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304 Indian Trace

Suite 538

Weston, Florida, 33326

954-816-0661

Email: ced@cai-seflorida.org

Web: cai-seflorida.org

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#### WHAT IS CAI? Over 34,000 Members and Growing!

Community Associations Institute (CAI) is a national organization dedicated to fostering vibrant, competent, harmonious community associations. For more than 40 years, CAI has been the leader in providing education and resources to the volunteer homeowners who govern community associations and the professionals who support them. Our members include community association volunteer leaders, professional managers, community management firms, and other professionals and companies that provide products and services to associations. Our local chapter serves over 400 members with annual events including Trade Show & Expo, Golf Tournament, CAM & Board Member Education events and so much more.

#### **READER COMMENTS & ARTICLES ARE WELCOME**

Columns and ideas from all our members are always welcome. Send submissions in Microsoft Word format to: ced@cai-seflorida.org

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#### UPCOMING EVENTS 2017 (subject to change)

Mar. 28: HOT TOPIC-HOT BREAKFAST \*- Monthly Broward Breakfast Meeting 1-hour CE credit after breakfast. CAI CAM Members eat FREE!



- Apr. 7: **GOLF TOURNAMENT and AWARDS DINNER-** at Jacaranda Country Club. Visit cai-seflorida.org for all details!
- MIAMI-DADE NETWORKER- At FADO Irish Pub in Brickell, Miami. Apr. 19: One-hour CEU followed by Networker Mixer! Course from 5pm-6pm. Networker from 6pm-8pm.
- HOT TOPIC-HOT BREAKFAST \*- Monthly Broward Breakfast Meeting Apr. 25: 1-hour CE credit after breakfast. CAI CAM Members eat FREE!
- May 3-6: 2017 ANNUAL CONFERENCE & EXPO in LAS VEGAS, NV- visit caionline.org for details!
- May 17: **ANNUAL SPONSOR APPRECIATION DINNER & SCHOLARSHIP** AWARDS- Pier 66, Ft. Lauderdale, 6pm to 10pm
- May 30: HOT TOPIC-HOT BREAKFAST \*- Monthly Broward Breakfast Meeting 1-hour CE credit after breakfast. CAI CAM Members eat FREE!
- June 21: MIAMI-DADE NETWORKER- Time and location to be announced.
- June 27: HOT TOPIC-HOT BREAKFAST \*- Monthly Broward Breakfast Meeting 1-hour CE credit after breakfast. CAI CAM Members eat FREE!

Save the Date - OCTOBER 5, 2017 Annual Day of Education and Trade Show (aka CAI-SEFL EXPO)

\*Check cai-seflorida.org for specifics of each "HOT TOPIC-HOT BREAKFAST." Registration and payment links also provided online!

#### From the Desk of the Executive Director Jill Projetti, CED, ced@cai-seflorida.org



#### **Greetings!**

The SE Florida Chapter is off to a great start for 2017! We held our Hot Topic! Hot Breakfast! Events, and one Networker each in Broward Miami-Dade counties, during the first 60 days of the year. We had attendance of 75-plus at

Sea Watch in Fort Lauderdale and 102 at Ball & Chain on March 1<sup>st</sup>, the highest attendance for a Networker ever! Our next one for Miami-Dade will be April 19<sup>th</sup> at Fado, the first Networker event to incorporate Education. We will hold a class right before the networking event, so mark your calendars and, 'Wine While You Learn'!

We will be organizing other events in Broward County, so be on the lookout! We always send out notices, but it never hurts to check us out regularly on our website – cai-seflorida.org.

Our Annual Golf Tournament will take place on Friday, April 7, 2017, at Jacaranda Country Club. Each year the tournament gets bigger and better and we anticipate this year will be no exception. We had a total of 124 golfers last year, so if you never golfed with us, you should join in on the fun! There are games, raffles, drinks and, oh yeah, golfing!! The awards dinner after golf is always delicious! Please visit <a href="mailto:cai-seflorida.org">cai-seflorida.org</a> to meet the sponsors already on board! And, if you are interested in sponsoring or golfing, please give me a call. Registration and Sponsorship forms are online as well.

