# Operational Guidelines - Time & Responsibility Worksheet

**BOARD MEMBERS:** Use this Operational Guideline and its worksheet to approach the problem of association operations. The worksheet gives you most of the "nitty gritty" step-by-step activities necessary to manage an association. The small steps are typically forgotten in the "big picture" but they're the most time consuming.

After you have filled in the appropriate entities responsible for each task, you will know better how to divide up the time if you are a self-managed association. If you're looking for a management company—just as in bidding out any other contract—know the specifications that you're looking for. What do you want done on the property, how much time, and when... Fees are based on time and activity. If you expect too much and the fee is too high, you will have to compromise and cut.

**KNOW WHERE YOUR ASSOCIATION IS GOING. THIS OPERATIONAL GUIDELINE IS DESIGNED TO HELP YOU GET THERE.**

*Use the Code below to fill in the graph to the right of the outline with appropriate entities responsible for each job. When completed, give copies of the outline to each Board member, and anyone else who needs clarification regarding how your association works. Use the guideline when hiring a management company.*

**RESPONSIBLE ENTITIES:**

- Manager ..... **M**
- On-Site Personnel ..... **OP/** **J** - Janitor; **M** - Maintenance; **C** - Clerk; **B** - Bookkeeper
- Outside Contractor ..... **OC**
- Board of Managers ..... **B/** **B** - Board; **C** - Committee; **V** - Volunteer
- Time in Hours ..... **T**

| ACTIVITY | RESPONSIBLE ENTITY | | | | TIME |
|---|---|---|---|---|---|
| | M | OP | OC | B | T |
| * *NOTE: "Distribution" includes printing, folding, stuffing, sealing and mailing.* | | | | | |
| **FISCAL** | | | | | |
| **1) RECEIVABLES:** Assessments & Charges | | | | | |
| a. monthly assessments | | | | | |
| b. yearly & special assessment calculation | | | | | |
| c. calculation of extra charges | | | | | |
| d. calculation of in-unit maintenance | | | | | |
| e. monthly statement distribution* | | | | | |
| f. collections & coding | | | | | |
| g. fines & delinquency—dilligent followup | | | | | |
| h. timely scheduled followup procedures | | | | | |
| i. FE & D or Lien filing | | | | | |
| j. Foreclosure | | | | | |
| **2) PAYABLES:** Bills | | | | | |
| a. bill approval and coding | | | | | |
| b. check preparation | | | | | |
| c. check distribution* | | | | | |
| **3) PAYROLL:** On-Site Personnel | | | | | |
| a. time card approval | | | | | |
| b. payroll accounting | | | | | |
| c. paycheck preparation | | | | | |
| d. paycheck distribution* | | | | | |

| ACTIVITY | RESPONSIBLE ENTITY | | | | TIME |
|---|---|---|---|---|---|
| | M | OP | OC | B | T |
| **4) FINANCIAL REPORTS** | | | | | |
| a. monthly balance sheet (A, L, E) | | | | | |
| b. monthly operating statement (Rv vs. Exp) (month, year-to-date budget) | | | | | |
| c. General Ledger | | | | | |
| d. Payroll Register | | | | | |
| e. Check Register | | | | | |
| f. Outstanding Bills Register | | | | | |
| g. Bank Reconciliations | | | | | |
| h. Quarterly Tax Payments | | | | | |
| i. Year-end Financials | | | | | |
| j. Tax Return preparation | | | | | |
| k. Monthly Internal Audit | | | | | |
| **5) YEARLY EXTERNAL AUDIT** | | | | | |
| **6) BUDGET** | | | | | |
| a. research | | | | | |
| b. preparation and monthly breakdown | | | | | |
| c. previous year vs. current budget report | | | | | |
| d. explanation of line items | | | | | |
| e. presentation preparation & distribution* | | | | | |
| **7) RESERVE ACCOUNTS** | | | | | |
| a. long range planning & research | | | | | |
| b. liaison with engineer and/or architect (ULS) | | | | | |
| c. preparation of accounting calculations & distribution* | | | | | |
| d. explanation of line items | | | | | |
| e. distribution* | | | | | |
| **ADMINISTRATIVE/CLERICAL** | | | | | |
| **1) MEETINGS** | | | | | |
| a. Board | | | | | |
| b. Special | | | | | |
| c. Committee | | | | | |
| d. Minutes: 1) taping or attendance | | | | | |
| 2) preparation | | | | | |
| 3) copying | | | | | |
| 4) distribution* | | | | | |
| e. Resolution Book: 1) form preparation | | | | | |
| 2) numerical indexing | | | | | |
| **2) ANNUAL MEETING** | | | | | |
| a. coordination | | | | | |

| ACTIVITY | RESPONSIBLE ENTITY | | | | TIME |
|---|---|---|---|---|---|
| | M | OP | OC | B | T |
| b. preparation: 1) nomination papers | | | | | |
| 2) notice of meeting | | | | | |
| 3) agenda | | | | | |
| 4) ballots | | | | | |
| 5) proxies | | | | | |
| c. distribution* | | | | | |
| d. quorum calculation | | | | | |
| e. calculation of votes | | | | | |
| **3) OWNER UNIT FILES** | | | | | |
| a. Resident Owner Roster maintenance | | | | | |
| b. Non-Resident Unit Owner Roster maintenance | | | | | |
| c. Tenant Roster maintenance | | | | | |
| d. correspondence | | | | | |
| e. Violation & Delinquency letters | | | | | |
| f. followup on fines and violations | | | | | |
| g. yearly Census forms (preparation & distribution* ) | | | | | |
| h. yearly Pool Passes | | | | | |
| i. Auto stickers | | | | | |
| j. In-Unit maintenance charges & extras | | | | | |
| **4) VENDOR FILES** | | | | | |
| a. contracts | | | | | |
| b. bids | | | | | |
| c. bills—paid and unpaid | | | | | |
| d. correspondence | | | | | |
| **5) OFFICE SERVICES** | | | | | |
| a. answering phone | | | | | |
| b. record & Alpha subject file maintenance | | | | | |
| c. typing | | | | | |
| d. photocopying | | | | | |
| e. printing | | | | | |
| f. distribution* | | | | | |
| g. letterhead & envelope set-up | | | | | |
| h. composing & editing | | | | | |
| **6) CONTRACTS** | | | | | |
| a. contact at least 5 vendors | | | | | |
| b. on-site inspection with vendors—photos | | | | | |
| c. bid specifications & distribution* | | | | | |

*(continued, next page)* →