The combination of overstuffing our lives with activities and commitments and then putting the icing on the cake with the “now” factor has led many Community Association Boards of Directors and other volunteers teetering on the edge of the dark hole of burnout. So how can an owner volunteer for their community but minimize their risk of being the next resignation due to fatigue?

1. RESPECT THAT EVERYONE'S THRESHOLD OF INVOLVEMENT IS DIFFERENT.

This certainly doesn't mean that a board member may become non-participatory simply because they don't have time. If they have zero time to devote, then the position may no longer be a fit for them. Those who do not actively participate force others in the group to absorb some of that person's abandoned post. But some have more time to give than others, and that's okay! Knowing what you can give and still maintaining a healthy life balance is key to your success as a volunteer of the association. Maybe you can chair a committee this year but cannot commit to that position the following year. Perhaps you can serve on a committee but can't commit to running for a three-year board term. The best decision is the one that works for YOU.

2. SET ANNUAL GOALS AND STICK TO THEM!

There is nothing worse than leading or serving a group of people that do not have an established direction. Boards of Directors must prioritize setting goals at the beginning of each year and then holding each other accountable for sticking to those established priorities. This doesn't mean that there isn't room for an unanticipated project, but when the group hasn't talked through and agreed to the priorities for the year, no one knows where they are going, and success is significantly jeopardized.

But don't set goals and then not do anything with them. Be sure you communicate those to your members. Not only will it show them that you have invested time in the planning process, but it also provides the board a way to professionally and respectfully respond when an owner attends a meeting and wants to know why a pet project of theirs is not being worked on. It protects the Board from trying to please everyone all the time. If permitted, a Board will get wrapped up in appeasing everyone's desire for "NOW" very quickly. When that happens, suddenly the Board has taken on too many projects and none of them ever make it to the finish line.

3. AGREE TO EFFICIENT MEETINGS.

One of my biggest pet peeves is when a meeting is held just for the satisfaction of having the meeting, even though there were no pressing or even substantial matters on the agenda. Agree to the process by which you are going to establish your meeting agendas and then don't allow yourselves to veer off course from that agenda during the meeting. No one wants to sit through a meeting where there were more "rabbit trails" than there were actual items on the agenda.

Packets for a Board Meeting should be distributed with sufficient time for everyone to review the material and arrive at the meeting prepared to make decisions. Remember, you are elected decision-makers, not discussion makers!

4. BE WILLING TO DELEGATE.

Sometimes, the Board must consider adding to the scope of the management company in times when the capacity of their volunteers is tested. That may result in some over-budget line items, but the alternative is often that the project is instead placed on the back burner. The team must determine whether the investment of some additional manpower is worth the completion of a project that would otherwise be left for a later time.

Much like our desire for a quick stop for a burrito or pizza made in 5 minutes or less has increased over the years, so too has the expectation that Board members have an infinite number of hours to donate to the Association. It's okay to say, "not right now". It's often the healthy, responsible way to respond. What's also healthy and responsible is to every once in a while, grab a table and take some time to enjoy that burrito in the restaurant instead of eating in the car on your way to the next stop. Your shirt will likely thank you! ⬆️

Brandon Helm, CMCA, AMS, PCAM has been with the Warren Management Group since 2002 and currently serves as its President. Brandon and his wife Kelly have also been married for 20 years and have two children; Macy is 16 and Maxwell is 14. Brandon enjoys volunteering at the National Mill Dog Rescue and is the coordinator of an annual festival benefiting NephCure Kidney International, a non-profit dedicated to research and patient support for those battling rare kidney diseases. Brandon has a passion for education through both speaking and writing.



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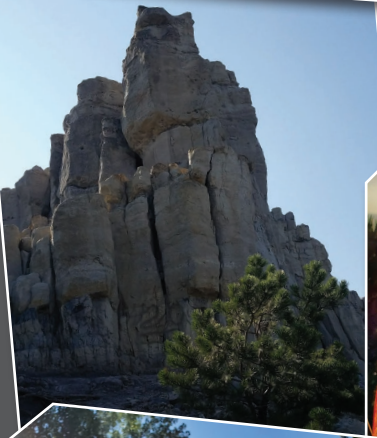


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Mr. Danston Wood, CMCA

Priority Property Management | CMCA | 09/01/2022

Ms. Cianna Danielle Herselius, CMCA, AMS

Colorado Association Services | AMS | 09/08/2022

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Leonard Timm

Meaghan Brown

AGS Construction, Inc.

Kelly Gibson

AvidXchange

Chloe Willyoung

Diversified Association Management

Brittany Tafoya

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Chad Glover

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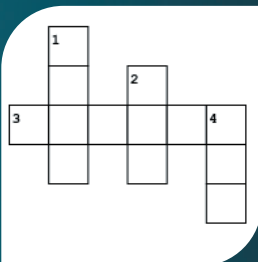
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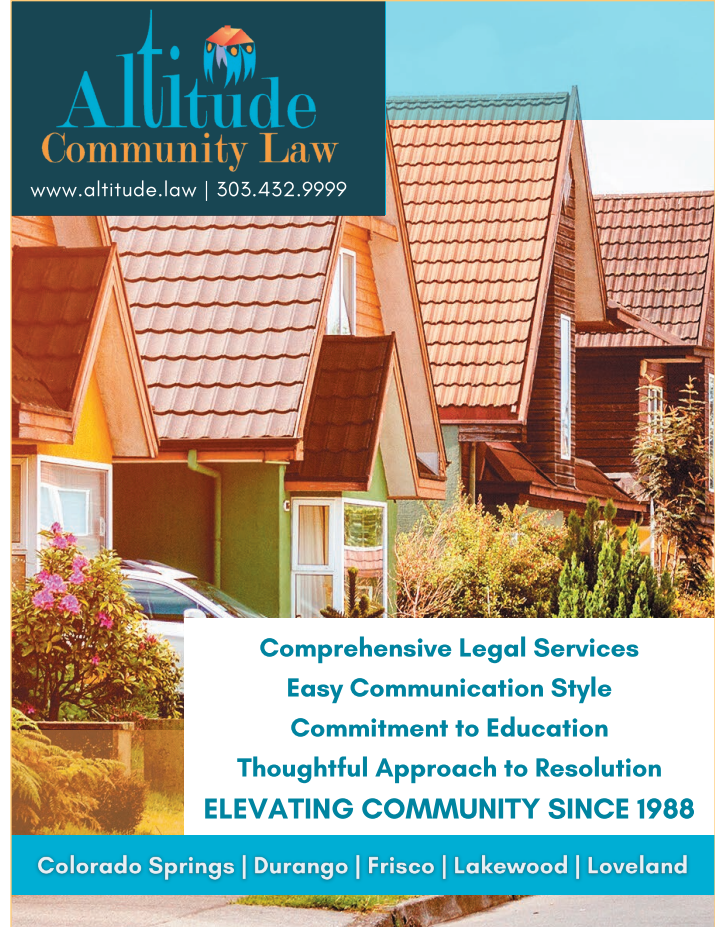


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CAI-SOCO EVENT CALENDAR

NOVEMBER

TUES—8 November Education Luncheon

DECEMBER

TUES—13 Holiday Celebration, Awards &
Board Installation

TO REGISTER: www.caisoco.org/events

We will see everyone in 2023!