

The House Special



NEWSLETTER OF THE SKYLINE HOUSE UNIT OWNERS' ASSOCIATION | APR-MAY | VOLUME 36; ISSUE# 4 | SHUOA.ORG

Notification: This newsletter is a compilation of both April and May reports.

PRESIDENT'S REPORT

Richard Porter

April 27, 2016

This is my first report as president of the board. I appreciate the support I have received and I look forward to working with all of you to keep this the beautiful and affordable property that we all enjoy. To do this we face some challenges, as leadership and residents have since the property opened. I want to thank the outgoing board members and officers for their fine service. I also want to congratulate the new board members, the new officers, and our owners for their continuing volunteer efforts both on the board and in our essential committees.

I particularly want to single out our outgoing president Janice Hill for her prescient remarks when she became president about our need for civility with each other. We are a large and diverse community of over 2000 people. This is a wonderful mix of nationalities and customs; something we can all learn from, but we must also be mindful of foreign customs and respectful about their observation, so long as our laws and rules are followed. We all have our preferences in matters of taste, but we must be broadly tolerant of the taste of others. And this will be the guiding principle of this board and our officers.

We are faced on the new board with as far as I know the first time an employee who is also an owner has joined the board. This presents both opportunities and possible conflicts of interest. Before any problems arise, we have tried to develop some rules for going forward. We have some advice about conflicts of interest from our lawyer. Whenever a possible conflict presents itself the Board chairman will rule on whether the employee director can vote on the item. This ruling by the chairman under Roberts rules of order can be appealed, and either upheld or reversed by the full board. I have discussed this process with the employee director, and he has expressed agreement with the process. This will ensure

that the privacy of our residents and employees is respected, while allowing appropriate participation by all directors in the association's business.

Next a number of people have expressed some uncertainty with what our process is when there is a complaint about an employee or management. Any complaint about an employee should be directed to the general manager for resolution. If you are dissatisfied with the general manager's decision, or you have a complaint about the general manager then you should come to the open forum of the next board meeting and explain your problem. The board will on a case by case basis then decide how best to proceed, which may include holding an executive session to further inquire into the matter.

As past President, Hill, explained at the annual meeting, we have received an extensive report about possible improvements to administration of the Association from an outside real estate management group. This report is very valuable as we consider future changes and improvements. Past President, Hill, appointed an executive committee, one of whose tasks will be to parse through this outside management report and make recommendations. Ms. Hill has agreed to be discussion leader of these considerations, which will begin at a committee meeting in early May. The meeting will be appropriately announced, and anyone interested is of course welcome to attend.

During my ongoing regular meetings with management I have received job descriptions for the three senior management positions. I found these descriptions to be interesting, and copies are attached to my report for anyone to review. I have also determined that we have employment offer letters for two of our three senior managers, with the third having worked here for so long that a copy of that letter can no longer be found. The standard form of the employment offer letter is also attached to my report. In due course the board will decide whether to continue to use such a letter, or whether it wishes to have a more detailed employment contract.

Finally it has been brought to my attention that

we maintain an association board resolution book. This valuable book documents all of the decisions taken by the association's board from its inception. This allows anyone to see the kinds of issues and decisions that have been made in the past, and to check on whether the board has expressed an opinion on current issues. This important book is maintained at this point by the board secretary, although in the past it was maintained by an employee. We will determine which process best suits us going forward.

Once again thank you for your support for your new board and officers. Please feel free to communicate your concerns with me at any time.

PCAM CASE STUDIES:

Overview Summaries

Janice Hill
March 21, 2015

As you know for the past several years, a management study for the association has been discussed and even included in the reserve budget. In fact, a couple of years ago we issued a solicitation for a firm to provide a study but we received no acceptable responses.

In August 2015 I advised you of a unique opportunity afforded to Skyline House by the Community Associations Institute (CAI). CAI is the homeowners/community association's professional organization. With your support, the Board agreed for Skyline House to apply to be the subject community for a Case Study for CAI's Professional Association Manager (PCAM) program. The good news is our application was accepted and we become a PCAM case study in 2015.

The assessment was very thorough. They reviewed many documents—governing documents—bylaws, rules & regulations, audit reports, financial statements, newsletters, human resources & accounting data, minutes, website. In fact, I can't think of a document they did not review.

They toured Skyline House and met with the GM, Deputy GM, most of the staff, the Board, our attorneys, auditors & insurance agent.

They provided the top 3 assessments to me. I prepared a synopsis of the assessments provided herein.

The assessments were very thorough and all had very, very positive comments about Skyline House. Complimented and had great comments about:

- The GM, DGM & staff

- Informing owners
- Budget process
- Low Amount of Liabilities
- Low delinquency rate (1%) for condo fees
- Small number of insurance claims

There were many great things said about Skyline House and I agree there are many great things about us. That said, there is always room for improvement. Provided next is the synopsis. The synopsis includes seven major areas: (1) operational effectiveness and staffing; (2) risk management; (3) contracts; (4) financial—managing financial resources; (5) committees, communications and owners engagement; (6) other areas and (7) goals/next steps.

A LOOK AT SKYLINE HOUSE

I. *Operational Effectiveness and Staffing:*

Human Capital - A thorough review of the administration and management of the SHUOA staffing with the goal of making recommendations to the board about the adequacy of present and future staffing. Staff resources may be stretched beyond a practical limit. The topic of how busy staff is and what an abundance of projects there are to complete is mentioned multiple times throughout the studies. There is a need to better manage our most important resource – our employees. Another area concerns the aging staff, many with over 20 years, some with more than 30 years tenure at Skyline House, and the need for better succession planning. The recommendations to improve the human resources effort was to hire a person to manage the human resource activities here or engage a human relations consulting firm. They could assist with the following tasks:

- Human Resources – The board needs to focus more time and financial resources on HR development. This will assist in ensuring an engaged workforce for both the short and long term.
- Job Manuals – If a long time staff member decides to leave the association and there is no manual of how to do his or her job, a hole is left and it will take time to fill and train a new person. These manuals should include day-to-day tasks assigned with daily, monthly, and even annual duties. The manuals need to include even the simplest tasks such as receiving, posting, and depositing assessment payments. It needs to include equipment maintenance, requirements, and schedules. Finally, the manuals need to be written in a way that would enable a newly hired staff member with basic knowledge in their field, such as computer knowledge or mechanical knowledge to sit down and complete all tasks with

little assistance.

