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Manager Roles in Community Association Management: What is the Difference?

By Roy Dela Cruz, CMCA®, ARM®

You have probably heard references to a Site Manager, Resident Manager, General Manager and Property Manager (aka Community Association Manager) discussed or mentioned in daily conversations in the Community Association management industry. But what defines and differentiates each role? The answer is, ***“it depends.”*** Every association is similar in the way it is governed. The organization and operation of the association is subject to their governing documents (i.e. Declarations, Conditions, Covenants and Restrictions (DCCR), By Laws, Articles of Incorporation and House Rules) and regulated by state statutes (i.e. HRS 514B – Condominium Law, HRS 421J – Planned Community Law and 414B – Hawaii Non-profit Corporation Act). The association's governing documents may include verbiage on the type of “manager” it employs.

State Statutes defines a “Resident Manager” as: ***“any person retained as an employee by the association to manage, onsite, the operation of the property.”*** The title of “Manager” is given to someone who is employed by the association to “manage the operation of the property.” The “Manager” title is further defined through the degree of participation in governance, responsibility of managing employees and required or acquired knowledge to properly operate the business administration of the association and living accommodations. The following chart provides a basic breakdown of the different responsibilities, scope, and reporting for each of the manager titles:

Site Manager

Primary Responsibilities: A Site Manager oversees the operations and activities of a specific site or location. They ensure that the site runs smoothly, projects are completed on time, safety regulations are followed, and resources are managed efficiently. ***Usually does not reside on property***

Scope: Typically focused on operational and logistical aspects of a single site. Their role may include managing site staff, liaising with contractors, and overseeing on-site issues.

Reporting: Often reports to management, such as Board of Directors and Property Manager.



HAWAII CHAPTER

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The Hawaii Community Associations Institute newsletter is published for association leaders and other related professionals of CAI. Authors are encouraged to submit articles for publishing consideration.

This publication is designed to provide accurate and authoritative information regarding the subject matter covered. It is issued with the understanding that the publisher is not engaged in rendering legal, accounting or other professional services.

CAI Hawaii Community Associations Institute newsletter provides an opportunity for information and/or comment.

Articles do not necessarily reflect the viewpoint of the Chapter. The reader should not act on information contained herein without seeking more specific professional advice.



President's Message



Dear Members,

I am incredibly honored and excited to serve as your president for the upcoming year. Over the past two years, I have had the privilege of serving on the chapter's board. During this time, I also had the opportunity to chair the Newsletter Committee and serve on both the Legislative Action and Programs Committees. These roles allowed me to work closely with and learn from past presidents Kanani Kaopua, Melanie Oyama, and Terry Schulze, as well as many other dedicated volunteer members from across the state—each of whom has contributed to our chapter's success over the last 39 years.

As this year comes to a close, we bid a fond aloha to board members Roy Dela Cruz and Randy Au, who each completed their second terms as of our annual meeting on November 1st. At that same meeting, we officially welcomed two new board members—Dela Lafleur (Community Manager at Ewa by Gentry) and Ronn Lepage (Community Association Volunteer)—as well as our new Chapter Executive Director, Shekinah Stevens. I am confident that they will bring fresh perspectives to our organization as we continue to evolve and grow.

Our chapter has always been committed to providing high-quality education and resources to community associations across the state, and I am confident that this will continue for the foreseeable future. Preparation for 2025 began in June when we selected the topics for next year's programs. You can find the full list of our 2025 Calendar of Events on the back of this newsletter. As we look ahead to the coming year, I am excited to announce that we will be returning to in-person programs. Due to the increased costs of holding in-person events, handouts will be provided digitally to save on printing costs. Those interested in printed handouts can purchase them as an optional add-on. We will continue to offer a recorded streaming option for those unable to attend in person. If you are not yet an annual pass member, I highly recommend taking advantage of the opportunity to purchase an annual pass.

I am also excited to share that we are implementing a new digital platform called GlueUp, which is currently being used by other chapters. This platform will significantly improve our engagement with members. In the near future, our website will be modernized, enhancing the user experience for all.

As we move into the new year, our chapter's 40th year of existence, I wish you all a safe and joyful new year!

Warm Regards,

Michael Ayson, CIC & CRIMS

President, Community Associations Institute Hawaii Chapter



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Manager Roles *continued from page 1*

Resident Manager

Primary Responsibilities: A Resident Manager is usually responsible for the management of a residential property, such as an apartment complex or condominium. They oversee tenant relations, maintenance issues, and the day-to-day operations of the property. Often provided an on-site unit as part of the compensation.