Our Annual Sponsor Appreciation Dinner will be Wednesday, May 17th, returning to the beautiful Pier 66 Pier Top Restaurant. If you are interested in attending, you better act quickly, as these tickets sell out almost every year. A big **Thank You** to our Chapter Sponsors; you are the reason our chapter is thriving, growing by leaps and bounds and is the success that it is!

Our 2017 Annual Expo is scheduled for October 5, 2017. Stay tuned for further details and mark your calendars!

Please check our website regularly for all of our upcoming events and happenings; you wouldn't want to miss anything! Our chapter is continually evolving and welcomes your ideas and participation on our committees. Fresh ideas are always the best!

We always encourage suggestions so that we may bring you all the programs you, as members, are interested in. Please feel free to email me at <a href="mailto:ced@cai-seflorida.org">ced@cai-seflorida.org</a> or call 954-816-0661.

I look forward to seeing you at our next event!



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We welcome our new (and renewed/re-joined) Chapter Members! In this issue we cover September 18, 2016 to February 25, 2017. New members highlighted in bold. See you at our next event!

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and Chapter accounts to confirm all of your contact information.

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#### To Spring or not to Spring into an Association Loan?

By Lisa Elkan, VP of Alliance Association Bank, a division of Western Alliance Bank and Josh Ormiston, VP of Association Lending, Western Alliance Bank



f an association is contemplating a capital improvement project, they may be considering taking out a loan. If this is the case, there are some key factors to consider before getting too far into the lending process. The first step will be to determine if an association is allowed to borrow and what actions need to take place in order to be able to legally proceed with a loan agreement.

This is the stage where an association will want to involve their legal counsel who will be familiar with the association's governing documents, as well as the state laws regarding associations. In order to close a loan, their association attorney will be asked to provide an opinion letter certifying the validity of the transaction, so an association should be aware of the following:

- 1. Allowance to enter into a loan agreement.
- 2. Allowance to pledge assessment income as security for the loan.
- 3. Knowledge of what approvals need to take place in order to execute such a transaction.

Once that has been determined that they have the ability to enter into a loan agreement, they will need to determine what means will be used to repay the loan. For smaller loans, an increase to regular monthly assessments may be a feasible way to make loan payments. Another option could be to implement a special assessment wherein each unit owner would pay up front or participate in the loan.

In either of these cases, board or homeowner approval(s) necessary to implement the desired repayment structure must be considered. It is not necessary to have the repayment structure implemented prior to applying for the loan, but in most cases the repayment structure will have to be approved before closing the loan. That being said, implementing an increased regular assessment or a special assessment, prior to obtaining a loan, may be a good way to demonstrate to a bank that an association has both community support and the ability to repay the loan.

At this point, an association is probably ready to engage a bank. It is advisable to utilize a bank that specializes or has significant experience with association lending. When applying for a loan the bank will want to know the type of loan and term being sought. For large lengthy projects, there will most likely be the option of entering into a non-revolving line of credit for the construction period. These lines are typically six to twenty-four months, and give an association the option for interest only payments during the construction period. Upon expiration or at the end of construction, the line will be converted to a fully amortizing term loan. A typical term loan will be from three to fifteen years in length. It is important that the loan length not exceed the useful life of the improvements being financed. Alternatively, if the project is short-term or small in size, it may make sense to forego the non-revolving line of credit and enter into a term loan immediately.

Continued on page 29

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### Florida Community Associations Responding to Soaring Popularity of Drones

By Roberto c. Blanch, Siegfried-Rivera-Hyman-Lerner-De La Torre-Mars-Sobel, Attorneys at Law



he growing use of drones by consumers across the U.S. is leading to the adoption of new rules and restrictions by the federal government, state governments and community associations. Questions regarding safety, property damage and privacy abound with drones, and associations are responding by establishing clear parameters for their use by unit owners.

Last year, the Federal Aviation Administration enacted new regulations for the use of unmanned aircraft systems, which are more commonly referred to as drones. For recreational users, the FAA now requires that drones must be properly registered and labeled with the registration number. They must only be flown below 400 feet and always within sight of the operator, and they are banned from use near other aircraft and airports as well as over groups of people, stadiums, sporting events, or emergency response efforts.