- **Updated Manuals** -- Skyline House's personnel manual and policies need to be updated. Current laws and regulations need to be addressed (i.e., weapons in the workplace, allowance for alcohol and substance abuse testing, internet usage, cell phones, etc.). The recommendation is for an attorney versed in federal and state employment laws to perform the update.
- **Staff Training** – Increase the allowance for continuing education in the budget, with the board encouraging participation and credentialing as this will aid management in keeping up with best practices and furthering their related knowledge. It was noted that there is very little money allocated for staff training. At the minimum, employees should participate in classes with regard to employee sensitivity, harassment, and ways to deal with upset homeowners.
- **Cross training** – In addition to the normal reasons for cross training (helps staff cover when employees are sick, helps existing staff train replacements, etc.), one recommendation was that the entire staff should be familiarized and allowed to actually practice building security procedures such as water turn-off and even limited training on utilizing the electric generators and cutting off power to the buildings.
- **Board Training** – Board and committee members should sign up for CAI's Board Leadership Development workshop. In addition, SHUOA should attend CAI's Annual Conference at least once a year or every other year. I recognize it is a self-serving goal (i.e., CAI was sponsoring the case study); however, board and committee training would benefit everyone.

Self-Managed Versus Full Service

Management Firm - There was much discussion in this area of the study. One commenter admitted a bias toward onsite management as she works for a management company. Per that commenter, one of the main advantages of using a full-service company is that the company will exist in perpetuity. The company will continue to provide competent, qualified, and trained managers and staff to meet the needs of the association. All of the studies recognized the complexity associated with high-rise maintenance and living, and that moving from a self-managed organization to full-service management company was a major undertaking. All alternatives included considering an agile approach to management. That is to pick and choose what specific services the association may want to use outside contractors (i.e., human capital needs discussed above), which will allow the board to test on a small scale whether moving toward full-service management versus remaining self-managed is a palatable option. There are multiple

types and levels of management contracts – financial only contracts; full-time contracts; and even on-site contracts. One of the commenters stated that the success of the current operations outweighs any benefit that would be gained from making a change. Each study recommending hiring a CFO, accountant or financial management contract.

General Manager's role as project manager – Another area that was of concern was that the general manager is also serving as a project manager for several extensive projects. This may result in staff over-seeing projects of a magnitude that can be out of their expertise and consideration should be given to hiring a professional project manager.

Employment Contract for General Manager – A recommendation to execute an employment contract between the association and the general manager. Doing so will provide the General Manager with authority and limits for personnel decisions. While this is not the only aspect that should be addressed in an employee contract, it is one. Also there should be a formal evaluation process, scheduled and done on an annual basis for the General Manager. This process affords the opportunity to share with the General Manager how well she is meeting or exceeding expectations but also gives the General Manager an opportunity to share her goals and objectives for the association.

Financial Management, Internal Controls – One study noted that the auditor expressed confidence in the SHUOA internal controls to segregate responsibilities for accounts receivables and payables functions.

Hiring a CFO would help ensure stability and that the financial resources of the association remain a top priority was a recommendation. The association's \$4.5 million budget demonstrates the need for a higher level of financial professional. It was noted the professional completing the financial statements should have formal education directly related to accounting that the bookkeeper does not. Recommendation for more separation of duties and at a minimum an accountant be hired to manage the accounting department was also of concern.

A short-term goal was recommended to include, as part of the auditor's responsibility and contract, an annual internal control review. His report should also include an audit of personnel files, RFP procedures, invoice and payment procedures, procedures for voided currency transactions, owner write-offs, and current policy procedures.

Cash is kept in the same room where residents go to make their payments. Even if locked, cash should be kept elsewhere in a location where residents are not permitted.

II. Risk Management

The area of risk management was examined and focused on the adequacy of Skyline House insurance coverage and whether or not a risk management plan was needed since Skyline House is located so close to Washington, DC. There were a number of recommendations made to review our insurance coverage and create a comprehensive list of exposures and perform on an annual basis to determine whether all of the exposures are insured, whether they are adequately insured, or whether the association would be better off transferring the risk. This review is similar to the Financial Management Committee's line by line examination of the budget each year.

In terms of risk management, the recommendation was to create a Risk Management Committee to develop an action to handle major disasters.

III. Contracts

Next was an examination of 3 different contracts. The need for better contract management was found. Numerous weaknesses ranging from incorrect name to unclear terms and conditions were detailed. A recommendation to develop a template or specification "spec" sheet for contractors to use to organize or order contract provisions was made. Another concern is that the general manager or deputy general manager sign contracts of a substantial amount on behalf of the association. Industry best practice is to have the board president signing contracts.

One recommendation was to bid out contracts every year unless the association expected significant savings by entering into multi-year contracts. There were comments on some specific contracts reviewed. As discussed in the operational effectiveness and staffing section, the recommendation for contracts to be handled by a CFO was again discussed. This is an area that requires further discussion and review.

IV. Financial – Managing Financial Resources

Aspects of finances and financial management were examined in several areas of the studies—operational effectiveness and staffing, risk management, contracts, and finances. Overall, all of the studies found SHUOA had positive financial management. "While no organization is perfect, SHUOA's approach is as sound as, if not better than, most of the associations under management by my company" was included in one report. Another report referenced SHUOA's auditors confidence in our financial management. All of the reports were very complimentary of the Treasurer and the Financial Management Committee's activities and recognize the countless hours devoted to budgeting and finan-

cial management. That said, there were a number of recommendations to improve the overall financial management of the association. Hiring a CFO was a top recommendation. All of the reports recommended additional expertise to manage the association's \$4.5 million budget and the need for a higher level of financial professionalism, i.e., formal education was required.

Further study and analysis of the financial management staff, contracts, and insurance coverage is required.