Scope: Focused on the well-being and management of the property and the residents. Their duties can include: coordinating maintenance, overseeing resident concerns, covenant enforcement, managing amenities, managing site staff, liaising with contractors, and ensuring the property complies with local regulations.

Reporting: They generally report to the Board of Directors and Property Manager.

General Manager (GM)

Primary Responsibilities: A General Manager oversees the overall operations of the association and is responsible for strategic planning, financial planning, staff management, and ensuring that the association meets its maintenance and operational goals. The GM title is associated with larger properties with multiple amenities and unit classifications. GM is often provided an on-site unit as part of the compensation.

Scope: Broader and more strategic role, often covering multiple areas of business, construction trades, facilities operations and maintenance, personnel management, and resident relations. They have authority over different managers and departments.

Reporting: Reports to Board of Directors and Property Manager

Summary

- **Site Manager:** Focuses on the operations of a specific site.
- **Resident Manager:** Manages a residential property, often living on-site.
- **General Manager:** Oversees the overall functioning of an association with a strategic focus.

These roles differ significantly in scope, responsibilities, and the level of management they engage in.

A **Property Manager (aka Community Association Manager)** is responsible for managing the operations and affairs of a residential community, such as a homeowners' association (HOA), condominium association, or a co-op. Here is an overview of their key roles and responsibilities:

1. Administrative Management

- **Board Support:** Work closely with the association's Board of Directors, attending meetings, preparing agendas, and providing recommendations or reports on community issues.
- **Record Keeping:** Maintain and organize association records, including meeting minutes, financial documents, governing documents, and contracts.
- **Enforcing Rules and Regulations:** Ensure that community rules, regulations, and covenants are upheld and followed by all residents. This may involve issuing violation notices and coordinating compliance efforts.

2. Financial Management

- **Budgeting and Financial Planning:** Assist the board in developing and managing the community's annual budget. Oversee financial matters such as accounting, billing, and expenses.



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- **Fee Collection:** Manage the collection of association dues, fees, and assessments from residents, and take action on delinquent accounts as needed.
- **Financial Reporting:** Provide regular financial statements and updates to the board, including cash flow analysis and budget performance.

3. Property and Maintenance Oversight

- **Maintenance Coordination:** Usually collaborating closely with an on-site manager (see chart), help to oversee and coordinate regular maintenance and repair of community assets, such as landscaping, recreational facilities, and common areas. Collaborate with contractors and vendors to ensure high-quality service.
- **Inspections:** Conduct routine inspections of the community to ensure everything is well-maintained and address any issues that arise.
- **Vendor Management:** Manage contracts with service providers and vendors, including negotiating terms and ensuring work is completed satisfactorily.

4. Resident Relations

- **Communication:** Serve as a point of contact for residents, addressing questions, concerns, and requests. Distribute important information, such as newsletters, updates, and notices.
- **Conflict Resolution:** Mediate disputes among residents or between residents and the association, working to resolve conflicts amicably.
- **Community Engagement:** Collaborating closely with an on-site manager (see chart), promote a sense of

community through organizing events or initiatives to engage residents and improve quality of life within the association.

5. Legal and Compliance

- **Governing Document Compliance:** Ensure that the association operates in accordance with its governing documents and relevant state laws. This may involve coordinating with legal professionals on complex matters
- **Risk Management:** Identify and manage risks to the community, including insurance policies, safety protocols, and disaster preparedness plans.

A **Community Association Manager** acts as the link between the Board of Directors, on-site manager, residents, and service providers to ensure that the community runs efficiently and harmoniously. They oversee administrative, financial, maintenance, and resident-related duties to support a well-maintained and legally compliant community.

Overall, the “titles” of Managers can be intertwined with the specific roles and responsibilities and the expectations of the association’s Board of Directors. Although different in application, they all carry the same label **“Manager”** – **an individual with leadership skills tasked with leading, planning, staffing, and organizing an organization, to protect, preserve, maintain, and enhance the property to ensure high property values and quality of life for all residents.**

About the Author:

Roy Dela Cruz, CMCA®, ARM® is a Community Association Manager with over 20 years of community association management experience in portfolio management and on-site building management (Site and General Manager).