Privacy concerns over the use of drones with cameras were addressed by a new Florida law that was enacted last year. The law stipulates that drones with cameras may not be used to record images of privately owned properties or of the owners, tenants or occupants of properties in violation of their reasonable expectations of privacy without their written consent. Reasonable expectations of privacy are presumed if individuals are not observable by others located at ground level in a place where they have a legal right to be, regardless of whether they are observable from the air with the use of a drone.

For associations, the implementation of new rules and restrictions concerning drones should begin with a discussion that is open to all of the unit owners at a board meeting. This enables all of the members of an association to share their thoughts and concerns,

which are then taken into account by the board in the development of new rules.

If an associ-

ation concludes that it wishes to permit the operation of drones in the community, it should consider the adoption of rules and restrictions to help ensure safety. These include the establishment of designated take-off/landing sites, restricting their use to daylight hours, developing penalties for violations, and clarifying that the association is not liable for any property damage caused by these aircraft. Additionally, the association board or management should consult with its insurance agent or consultant to confirm that it is adequately insured with regard to the risks that may be presented as a result of the use of drones at the property governed by the association.

Once the rules are established and enacted, associations should communicate them to the membership via email, mail, posted notices, newsletters, and any other means that they typically use.

Sales of drones to consumers in the U.S. are expected to grow from 2.5 million drones in 2016 to 7 million in 2020, according to a report from the FAA. With the continued growth in their popularity and usage, now is the time for associations to work together with their members in order to develop and implement the rules and restrictions that make the most sense for their specific community.



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## Capital Projects and Energy Efficiency and Renewable Energy: Why Hire an Engineer vs. Working Directly with an ESCO, Contractor or Vendor

Edward H. Brzezowski, P.E., LEED AP - Vice President of Energy Services The Falcon Group, Engineering, Architecture and Energy Consultants



wners and property managers are working every day to maintain reliable, comfortable and cost efficient building operations. This includes preventive maintenance, repair or corrective maintenance, routine cleaning and maintenance, and construction.

During these activities, contractors and vendors are routinely contacted to provide proposals for equipment repairs or replacement on a one-for-one basis. Unsolicited and solicited proposals for HVAC, domestic hot water, lighting and solar projects are often received from utility companies, energy service companies, energy consultants, contractors, vendors and manufacturer's representatives.

Each of these proposals in one way or another will have an impact on the building's performance and operating costs. Often the savings estimates for all of these proposals may total more than the energy use for the entire building. This is one of the first reasons to hire a professional engineer as your trusted advisor.

Engineers provide technical analysis, engineering design, and construction management services. An engineer is someone who works out the design and construction of a building, but also takes into consideration the strengths and weaknesses of the materials and equipment. Engineers also evaluate and recommend projects to improve energy efficiency and are familiar with a wide range of incentive and finance programs. Engineers bring science, theory and practice to a project and their involvement can result in significant savings.

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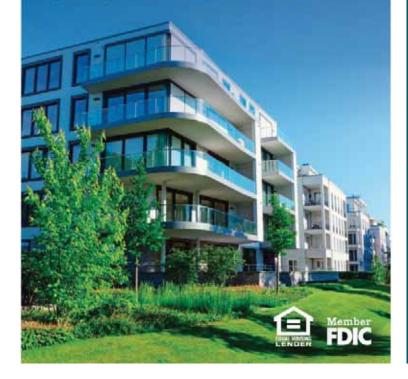
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Jessica Raffo

Phone: 305-661-2505 Email: jraffo@wrgfla.com

#### **Alliance Association Bank**

Lisa Elkan, VP

Phone: 561-212-2091

Email: lelkan@allianceassociationbank.com

#### Angius & Terry, LLP

Laurie Shrader

Phone: 305-239-8877

Email: lshrader@angius-terry.com

#### **Aquatic Systems**

Wendi Nance

Phone: 1-800-432-4302

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Will Simons, RS

Phone: 800-403-9011

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#### **BB&T Association Services**