Another area examined in the Finance section concerned numerous opportunities for additional revenue, such as:

- Increasing the charge transfer fees and/or contracting out function to assist not only with charging for transfer fees but for selling lending institutions documents they typically require to approve loans, documents such as declarations and bylaws, budgets, financials, insurance policies, and the like.
- Ensure the In-House Maintenance service does not lose money.
- A one-time administrative fee to new unit owners at the time of purchase. A fee of \$50 to \$75 per new owner was suggested.
- The auditor also suggested an initial reserve assessment could be charged as a one-time fee to new purchasers during settlement. The auditor suggested a typical charge for this fee is a flat fee of \$500 to two months' assessment. Per the commenter, this is a very typical charge that many communities have adopted and could become a nice income assistant to the reserve account.
- Pursue telecommunication antennas for installation on the roof. It was noted that homeowners adamantly disapproved this action before. It was noted the association lost approximately \$25,000 annually in revenue because of this decision. The antenna was installed on a nearby high rise. It was suggested that education from the antenna installers and/or engineering specialist might change objections.
- Possibly selling space for local advertising (i.e., local restaurants may want to advertise). The ad could be as simple as a business card. Of course it would need to state that the association is not endorsing any of the businesses advertised.

V. Committees, Communications, & Owners Engagement

Reports addressed the association's newsletter, committees, recruiting and retaining volunteers and modes of communication. Next is a synopsis of these areas:

Newsletter: Observations include:

- Reduce the number of pages and reinstate the May format. The fact is that we live in a "Twitter"

world where news and information are communicated in short statements or “sound bites.”

- The newsletters reviewed were comprised of committee and management reports from the month’s board meetings. The commenter wondered if the newsletter might be better received if the information in the newsletter if it was not a duplicate of information already obtainable or presented. The commenter suggested the installation of one or two wall slot filing boxes to be filled with documents the owners can pick up, possibly a slot for each committee report, including the manager’s report. As noted below, committee reports might also be available on the website. The newsletter could then be used for more “exciting and fresh” information for the owners.
- Another commenter noted content of the newsletter should include the following items: summary of actions taken by the board, rule reminders, important contact information, industry and area related news, and spotlight on volunteers and committee reports. Include lively headlines like “Is your assessment on the rise?” versus “Proposed budget.”
- Include community events outside of Skyline House, possibly selling space for local advertising (i.e., local restaurants may want to advertise). The ad could be as simple as a business card. Of course it would need to state that the association is not endorsing any of the businesses advertised.
- Cover hard news first, such as meetings and letters from the board. Include updates on projects or events happening at Skyline House, including news and events from the community. Local newspapers are a source of information. Include information about volunteers and staff. Note in the newsletter that you are always to address questions from occupants and owners if submitted in advance.
- Where do we turn when the new volunteer is no longer available?

Volunteer Engagement – Numerous suggestions were made to improve volunteer engagement, including:

- Recognition is vital to survival of all volunteers. Give a committee a three- to five-minute window at the end of each board meeting to highlight what they do and their accomplishments. The committee chairperson does not have to be the presenter at this meeting.
- Provide food for committee that have the largest workload (FMC and PPOC). It does not have to be elaborate or expensive. If the meeting is held near meal time, provide pizza or sandwiches. If not, provide cookies and fruit.
- Appreciation for commitment and a job well done is crucial. Besides board meeting recognition, other possibilities including interviews with committee members in the newsletter and/or recognition at

the annual meeting.

- Hold a volunteer appreciation event such as a dinner or themed party.
 - Have an annual event dedicated to committees. Highlight committee responsibilities, guidelines, and any type of special project the committee is currently working on. These committee highlight meetings should be held in conjunction with another function in an effort to boost owner attendance.
 - Have a board member write a thank you note to volunteers.
 - Another point to emphasize to owners is that volunteers save money and help promote the community.
 - Try to concentrate on interests rather than expertise or previous experience. For example, a CPA may not be interested in the FMC but does have an interest in horticulture.
 - It was noted that many residents do not speak English as their first and most comfortable language. This may deter participation. To bridge the language barrier, it is recommended the association invest in a translation device to use at all association meetings and with individual exchanges as needed. There are many varieties of translation devices, with the cost ranging from \$250 to \$2,000. With this nominal expense, it is possible to change member involvement as well as build a stronger sense of community.
 - To repeat, there is no call for volunteers on the website.
 - More social activities. Use an outside vendor to plan them if no volunteers are available.
- Website – Suggested the association needs to invest in a better website by expanding the usefulness of the present website or looking for another provider.
- With a password protected, private side, SHU-OA could post meeting minutes, monthly financial reports, budgets, and all other sensitive information leading to more transparency.
 - Add the calendar of events and meetings to the front page of the website, enabling owners easy and quick access without searching.
 - Prioritize information that is found on the home page to make the tool more effective. One commenter felt the current home page is very outdated. The home page of a website is the first opportunity to get out a message as opposed to residents searching for something specifically. There is no call for volunteers on the home page.

VI. Other Areas

Several other areas were examined and detailed recommendations for improvement were presented. A few of those areas are discussed below:

Bylaw Amendments – All of the reports recognized

that amendments to the bylaws, although extremely labor intensive, are probably possible. Each report provided specific recommendations.

Amenities – Suggestions for improving amenities recommended include:

- More access using the fob system. With the fob system, reports can be generated to track vandalism based on occupants during the time of vandalism. The fob system has the ability to limit access during hours that the amenity is supposed to be closed while allowing access during operational hours. Use of the fob system is possible for the pool, party rooms, library, bathrooms, fitness rooms, and meeting rooms.
- Repair the east party room and change to a multi-usage room.
- Implementation of a game room, possibly in the east party room.

In-House Maintenance Program – The program needs to have more structure, safeguards, procedures, and oversight. For example, a complete inventory of in-house material needs to be accurately completed. Safeguards need to be implemented to prevent uncharged work from being completed.

VII. Goals/Next Steps

All of the reports include short term, within the next 12 months and long term, more than 12 months action plans. As a result of these studies, I created an Executive Committee, a subcommittee of the Board, including the President, Treasurer and 1 Director to spearhead a team to move forward with the next steps. As with any committee, this committee’s meeting will be announced and all owners invited to participate. I look forward to seeing you at these meetings and hearing your ideas.

TREASURER’S COMMENTARY

Karen H. Johnson

(May Edition)

In this report, I will be discussing our financial outcome for the first quarter of this year. It is important to remember that our expenses do not necessarily occur evenly spaced over the year so just one quarter of data may not indicate how the year will unfold.

The balance of our income and expenses for the first quarter is more positive than expected in the budget by about \$13,600. The income total is about on budget, although there are offsetting positive and

negative items. Our expenses have been below budget by about the amount of our first-quarter surplus.