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2025 Program Overview

*Check-In at 11:30am /
Seminar starts promptly at 12:00pm*

**JCC – Japanese Cultural Center /
NBC – Neal Blaisdell Center**

Wed, Feb 12*

“Meetings, Meetings and More Meetings, Oh My”
JCC

Thu, Mar 6*

“Major Project Management”
NBC

Thu, May 8*

“Where’s the Money - Association Funding”
JCC

Sat, Jun 14*

Board Leadership Development Workshop - Part I
Zoom

Sat, Jun 21*

Board Leadership Development Workshop - Part II
Zoom

Thu, Jul 17

Legislative Update
JCC

Thu, Aug 21

“Mixed Plate”
JCC

Thu, Sep 25

“Owners Rights, Board Rights and Association Rights”
JCC

Thu, Oct 23

“EV, Fires and Sprinklers”
JCC

**This seminar or educational presentation is entirely or partly funded by funds from the Condominium Education Trust Fund (CETF), for condominium unit owners whose associations are registered with the Real Estate Commission. The CETF is administered by the Real Estate Commission which is attached to the Department of Commerce and Consumer Affairs, State of Hawaii, through the Professional and Vocational Licensing Division.*

HUGS Hawaii: Embracing Families in Need

By Kanani Kaopua

For over 40 years, HUGS (Help, Understanding & Group Support) Hawaii has been a vital support system for Hawaii's families facing the emotional and financial challenges of caring for a seriously ill child. Founded by volunteers from Unity Church on Oahu, HUGS Hawaii emerged from a heartfelt need to support families in crisis, providing them with strength, hope, and respite during difficult times. HUGS serves children from birth to age 21 who have been diagnosed with life-threatening illnesses, including cancer, cardiac issues, chromosomal abnormalities, and organ-related conditions.

HUGS offers unique programs to support families on multiple fronts. One essential service is monthly respite events which give caregivers time to recharge by providing free childcare for children ages 6 months to 12 years. Children are paired with buddies in a safe environment to enjoy fun and supportive activities while their parents and caregivers take some much-needed time for themselves.



Family events are also central to HUGS, bringing families together to relax, share experiences, and support one another in a caring environment while their kids play. Many parents find solace in

meeting others who understand the unique challenges they face. Additionally, peer support groups for moms and dads provide a valuable opportunity to bond with other parents, offering a safe space to share and enjoy a night of camaraderie.

Sibling support is a crucial component of HUGS, as siblings often face their own struggles, feeling forgotten amid the attention given to their ill brother or sister. Through an annual "SibCamp," HUGS provides a supportive retreat for children ages 7 to 17, where they can express their feelings, build self-esteem, and make friendships with other siblings facing similar challenges. Camp activities give these siblings the emotional boost they need, with many looking forward to the experience each year.

Case management and hospital outreach are also essential to HUGS' services. Through the Ho'okele Program, case managers connect families with resources, referrals, and assistance with financial needs such as emergency rental support, job placement, or childcare. HUGS staff and trained volunteers also make regular hospital visits, bringing toys, gift cards, and interactive games to children undergoing challenging treatments. During extended hospital stays HUGS provides hygiene kits and, when necessary, offers airfare assistance, allowing families to stay together during critical medical treatments that aren't available in Hawaii.

Annual events like the "Paddle Out for HUGS" and "Celebration of Life" hold special meaning for HUGS families. The "Paddle Out," organized by the Honolulu Elks Lodge, allows families to enjoy the ocean together on a canoe which is a first for many. The "Celebration of Life" is held at the HUGS Memorial Garden at Sunset Ranch, where trees are planted in memory of HUGS keiki who have passed, creating a lasting tribute for families to honor their loved ones.



HUGS Hawaii's mission continues through the dedication of its staff, volunteers, and donors. For more information on how to support HUGS or get involved, visit www.hugshawaii.org.

About the Author:

Kanani Kaopua, Senior Vice President at Hawaiian Properties LTD, serves as a HUGS Hawaii Board Member and is the Past President of the HUGS Young Professionals. You can reach Kanani at 808-539-9501 or kananik@hawaiianprop.com.