Henry Campos: 786-514-3030 Hcampos@BbandT.com

#### **Basulto Robbins & Associates, LLP**

Russell M. Robbins, Esq. Phone: 305-722-8900

Email: rrobbins@brlawyers.com

#### **Becker and Poliakoff**

Howard Perl, Esq. Phone: 954-364-6054

Email: HPerl@becker-poliakoff.com

#### BuildingLink.com

Richard Worth

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#### **Castle Management**

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#### **Center State Bank**

Phone: 954-708-5405

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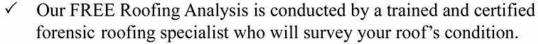






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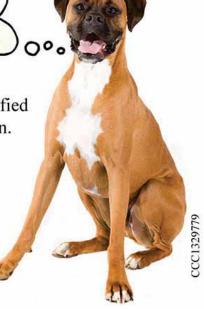
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#### Protecting Seniors Online from Scams, Hacks and Tax Fraud

-NewsUSA



email, pay bills online and keep in touch via social media. But all that time online puts them at message. risk for scams and hacks, such as tax fraud.

In fact, a new survey by Home Instead, Inc., franchiser of the Home Instead Senior Care network, found that 67 percent of surveyed older hack.

Encouraging seniors to practice cyber security can go a long way toward protecting their identity and sensitive financial information. Home Instead collaborated with the National Cyber Security Alliance to create Protect Seniors Online, available www.ProtectSeniorsOnline.com, resource that educates older adults about cybersecurity. Here, seniors can test their cyber-security skills with the "Can You Spot an Online Scam?" Quiz.

Older adults can take the following steps now to protect themselves online:

\*Password protect and secure devices, accounts. Lock all devices (including computers, tablets and smart phones) with secure passwords in case devices are lost or stolen.

\*Think before clicking. When faced with an urgent request — like emails asking for money — think

he vast majority of seniors today are using before clicking or get a second opinion. Clicking on the Internet at least once a week to check links is often how scammers get personal information. When in doubt, trash an unusual

\*Share with care. More than half (51 percent) of seniors surveyed by Home Instead use social media to stay connected. Use care when sharing personal information, adjust privacy settings to adults have been the victim of an online scam or limit who can see your information, and turn off location sharing.

> \*Use security software. Install anti-virus and antispyware software and program it to run regularly. And be wary of pop-up ads or emails, many of which contain malware that can infect computers.

> \*Log out. Log out of apps and websites when you are finished. Leaving apps and websites open on computer screens could make you vulnerable to security and privacy risks.

> \*Recommend support. Older adults who live alone may need help from a trusted source — such as a family member, tech-savvy friend or professional caregiver –to serve as a second set of eyes.

> To explore additional Protect Seniors Online resources, including the interactive quiz, visit www.ProtectSeniorsOnline.com

> A Home Instead office near you can be found by visiting www.homeinstead.com/state.

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- 1. CAI Manager Member
- 2. Licensed CAM
- Attended at least four CAI-SEFL events during previous 12 months
- 4. Application (online)
- Essay (online)

#### APPLICATION PROCESS

- Complete the online application
- Provide the course work or license you plan to complete with this scholarship

#### **ESSAY**

Essay topic should be tied to your Community Association experiences and demonstrate how you utilized your education and abilities to assist a Community and/or Board with a problem.

Within the essay, be sure to include specifics as to your aims and objectives as well as the methods or methodologies you used to assist with solving the problem, and how your education allowed you to successfully assist the Community.

If you are awarded a scholarship in 2017, your designation must be achieved by the respective deadlines to the right in order to qualify to receive the award. Otherwise, your award will be forfeited.

- ◆ PCAM: MAY 31, 2020
- ★ AMS: MAY 31, 2019★ CMCA: MAY 31, 2018

\*submission process must be completed in one session (no online saving)



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#### How To Get The Vote

Rembaum's Association Roundup; KBRLegal.com



our association's board has worked for six months to amend and restate the association's governing documents, including the declaration, articles of incorporation, bylaws, and even the rules and regulations. The board has met with the association's lawyer on several occasions, reviewed and provided comments on multiple drafts, and even arranged for multiple meetings with the membership to solicit comments and generate enthusiasm. There are two methods of obtaining the votes. The first is to notice a meeting of the members and use proxies for those who cannot attend. The other is to use, the often neglected, but still effective, written consent in lieu of a meeting process.