Notable in our accounts are some specific details about our spending. First, we have not yet been billed for the cost associated with snow removal at the time of the blizzard. In terms of the budget, this accounts for \$3,500 of the surplus, but the total cost to us for snow removal may be even greater than this amount. Second, several different components of the budget show spending below expected amounts. Payroll and associated costs are more than \$8,000 below budget. This saving is explained by staff vacancies. In the administrative category, telephone and insurance costs contribute to the surplus. In addition, our contingency item is in this portion of the budget. It contributes \$2,500 to the first-quarter surplus. Under maintenance, the item for doorway repair is below budget. There are offsetting elements in the budget where spending has occurred at amounts above what is in the budget. In particular, in supplies, lighting supplies and supplies for the In-unit maintenance program exceed budgeted amounts. In-unit expenses for goods are usually offset at some point by income from the program when these goods are used in repair or replacement.

On balance, the net figure of \$13,600 is large enough to suggest that we are achieving cost control and savings, but probably not as much as this total amount.

With respect to delinquencies on the part of unit owners, as of March 31 the Association is owed a total of \$29,094 of past due assessments, very slightly less than the amount owed as of February 29. Most of this amount is due more than 60 days. Our lawyer continues to work on collection efforts of these funds. The number of units that are renter occupied has risen to 152 at the end of March from 148 at the end of February. This number remains 27 percent of the total.

(April Edition)

Again this year our financial accounts have been audited by the firm of Goldklang Group CPAs P.C. I will be referring to figures from the final audit report.

For the year as a whole, the Association was successful in following the operating budget adopted in the fall of 2014. Reserve spending was moderate, with important projects either completed or initiated. The

equity position of members of the Association strengthened further. At the end of the year, our financial position remained solid.

In 2015, we worked with Fairfax County to change the status of unit C2W so that it no longer was subject to property tax. Because that unit is used as our Management Office, it is properly regarded as part of the common elements of the condominium. This action had consequences for our income during the year and for our balance sheet. In terms of income, we not only no longer have to pay the tax, but we also received a one-time tax refund of \$11,276. Because these funds reflect taxes paid in previous years out of operating income, they can be treated this year as a gain in operating income. I will return later to the balance sheet consequences.

The three components of our financial activity are the operating budget, the reserve budget, and the holdings of reserve assets. Management and the Board separate the income and spending items into those that are normal, annual recurring items and those that are periodic or longer-term maintenance and replacement items. Reserve assets change with the net of our allocation to reserves and our spending on those items and by market changes in the value of the assets we hold.

I will review our financial outcome for the year in the three component pieces and then discuss the combined, comprehensive assessment of the year as reported by the auditor.

Operating Budget

	<u>2015</u>	<u>2014</u>
Total Expenses	\$2,953,678	\$2,865,896
Payroll	\$892,087	\$851,584
Payroll Taxes & Benefits	\$341,131	\$324,630
Electricity	\$380,028	\$378,792
Water & Sewer	\$337,818	\$317,849
Contribution to Reserves	\$1,475,871	\$1,432,911
Expenses + Contribution to Reserves	\$4,429,549	\$4,298,807
Total Income Less Expenses + Contributions to Reserves	\$83,434	\$135,391*

Total income rose from 2014. Assessment revenue, which increased by 3 percent, constitutes most of the income received by the Association.

Total expenses in the operating budget rose 3 percent from 2014. Notable were the increases in spending on water and sewer and payroll. In contrast, the spending on electricity rose only slightly. The contribution to reserves increased 3 percent. Net income, that is total income less expenses and the contribution to reserves, was less than in 2014, but the 2014 figure contained the substantial tax refund received in that year. Our positive figure for income less expenses and reserve contribution was substantial and strengthened our financial position.

**Includes tax refund of \$90,005 resulting from amending previous tax returns with respect to asset sales.*

Reserves allocation and spending

The flows of funds into and out of our reserve accounts were as follows:

	<u>2015</u>	<u>2014</u>
Allocation to Reserves	\$1,475,871	\$1,432,911
Expenditure of Reserve Funds	\$473,733	\$268,024
Net Accumulation of Reserves	\$1,002,138	\$1,164,887

Our spending from reserve funds rose in 2015 from the previous year. The most substantial spending was for new emergency generators. Various other items, including new office furniture, updates to the access control system, and dumpster costs, were part of reserve spending during the year. Planning activity for renovation of the East bridge roof took place, but no funds other than for the consultant were expended for that project during the year.

Portfolio elements

	2015	2014
Unrealized Capital Gain	-\$6,683	\$112,766
Income Less Expenses + Allocation to Reserves	\$83,434	\$135,391*
Comprehensive Income	\$76,751	\$248,157*

We did no portfolio sales of assets during 2015 so we have no realized capital gains or losses or related taxes for last year. We expect to hold securities to maturity, but to have funds available when we need them for future major expenditures that we anticipate, based on the maturity structure of our reserve holdings. We use short-term assets to hold excess cash for short periods. The auditor takes unrealized gains or losses into account in calculating by the accrual method our final, comprehensive income figure. That number was substantial, but less than last year.

** Includes tax refund of \$90,005 resulting from amending previous tax returns with respect to asset sales.*

Net financial position on December 31

Our balance sheet position as of December 31 summarizes our financial position and reflects all of the elements I have just discussed. It incorporates the net balance of income and spending from the operating budget, the use of reserve funds for projects during the year and the contribution of additional funds into reserve holdings, and the impact of market changes on our asset position. Total of member equity at the end of 2015 was about one million dollars greater than at the end of the previous year. Most of that represents the prudent accumulation of reserve contributions in anticipation of major future expenses.

Our balance sheet reflects the net income and reserve fund accumulation we experienced in the holdings of cash, deposits, and investments shown on the top line. The change in the status of unit C2W is seen in the reduction of a positive value of that asset in 2014 to zero in 2015. This is a bookkeeping adjustment to the change in the status of that unit and, of course, does not imply any actual changes to the area used as the Management Office. Total members equity of \$5,504,533 includes \$177,039 of unallocated equity. This sum is available to meet future unexpected financial developments. Its increase is a positive development.