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Presented to

MELANIE OYAMA

COMMITTEE CHAIR OF THE YEAR AWARD

IN RECOGNITION OF YOUR DEDICATED AND OUTSTANDING CONTRIBUTIONS AS COMMITTEE CHAIR FOR THE NEWSLETTER COMMITTEE

Presented to

MICHAEL AYSON

CHAPTER & INDUSTRY APPRECIATION AWARD

IN RECOGNITION OF YOUR SUPPORT OF AND CONTRIBUTIONS TO CAI HAWAII AND THE STATE OF HAWAII'S COMMUNITY ASSOCIATION INDUSTRY

Presented to

RANDY AU

MAHALO AWARD

IN RECOGNITION OF YOUR EXCELLENT SERVICE, GOING ABOVE AND BEYOND EXPECTATIONS

Presented to

MILES HARADA

MAHALO AWARD

IN RECOGNITION OF YOUR EXCELLENT SERVICE, GOING ABOVE AND BEYOND EXPECTATIONS

Presented to

RICHARD MA

BOARD MEMBER RECOGNITION AWARD

IN RECOGNITION OF YOUR CONTINUOUS AND DEDICATED SERVICE AS CHAPTER BOARD MEMBER AND TREASURER

Presented to

RANDY AU
2020 – 2024

HOKU AWARD

IN RECOGNITION OF YOUR PARTICIPATION AS A NEWSLETTER CONTRIBUTING AUTHOR AND NEWSLETTER COMMITTEE MEMBER AND MEMBER OF CAI HAWAII'S LEGISLATIVE ACTION COMMITTEE AND INTEREST IN BEING A FUTURE LEADER WITH CAI HAWAII

Presented to

ELAINE PANLILIO

CAI Hawaii Elects 2 New Board Members



Dela LaFleur, AMS, CMCA, PCAM, LSM is the Executive Director for Ewa by Gentry Community Association, a master planned community of almost 8,500 homes. Dela has been an active member of CAI since 2011. She has served on the Hawaii Chapter Education and Mentoring committees, has been a presenter at the National Conference, is in her second term as a member of the Large-Scale

Managers Committee and has participated in the Advocacy Summit in Washington, DC. She has hosted two Large Scale workshops in Hawaii sharing best practices, lessons learned, and emerging trends with managers from throughout the country.



Ronn Lepage is a Chartered Professional Accountant (non-practicing), Certified Management Consultant, and Chartered Director. Born and raised in Saskatchewan, Ronn graduated from the University of Saskatchewan with a Bachelor of Commerce, Accounting and Computers in 1978 and a Masters of Science, Environmental Strategy in 2013.

Until May 31, 2009, Ronn was a partner with Deloitte, Canada's largest professional services firm. His 30 years of experience at Deloitte have provided him with a broad background in consulting. Over the years he has had the opportunity to serve clients in Canada, the United States and Australia.

Ronn took early retirement from Deloitte to start a second career, helping people to move to a more eco-friendly life style. His company, Vereco Homes Inc, focused on helping Canadians to build smart green homes. Ronn sold Vereco in late 2017 and still acts as a senior advisor to the new management team.

Ronn has worked on a number of corporate and not-for-profit boards. He is currently a volunteer director of the One Waterfront Towers AOA where he is Treasurer and chairs the Audit and Finance Committee, the Cost Reduction Subcommittee, the Budget Subcommittee and the Electric Vehicle Infrastructure Committee. Ronn has recently joined the board of the Community Associations Institute Hawaii as Treasurer.

Happily married with 8 children and 17 grandchildren, Ronn enjoys spending time with friends and family, adventure travel and anything outdoors.

Better Building Benchmarking

By Adrian Hong, Owner of Hong Consulting, LLC.

If you are curious to learn more about Hawaii's energy usage, water consumption, and greenhouse gas emissions, then a recent release of data by the City and County of Honolulu (C&C) Better Buildings Benchmarking report may be of interest. For those unfamiliar with the Better Buildings Benchmarking Ordinance (Ordinance 22-17), it requires Oahu building owners to submit a benchmarking report to the C&C on an annual basis and is available for download in Excel format for the first time.

Buildings with a gross floor area of 100,000 square feet or more started submitting their benchmarking reports in 2023. Buildings with a gross floor area of 50,000 square feet or more will have to start submitting their benchmarking reports by September 30th, 2024, and buildings over 25,000 square feet will have to start reporting by June 30th, 2025.

The report contains metrics regarding the building's energy usage, water usage, and greenhouse gas (GHG) emissions. Metrics for buildings that reported last year can be downloaded by clicking the following link: <https://www.resilientoahu.org/s/BBB-2023-Disclosure-Data-Report-61824.xlsx>. The data can also be viewed in a visual format by using the C&C's Transparency Map. The following link allows the user to view buildings by compliance status, Energy Star Score, site energy use intensity, water use intensity, property size, and year built: <https://maps.touchstoneiq.com/honolulu/>.