The time is finally come – the notice package to be sent to the members is in the mail. A week goes by, and very few proxies are returned. Worse still, on the night of the membership meeting, where it is hoped that the amended and restated governing documents will be approved, only several owners personally attend. Needless to say, not only are there an insufficient number of votes, but there isn't even a quorum. What is the board to do?

All is not lost, and there is still plenty of time to solicit the necessary member votes so long as the meeting for which the proxies were intended is not concluded. Once the membership meeting is concluded, any and all proxies die an immediate death! But, if the membership meeting is continued to a "time, date, and place certain" then, all of the proxies continue to live for 90 days from the date of the meeting for which they were initially intended.

If a quorum is attained, but not the number of necessary votes, then, any member in attendance can make a motion to suspend the meeting to a time, date, and place certain, so long as the meeting is resumed within 90 days of the date of the initial meeting. Then, the motion should be seconded. A vote of those in attendance, in person or by proxy, should follow such that the majority cast their vote in favor of the continuance. If neither a quorum is attained, nor the number of necessary votes, then the one item of business that can occur, even without a quorum, is a motion to continue the meeting to a "time, date, and place certain." Again, the motion should be seconded and a vote of those in attendance, in person or by proxy, obtained.

This "continuance" process can be used as many times as necessary, so long as 90 days from the date of the initial meeting have not expired. Once the 91st day is reached, then all of the proxies are as good as dead. Because the meeting is continued, there is no need to re-notice the meeting each time it is reconvened. However, minutes should be taken so that there is an accurate record.

When describing the continued meeting in the minutes, the word "adjourned" could be interpreted to mean that the initial meeting concluded or it could be interpreted to mean that the meeting was continued, therefore it is advisable to not use the word "adjourned" in the minutes to reflect that the meeting was continued. If the meeting is continued, then use the word "continued." This will avoid any confusion whatsoever. For example, the minutes might include, "Upon motion and second, a majority the members in attendance, in person and by proxy, votes to continue this membership meeting on February 28th, 7:00 P.M. in the community clubhouse."





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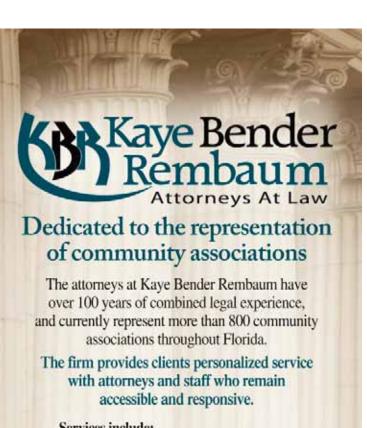
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#### **How To Get The Vote**

-continued from page 22



Remember, too, that a "general proxy" allows the proxy holder to vote as they so choose, while a "limited proxy" directs the proxy holder to vote as the giver of the proxy instructs.

Utilization of the written consent in lieu of a meeting process will fully avoid the need to have the membership meeting but will still require that the necessary votes are obtained within 90 days. The written consent in lieu of a meeting process is described in Chapter 617 of the Florida Statutes, more commonly known as the "Florida Not For Profit Corporation Act," and not Chapter 720, Florida Statutes, more commonly known as the "Homeowners' Association Act."

otherwise provided in the Unless articles incorporation, an action required or permitted by the Florida Not For Profit Corporation Act to be taken at a meeting of members may be taken without a meeting, without prior notice, and without a vote if the action is taken by the members having at least the minimum number of votes necessary to authorize the action.

To be effective, the action must be evidenced by one or more written consents describing the action taken, dated, and signed by approving members having the requisite number of votes and entitled to vote on such action, and delivered to the association.

Written consent to take the action referred to in the consent is not effective unless the consent is signed by members having the requisite number of votes necessary to authorize the action within 90 days after the date of the earliest dated consent. Importantly, within 30 days after obtaining authorization by written consent, notice must be given to those members who are entitled to vote on the action but who have not consented in writing. The notice must fairly summarize the material features of the authorized action. Remember, too, that once the necessary written consents are obtained, there should be official recognition of such approval by the board.