Balance Sheet as of December 31

	<u>2015</u>	<u>2014</u>
<u>Assets</u>		
Cash, Deposits & Investments	\$5,535,208	\$4,449,535
Assessments Receivable	\$26,923	\$17,093
Unit C2W	\$0	\$38,507
Other	\$209,255	\$247,602
Total Assets	\$5,771,386	\$4,752,737
<u>Liabilities</u>		
Accounts Payable	\$202,596	\$226,427
Other	\$64,257	\$62,160
Total Liabilities	\$266,853	\$288,587
Consultant Fund	\$159,244	\$118,127
Periodic & Replacement Reserves	\$5,090,999	\$4,129,978
Cumulative Change in Asset Value	\$77,251	\$83,934
Unallocated Members' Equity	\$177,039	\$132,111
Total Member	\$5,504,533	\$4,464,150

Delinquency status

The total past due to the Association from owners was \$24,491 as of December 31, 2015. That is a reduction from the amount due as of one year earlier. It represented obligations of 20 units, the same number as in the previous year. We need to continue to emphasize to members of the Association the burden that results from failure to pay. We continue to refer to our attorney for action those owners whose obligation exceeds the 60 day amount. As of December 31, 2015, 27 percent of our units were renter occupied, up slightly from 25 percent one year earlier.

MANAGEMENT REPORT

Michelle Brown-Slaughter
(May Edition)

The following activities occurred during March and April 2016:

West Penthouse flooring—Park Rug replaced the West Penthouse corridor carpet with vinyl floor



planks that were selected by the Decorating Committee.

East boiler booster pump—Virginia Pump replaced the clay valve in the East boiler booster pump and repaired the seal bearing that caused the pump to leak. And Jim's Electric replaced a faulty starter on one of the East boiler room domestic water pumps

Lobby windows replaced—American Screen & Glass replaced three large windows, and two small lower windows in the lobby near the entrance door.

Alarm System devices—Ark Systems replaced several alarm system devices (i.e. speakers & boxes).

Bridge Project—The bridge contract for Hammerhead Construction is under review by the attorneys for both the contractor and SHUOA. The issue at hand is the removal of the *Waiver of Subrogation*. Both SHUOA's attorney and insurance broker recommended that the Association remove it from the AIA Agreement because it favors the contractor and requires the Association to waive its rights of recovery costs against the contractor, in the event that there is a problem.

Alternate Exercise Room—The Painters installed a fire wall in the old contractors room that will become the alternate (additional) exercise room. The HVAC system, electrical outlets, and upgraded lighting are scheduled to be completed by the end of May. There will not be a bathroom to accommodate this space.

2015 Audit—The 2015 Audited financials were finalized and hard copies were received and distributed by Management by request to committee members.

Collections update- \$29,094 (March 2016)

Delinquencies—7 units owe \$24,691 for delinquencies that are 60 days past due. 13 units owe \$4,403 for delinquencies that are 10-60 days past due. Collection is being handled by the Association's Attorney.

2016 Annual Meeting and Election—The election resulted in two new Board members (Gregory Grimm and Nenad Mandich), and sitting Board member, Richard Porter were elected. The new Board is as follows:

President	Richard Porter
Vice President	Sarah Kreger
Treasurer	Karen Johnson
Secretary	Nenad Mandich

Director Charley Roberts

Director Norm Phillion

Director Gregory Grimm

Proposals received

Derick Associates – exterior lights conversion to LED - \$8,691.74

Green Owl Design – to redecorate the lobby, first floor gallery corridors, and Penthouse corridors - \$136,800, of which \$34,200 (25% of contract amount) is the designer's fee.

Cort Furniture - \$11,279.89 to replace tables and chairs in the West Penthouse meeting room.

Park Rug - \$3,650 to replace carpet in West Penthouse meeting room.

4/27/16, Board Meeting Action Needed:

- Approve Derick Associates - exterior lights proposal (LED conversion)
- Approve Green Owl Design – lobby redecorate proposal
- Proposal for East Billiard Room conversion to kid space

***The next regular Board meeting is on May 25th, 2016.**

(May Edition)

Bridge Project - Whitlock, Darymple, Poston (WDP) - The bridge project is still underway. The contract is under review by attorneys for the contractor and SHUOA.

Snow Storm Damage- Several concrete wheel stops were replaced in the guest parking areas due to damage from the February snow storm.

Alternate Exercise Room—In-house staff are in the process of installing a fire wall between the storage room and the contractors room on the West buildings S-level, to convert the room to an alternate exercise room.

Decorating Committee—The Decorating committee is in the process of reviewing options from Green Owl Design, to redecorate the lobby and front desk areas. Once two options have been decided, the design boards will be posted in the lobby for Owners to view.

SHUOA REMINDERS

Pool Season—The pool season is almost here. If you haven't already done so, the deadline to pre-order pool passes is 3:00pm Friday, May 20th, 2016. If you do not pre-order and want to use the pool starting Memorial Day weekend (May 28th), you must purchase a guest pass at the front desk.

CHIEF ENGINEER REPORT

Gregory Grimm

Heat Pumps—Just like any home HVAC system, your heat pump needs routine maintenance and a yearly check-up to continue operating as efficiently and safely as possible. This will help prevent a number of problems with your heating system. It can also help lower your utility bills.

Home Heat Pump Maintenance—While there are some things you can do as a homeowner to extend the life of your heat pump and lower your energy bills, regular maintenance visits from a professional are an important part of keeping your system running as it should for the long haul. The single most important thing you can do is check and change your air filter as often as needed.

During the annual exam, one of our HVAC technicians will also check the refrigerant level in your unit. The amount of refrigerant, when it is low, or too high, can adversely affect performance and potentially lead to a breakdown. The compressor in a heat pump works whether you are heating or cooling your home. In the winter, the compressor reverses the flow of the refrigerant, and in the summer it supplies the refrigerant to cool the home. Having the right amount of airflow keeps the compressor operating at optimal performance levels. Changing or cleaning the filter often will prevent improper airflow. Dirty coils, fans, and debris around the outside components can also restrict airflow and lead to an overworked compressor. When the compressor breaks, it can cause major repair costs and other damages. When there are clogged components, or damaged parts, a heat pump's efficiency levels can be significantly decreased. Not only does this increase the potential for a breakdown, but it will also increase your heating and cooling energy bill. This is why it is important to maintain your heat pump by cleaning it regularly and calling for repairs as soon as you notice any issues. Don't wait until your heat pump breaks down, call us to schedule your yearly check-up or if you need any repairs.

Our Routine Heat Pump Maintenance Services—During a heat pump inspection and maintenance service, the technician will give your heating and cooling system a comprehensive inspection and cleaning.

We:

- Check the refrigerant levels
- Clean all the coils and fans
- Flush the condensate drain lines
- Add an algaecide to the condensate drain pan
- Make any necessary repairs
- Test your heat pump to ensure that it is working safely and efficiently.

We can also make heat pump replacement recommendations if it is time to replace your old heat pump with a new high-efficiency heat pump. And if you have an original heat pump that was installed when the building was built, it is time to replace that old unit. Call the office (703-578-4855), and schedule your heat pump's seasonal service today. Or just stop by and pick up information about the units we sell as replacements.

FINANCIAL MANAGEMENT

Wynfred Joshua

(May Edition)

The Financial Management Committee met on Monday, April 25, 2016. Ms. June Baker chaired the meeting in the absence of Dr. Joshua who had another commitment. A review of the financial statements for the month of March showed a total income of \$383,700. Total expenditures for March were \$232,313. Reserve contributions for the month were \$122,989 leaving net income of \$28,399. No estimated taxes were paid this past month.

Ms. Brown Slaughter provided an update on the status of the East Bridge replacement contract, and the Committee discussed the various ramifications briefly.

There were several minor questions on the Financial Statements' line items, and Ms. Brown Slaughter and Ms. Haight were able to answer them satisfactorily.

The FMC unanimously recommended that the Board approve the Derik Lighting proposal in the amount of \$8691.74 to replace exterior post lights with LED bulbs. One of the Committee members had asked if the remaining life span of the posts was approximately another 5 years, and Ms. Baker asked the General Manager to check this with the Building Engineer. Another member said that the

bulbs would probably be reusable with new posts should the need arise.

Members of the Decorating Committee attended the FMC meeting and discussed Green Owl Design's proposal. Apparently, our attorney has some questions for Green Owl, and FMC members included some areas that we believe need clarification. We were not asked to vote on the proposal at this meeting, but the Committee will vote electronically when the final proposal is ready to expedite the process.

The PPOC's white paper about repurposing the East Billiard room into a playroom for pre-school children was included in this month's FMC package, and there was a short, lively discussion. We pointed out that rules and regulations had yet to be delineated if the Board votes to approve the PPOC's proposal, and we suggested that anyone interested in expressing his or her opinions should attend the PPOC meeting and speak up.

FMC members expressed concern about the increasing numbers of rental units which could negatively affect our property values and the ability to secure mortgages. We asked Ms. Brown Slaughter to put an item on the May agenda to discuss what steps can possibly be taken to discourage increased rentals and to recover administrative costs to the Association. Several FMC members agreed to do some research to determine what other Associations are doing and what we can do at Skyline House.

The next FMC meeting is Monday, May 23, 2016. We welcome Skyline House residents as participants and observers.

(April Edition)

The key motivation for those of us who volunteer at Skyline House is the desire to maintain and enhance our living environment and to upgrade our investment. For the members of the Financial Management Committee (FMC) this means overseeing our financial activities and providing advice to the Board of Directors on those activities. Thus, we make recommendations to the Board on our regular operations as reflected in the Operations Budget and on our Reserve projects as listed in the Reserve Schedule.

The activities covered in the Operations budget are mostly executed smoothly and generally conform with our projections made during the budget process. We did have some unexpected events last year, such as the fire in the East Building in February 2015. This forced SHUOA to pay the \$10,000

insurance deductible to fix the damage to the common areas. In general, operational items were in line with the budget projections.

The FMC recommended that a fee be charged for storing bicycles in the two bicycle rooms and the Board approved the fee. However, the results were not as intended; the bicycle rooms were not filled. The FMC recommended that the fee be rescinded this year and the Board agreed, and the bicycle rooms are returning to previous capacities.

As to activities and required funding listed in the Reserve Schedule, the main achievement in 2015 was the replacement of the emergency generators. Thanks to continued pressure by PPOC and our committee the old generators were replaced last year. But no major new projects were undertaken that required funding. Although some preliminary work was done towards the replacement of the East Building bridge in 2015, unanticipated problems were encountered, and replacement of the bridge has been delayed to this year.

We are waiting for recommendations from the Decoration Committee to implement some of the items that were originally scheduled for 2015, but are expected to be undertaken this year. The one project that was funded and initiated at the end of 2015 was the replacement of the carpet in the West Penthouse gallery. As you know, this project was finished early this year in time for the annual meeting.

There is some concern in our committee that we are not meeting the schedule for replacing or maintaining the items in the Reserve Schedule projected for 2015 and 2016. Several of our members have prepared a list of items scheduled for periodic maintenance or replacement in 2016 and earlier. In cooperation with PPOC we plan to identify the projects required to be launched this year.

One project our committee recommended that proved to be successful was the establishment of the ATM machine. While it does not offer our condominium much revenue, it clearly is a convenience for residents of Skyline House. We suggest that even if we do not meet the required number of monthly transactions, we should negotiate with Access One, the company responsible for the ATM machine, to leave the ATM in place.

Another project we helped bring to a successful conclusion was the planning of the budget itself. Going through several drafts, the General Manager with the support of our Treasurer and the FMC succeeded in providing an operating budget that called for keeping the increase in the condo fee to 2.25 percent. If anything, the budget process showed the dedication

of our staff, the committee members, and the Treasurer and other Board members to maintain and enhance our living environment and our investment in Skyline House. For that, we are most grateful.