Both the proxies and written consents constitute official records of the association and therefore should be stored with the official records of the association.

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#### Finding Roof Leaks: Three Places to Check



oof leaks are a major headache to fix. The good Roof Leaks On The Perimeter news is that some leaks are predictable especially as the roof ages. By identifying areas that are prone to developing problems, steps can be taken that will prevent roof problems cost effectively.

#### **Look For Roof Leaks Near Penetrations**

Flashings and sealants at penetrations through the roof membrane are common trouble spots. Typically in single-ply roofing systems, penetration flashings are the same material as the roof membrane and are bonded to the field membrane. Inspect the laps, seams and sealants at these locations regularly.

Factory-assembled boots can address field installation issues at penetrations. It is important that technicians properly seal the boot to the field membrane, where problems typically occur.

Roof drains that penetrate a roof membrane can be especially troublesome because rain that falls onto the roof eventually flows over the drain's seal. Drains should be large enough to handle heavy rainfalls, and they should have a screen that stops debris from flowing down the pipe.

Workers should clean the drain regularly to prevent blockage of the screen and install recessed drain sumps. A positive slope in the roof also can prevent ponding around drains.

The best way to avoid leaks at roof penetrations is to avoid penetrations altogether. For instance, ducts, conduits and other piping that runs horizontally across the roof often are placed on solid supports that are anchored to and penetrate the roof membrane at regular intervals. To avoid these penetrations, managers can specify products with adjustable heights and soft feet that rest on the membrane. If a horizontal element must be anchored to the roof, build a curb and secure the element supports to the curb.

Leaks occur near roof edges because of the transition from flexible membrane flashings to inflexible sheetmetal flashings. Technicians should ensure that sheetmetal laps shed water, and they should inspect the sealants at these locations regularly.

Pre-manufactured sheet-metal roof accessories can solve many roof-perimeter problems. Managers can specify custom-made accessories for copings at parapet walls and reglets at masonry or interior rising walls. These components typically snap together, and technicians can dismantle and re-install them during roof-membrane replacements.

Water problems also occur near expansion joints at roof perimeters. To address areas where building expansions and contractions are likely to occur, managers might want to to consider specifying premanufactured roof accessories. But managers need to make sure accessories they specify are compatible with the roof membrane.

#### **Condensation And Roof Leaks**

Sometimes, a roof might appear to leak in January when the temperature dips below freezing, but the roof might not be leaking. What happens is condensation is created when the warm, moist interior air inside the building contacts cold surfaces or when cold air leaks through the building's exterior skin.

This problem might result from a missing or inadequate air barrier or vapor retarder on ceilings or walls, or from inadequate insulation or ventilation. Cold areas above the insulation in joist cavities or attic spaces must be vented. If natural ventilation is difficult or too expensive, technicians can install a fan that moves moist air out of the cold space.



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#### Water Damage in a Condo: Who Is Responsible?

-The Water Restoration Group, Online Blog, thewaterrestorationgroup.com



n Florida, water damage in a condo has and probably always will be a common issue. With the annual hurricane season and the year-round tropical climate that brings frequent showers, there is always a good chance that there might be some water damage somewhere in or on a residential property such as an apartment building, single family home or condo. A building with a community association must have a property insurance policy that covers any damages to common areas like lobbies, parking garages, parking lots, building exteriors, elevators and other shared spaces. This means any water damage that occurs to those areas should be covered by the insurance (Unless it was caused by storm surge, in which case it would be left up to hurricane and/or flood insurance, in most cases).

When it comes to water damage in a condo, however, it begins to become more complicated. Identifying who is truly responsible for the water damage inside of a condo can be, sometimes, like a game of ping pong between homeowner's/community associations, individual condo owners or homeowners and their insurance companies.

#### **Subrogating the Claim**

Although it is a common issue facing community associations across Florida, even association lawyers get confused with this sometimes. There are laws and amendments made all the time that continually change certain rules, shifting the responsibility, depending on where the damage really originated. The bottom line is this: it depends on the cause of the damage. Whether your association's property insurance is notified of the water damage first or whether the condo owner's or tenant's insurance is notified first, the insurance company will proceed to subrogate the claim against all other policies in play. Water damage in a condo involves weighing the different policies against each other to see which party is responsible for paying for the damage, depending on how the damage occurred.