PHYSICAL PLANT & OPERATIONS

COMMITTEE (PPOC) REPORT

Al Lambert & Diane Yeager

(May Edition)

The PPOC convened its monthly meeting in the West Card Room on April 14, 2016 at 7:00 p.m. Beginning with new business, there was a discussion on Management removing resident window screens in preparation for the annual washing of windows. Owners will have the option of having their window screens removed and reinstalled this year. However, beginning next year Management will have a criteria checklist such as the proper attachment clips for securing the screen onto the window and other conditions for owners to be eligible to receive this service in the future. The second order of business was the review and concurrence with the corrective action taken by Management to fix the floor in the East Party Room. Beginning in May the east party room will be available for rental and to host events. The committee also recommended approval of the Management initiative going forward to replace the light bulbs in the perimeter exterior light poles as they burn out with LED lights. The final action taken under new business was to make a recommendation that the East Billiard room be converted to a Kid Friendly Space (pre-school). This action reflects the feedback from the owner common area amenities survey last year to have an area for Mother's with young children. The two billiard rooms are infrequently utilized and a sub-committee recommended the repurposing of one room. One billiard table will be relocated to the remaining billiard room for a total of three tables and the remaining table will be sold on EBay or Craig's list. The association will solicit toys, books, small chairs, and so forth from current residents. If the Board approves the recommendation the next step will be to formulate a committee of parents to work on logistics. *This is practically a no-cost amenity.* Our trash chute rooms continue to be abused by residents leaving boxes and rubbish on the floor of the small area rather than inserting it into the chute or using the freight elevator to take it down to the loading dock. The committee will be testing and elevating the usage of cameras to identify offenders. Thereafter, there was a discussion on the physical

condition of the association/owner balconies. Several years ago the association refurbished the balcony concrete slabs and replaced the railings. The committee has requested Management to develop a plan to inspect the condition of railings by performing a random sampling to check for deterioration or corrosion on the slab and rail mounting bolts. More information will be available next month. Lastly, the committee approved a structural change to the front lobby overhead for the decoration committee to hang pendant lights. The one caveat was to ensure the replacement lighting was functional and not only aesthetically pleasing.

The next PPOC meeting will be on Thursday, May 12 at 7:00 p.m. As always, we welcome your feedback on this article or any matter pertaining to the PPOC. This is your home! We welcome you to join us. Thank you!

(April Edition)

With 5 PPOC members, our manager and our building engineer, 2 board members, and 3 owners present, the PPOC convened at 7 p.m., March 10, 2016.

The committee discussed that the maintenance of the property is a matter of attending to small issues as well as large ones, and noted that lack of attention to detail remains a persistent problem. More emphasis on routine maintenance (e.g. painting, caulking, and timely repairs) in the short run saves money in the long run by extending the life of building components. Inspections need to be frequent and thorough. All residents are encouraged to promptly report anything that needs repair or replacement; issues can be entered in the maintenance log at the front desk or reported to the management office or to members of the PPOC.

For example, the railings in the garage are a case in point. Though they were professionally painted about two years ago, they are marred in places by corrosion and some segments are pitted and unsightly. We can learn from this that in the future we should write the contract to require two coats of paint, but for present purposes, it is important to inspect railings frequently, repaint selectively, and address water damage to prevent untimely deterioration.

Also discussed is the issue that residents are leaving boxes and unbagged trash in the area immediately in front of the trash chutes instead of disposing of it properly. In addition to being unsightly, this makes access difficult for other residents and encourages pests and rodents. The building engineer Greg Grimm will explore ways of deterring untidy and un-

sanitary trash abandonment. Residents are encouraged to promptly report such violations to the front desk so that housekeeping can be immediately notified. If residents know who is dumping trash but are hesitant to speak up themselves, they may ask management to intervene.

The report of the General Manager Michelle Brown Slaughter included an extremely helpful 5-page print out detailing the items from the reserve budget that have been or are scheduled to be addressed in 2016.

Michelle's report also included a helpful itemization of the very limited number of building components that would continue to operate from the generators in the event of a total loss of electricity. Members of the PPOC expressed particular concern that there would be no power to the management office and that the pumps in the boiler room would shut down, leaving the buildings without heat or air, and leaving the upper floors (roughly floors 10 through the penthouse) without water. Greg agreed to review the capacity of the generators with the company that installed them and report his findings at the next PPOC meeting.

After this winter's memorable snow storm, the Board had expressed a desire to have the PPOC develop a written policy concerning advance preparations for weather events such as major snowstorms, hurricanes, and the like. A lively discussion followed, and Diane Yeager agreed to bring to the next meeting a short statement for consideration.

The final topic discussed was a review of the history of balcony railing replacement at a cost of \$4 million over 4 years. Because a new method was used to attach the railings to the concrete balcony floors, the installation should be inspected at intervals. A discussion followed as to whether a visual inspection of the bolts would suffice or whether it would be better to lift some of the railing bases to inspect the slab underneath. The General Manager Michelle and Building Engineer Greg will bring an inspection plan to the next PPOC meeting, including names of firms qualified to do the inspection.

Members of the PPOC and interested residents had met in the East Party room the night before to discuss the condition of the room. Concern was expressed that spaces that are unused and given no attention inevitably deteriorate further. In order to start the process of making the room usable again, June Baker moved that that the PPOC recommend to the FMC and the Board that Universal Floors or another reputable floor company be hired to evaluate the extent and nature of the damage to the East Party Room floor, indicate the needed repairs, and offer a cost estimate. The motion was seconded by Mark

Gilliat and passed unanimously. It was noted that before the room could be used, six heating/cooling units would also need to be repaired or replaced.

The meeting was adjourned in a timely way. The next PPOC meeting will be Thursday, April 14, at 7 p.m., in the West Building meeting room (penthouse floor). The meeting is open to all unit owners.

*Footnote: The committee is seeking **new members** to participate in making recommendations to the Board related to the operation and maintenance of buildings, equipment, and grounds of the association. Committee responsibilities include an annual review of the reserve budget replacement schedule action items for the current and coming year. Develop an energy management plan, including utility usage and energy conservation measures. And the committee evaluates contract performance based on bid specifications and recommends changes as needed. **No technical knowledge is required only a willingness to devote one hour a month to a meeting.** Management provides a read ahead synopsis of the pending projects, repairs, or new initiatives. An association is shared ownership and everyone's responsibility to control costs and maintain common property maintenance and projects. Please join us. We welcome owners and renters. Thank you!*

(Annual Report)

Good Evening! Tonight I will review the PPOC charter responsibilities and the challenges associated on implementing those tasks lacking owner participation. Broadly speaking, the committee oversees the association physical assets: its land, buildings, equipment, and technology infrastructure.

Specifically, we watch over the adequacy and condition of capital assets, review policies, advocate for new structures and rehabilitate older structures. Additionally, to ascertain adequate levels of funds for maintenance and operations the committee reviews projections in the Reserve Fund for replacement components to include an evaluation of the use of space and the appropriateness of that space to its mission. For example, the 2015 owner amenity survey led to investigating a possible repurposing of common area amenities. Finally, we communicate with the Owners and Board on the physical assets and their condition through monthly reports to the Board and printed in the Skyline House newsletter.

This year our association is thirty-six years old and along with the buildings aging gracefully (i.e. nothing has that brand new appearance anymore) we have argumentatively out-of-date or redundancy in

some common area amenities while confronting the high cost of maintaining and upgrading an aging infrastructure. The pace of change in technology, material and labor costs, to include federal/state/county new building code requirements (e.g. handicap, safety, environmental), rising labor rates and material costs often result in underestimating the cost of replacing major components. Lastly, one has to consider meeting the demands and expectations of new buyers which is essential to maintaining our financial investment.

These maintenance, repair, replacement, and repurposing issues are not insurmountable and in fact can be mostly resolved through discussion, give and take, and recognizing one will not get their own way on every topic but can always influence an outcome. To minimize conflict, neutralize disappointment, and influence decisions one must accept the fact that Ownership is a shared responsibility. To put things in context one must realize that to achieve a goal we must abide by the governing documents (By-Laws), have a realistic financial budget, there must be a Real Estate component to keep our association marketable, and most importantly owner participation in governance. Addressing our future and ongoing initiatives is not about “them” but “us” as we seek to go forward in our common goal to have a safe, attractive, well maintained, and financially solvent association.

The first step in obtaining a shared responsibility is to create an environment of friendliness by saying hi, hello, giving the greeting of the day (e.g. good morning, good afternoon, etc.) as we encounter each other in the corridors and elevators. The result is to get to know people informally. This informal or casual acknowledgement of someone promotes good will and leads to a friendlier discussion and resolution of difficult issues. It allows an opportunity to compromise or a willingness to acknowledge a difference of opinion without negativity. At the end of the day, our issues, reputation as an affordable upscale condominium, safe and secure, and maintaining our investment is obtainable with simple behavioral adjustments. Participation in governance is the key going forward to promote success through an exchange of ideas with everyone having a fundamental knowledge of the issues, awareness of constraints such as the budget, building codes, and rationale for the proposed course of action. This is your Home and we encourage you to share time with us for future courses of action. Thank you!

Good Neighbors

The purpose of the Good Neighbors Program is to help residents of Skyline House who need assistance for health reasons, including residents who are house-bound. This service is NOT available for medical emergencies. In the event of a medical emergency, the resident MUST call 911 for help. Good Neighbors volunteer to help in the following ways: - Taking residents to medical appointments within the radius of approximately 10 miles. If the Good Neighbor wishes to wait for the resident at a hospital or doctor’s office, this can be arranged in advance. If the Good Neighbor goes back home, pickup time can be determined between the two parties. - Picking up prescriptions at local pharmacies. - Picking up mail or packages at the Front Desk or the mailbox. - Picking up groceries at the local supermarkets. Any requests of an unusual nature not listed above should be directed to Alina Gonzalez (703-379-5391) or Virginia Fissmer (703-379-2901). If you want to help neighbors in need, and to make the Skyline House Community even better, please contact Alina or Virginia.

May 2016 VOLUNTEERS are:

JULIA BATES	609W	703-845-0746
NILDA VIQUEIRA	715W	703-379-4239

ANSWERS

7	1	2	3	8	6	4	9	5
9	6	5	2	7	4	3	8	1
4	3	8	9	5	1	2	6	7
8	2	3	1	9	7	5	4	6
5	4	9	6	3	8	1	7	2
1	7	6	5	4	2	9	3	8
3	9	7	8	2	5	6	1	4
2	8	1	4	6	9	7	5	3
6	5	4	7	1	3	8	2	9

What comes down but never goes up?

Rain.

I’m tall when I’m young and I’m short when I’m old. What am I?

A candle.

Mary’s father has 5 daughters – Nana, Nene, Nini, Nono. What is the fifth daughters name?

Mary.

What is the longest word in the dictionary?

Smiles, because there is a mile between each ‘S’.

What word becomes shorter when you add two letters to it?

Short.

Justin A. Pacheco

Independent Vote Administrator

Election Results for: Skyline House Unit Owners' March 22, 2016**Association****Candidate****Total Votes**

Gregory Grimm

26.1940%

Richard Porter

23.7000%

Nenad Mandich

21.2720%

Abdelwahab Hassan

14.0470%

Abstain

12.4240%

Write In—Bryant Stukes

0.3900%

Write In—George Selim

0.2160%

Write In—Mark Gilliat

0.2160%

Write In—Khiem Nguyen

0.2160%

Write In—Al Lambert

0.1720%

Write In—Sally O'Brien

0.1320%

Write In—Donaa Truelove

0.1260%

Write In—Michael Truelove

0.1260%

Ballots Counted: 179**Representing 33.0770% of the
Membership**

PO Box 6448

Phone 410-268-6788

Annapolis, MD 2140-0448

Email Justin@action-management-inc.com

**DEADLINE TO PRE-ORDER POOL PASSES
IS FRIDAY, MAY 20th AT 3:00 P.M.**



**PRE-ORDER YOUR POOL PASSES AT
THE MANAGEMENT OFFICE
NO LATER THAN 3:00PM MAY 20th**

**THEN COME BY AND PICK UP YOUR PASSES AND A COPY
OF THE RULES AT FRONT DESK**

**SWIMMING POOL OPENS
SATURDAY, MAY 28th, 2016**

***IF YOU DON'T PRE-ORDER AND WANT TO USE THE POOL
STARTING THIS MEMORIAL DAY WEEKEND, YOU MUST
PURCHASE A GUEST PASS AT THE FRONT DESK.***

SKYLINE HOUSE CALENDAR

MAY 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Recreation Committee 7:00 PM Meeting Room Library Open 7:00 – 8:00 p.m. East Penthouse	3	4	5	6	7
8	9 Library Open 7:00 – 8:00 p.m. East Penthouse	10	11 Security/ Safety & NW 7:00 PM Meeting Room	12 PPOC 7:00 PM Meeting Room	13	14
15	16 Library Open 7:00 – 8:00 p.m. East Penthouse	17	18	19 CRC 7:00 PM Meeting Room	20	21
22	23 FIN MGT 7:00 PM Meeting Room Library Open 7:00 – 8:00 p.m. East Penthouse	24	25 BOARD 7:00 PM Meeting Room	26	27	28
29	30 LIBRARY CLOSED Office closed	31				

BOARD OF DIRECTORS

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