#### **Rule of Thumb**

As per Florida Statute 718.111(11)(f) the association is responsible for everything except the following, which is the unit owner's responsibility: All personal property within the unit or limited common elements; water heaters and filters, electrical fixtures, built-in cabinets, appliances,

floors, walls, ceiling coverings, hardware, blinds, drapes, counter tops, and window treatments.

**Drywall**: This specific item can be tricky, but here is the clarification. Drywall out is the association's responsibility and drywall finish such as textures or paint is the responsibility of the unit owner. Bare floor up is the owner's responsibility as well.

#### **Unit to Unit**

If, for example, there is a unit above another and the top unit's toilet leaks through to the ceiling of the unit underneath it, there would be three insurances involved here. The unit owner who's toilet is leaking would be responsible for the getting the toilet repaired. The unit owner underneath would be responsible for his or her personal property and even the drywall finishes, as stated above. The association in this case would be responsible for any damage to the drywall and the electrical wiring within walls and/or insulation.

#### Property Dry Outs after Water Damage to a Condo

The Florida statute doesn't offer much clarity when it comes to water damage in a condo, specifically when it has leftover standing water. It is, however, in a community association's interest to have this taken care of as soon as possible so that more damage isn't inflicted on the property that can then affect another unit owner's property and eventually, require the association to get involved anyway. Standing water also threatens the certain structural parts of the building with mold development and even deterioration. In some cases, it might make sense for the unit owner and the association to split the cost of a thorough, professional water dry out; in other cases, it might make more sense for the community association to take on the cost.

#### **Negligence**

Lastly, negligence on a unit owner's part absolves the association of any responsibility and requires the unit owner to handle costs of repairs. It's important to clearly define negligence in any documents, bylaws, or rules and regulations given unit owners from the start, to avoid taking on unjustified costs or avoiding escalation into unnecessary legal battles.

Continued from page 8 (Association Loan)

When a bank evaluates a loan request, there are some financial performance metrics that may be used to gauge the credit risk of an association. The following are some of these metrics that a bank may consider during the underwriting process. It may be possible for an association to improve in some of these areas prior to applying for a loan.

- Delinquency Number of accounts and total amount of delinquencies. Many banks have a maximum rate of 10% for number of units aged 60+ days.
- Liquidity Amount of cash as a percentage of annual assessments and annual debt service. Many banks have a minimum liquidity requirement of the association's annual assessments.
- 3. **Size** More homes provide a diversified cash flow stream.
- Assessment Increase Large increases may cause delinquencies to rise.
- 5. **Annual Assessments/Market Value** Annual assessments should not be greater than 10% of the unit value.

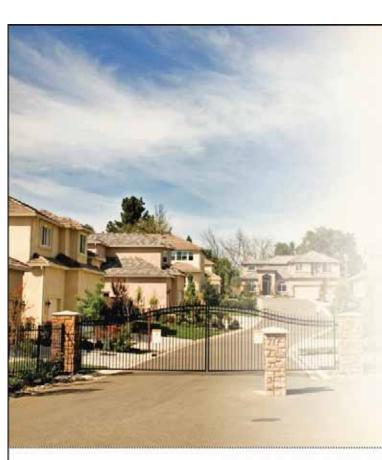
- 6. Owner Occupancy and Concentration A high percentage of investors not living in their respective units poses more risk.
- 7. Management and Capital Planning Strong external professional management company with experience in managing similar projects is desirable. Also, a professional reserve study that is at least partially funded indicates prudent financial planning.

Ratings of fair to strong in most of the factors above can greatly improve an association's chances of being approved for a loan. Overall, a loan may be a fantastic way for an association to finance a large capital improvement project. It allows an association to spread the cost out over a longer period of time which not only decreases the immediate impact to residents, but also allows for the costs to be allocated to future residents. These future residents will most likely be gaining benefit from the improvements.

Considering the key factors and financial performance metrics, an association is now able to better determine whether to spring forward with a loan.







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