The following are some preliminary statistics pulled from the data on multifamily housing buildings in compliance with the ordinance¹:

- Average gallons/square foot of water usage for multifamily housing buildings 100,000 square feet or more was 57 gal./square foot.
- The lowest gallons/square foot reported for a multifamily housing building was 0.02 gal./square foot and the highest was 181.9 gal./square foot.
- The median gallons/square foot for multifamily housing buildings was 56.6 gal./square foot.
- Average kBtu/square foot of site energy usage for multifamily housing buildings 100,000 square feet or more was 29 kBtu/square foot.
- The lowest kBtu/square foot reported was 0.7 kBtu/square foot and the highest was 116.7 kBtu/square foot.
- The median kBtu/square foot for multifamily housing buildings was 25.7 kBtu/square foot.
- The greenhouse gas emissions for multifamily housing buildings ranged between 25.6 metric tons CO₂e and 5,785.9 metric tons CO₂e, with an average of 1,828 metric tons CO₂e.

Thirty-four of the 106 multifamily housing buildings were listed as pending revisions, meaning that only 68% were in compliance with the ordinance. This amount does not include buildings that failed to submit a benchmarking report.

The value of these statistics will be in comparing them over time as buildings submit benchmarking reports each year. That will allow researchers to determine trends in water and energy usage. As last year was the first year Oahu buildings had to start

reporting, there is no trend data right now. However, there is energy data from other states. The following median and mean site energy use intensity was pulled from EnergyStar Portfolio Manager Data Explorer for multifamily housing²:

State	Median (kBtu/square foot)	Mean (kBtu/square foot)	Property Count
All States	51.1	58.3	10,000-49,999
Arizona	36.7	38.6	250-500
California	34.4	36	10,000-49,999
Oregon	35.9	40.7	100-249
Washington	32.6	36.9	1,000-2,499

Oahu's multifamily housing energy use intensity is below that of all the states combined and that of our nearest neighbors. That could be due to not having to heat homes during winter, the condition of multifamily housing on Oahu, or the fact that not all of Oahu's buildings have reported yet. Future data will provide a clearer picture of Oahu's buildings energy and water usage.

What is clear in the preliminary inspection of the statistics is data quality will need to be a focus of buildings, consultants, and the C&C going forward. It is unlikely that the average multifamily housing building uses 284,900% more water than the lowest user and 4,043% more energy than the lowest user. While the City provides resources to help buildings comply, the 32% of buildings who are not in compliance may be experiencing challenges, including access to whole building data, turnover in building management, or have yet to learn the requirements for compliance. Buildings will also need to take the reporting requirement more seriously for more individuals, businesses, and governments to rely on the data. Many businesses that supply multifamily housing with products and services already have great interest in the benchmarking data. However, if data quality remains low, no one will be able to rely on it.

About the Author:



Adrian Hong is owner of Hong Consulting, LLC., a consulting firm that helps clients measure and report on their sustainability. He is hosting the following webinars on Better Buildings Benchmarking compliance:

- February 25th, 2025 | 9 AM - 10 AM
- March 18th, 2025 | 10 AM - 11 AM
- April 24th, 2025 | 2 PM - 3 PM

If you are interested in attending one of these webinars, please contact him by email at adrianhong@hongconsultingllc.com.

¹ City & County of Honolulu. BBB 2023 Disclosure Data Report 6.18.24. Publication Date 2024-06-18. Excel. Date accessed 2024-07-15. <https://www.resilientoahu.org/s/Copy-of-BBB2023DisclosureDataReport71724-2x8m.xlsx>.

² Environmental Protection Agency (EPA). EnergyStar Portfolio Manager Data Explorer. Web Portal & Excel File. Date accessed 2024-08-21. https://portfoliomanager.energy.gov/dataExplorer/?_gl=1*qtat3r*_ga*MTM3MjI0Njc1NS4xNjgyMzgWmZAz*_ga_S0KJTVVLQ6*MTcyNDI4MzgWNS4yMjAuMS4xNzI0Mjg1NDYyLjAuMC4w.

New PCAM Has Inspiring Journey

By Jackie Queja

Earning my PCAM (Professional Community Association Manager) designation through the Community Associations Institute (CAI) has been one of the best decisions for my career. Working as an Administrative Assistant at Discovery Bay AOA for seven years, I've become very involved in our building, attending board and annual meetings and overseeing major projects. This made me realize that I wanted to become a Resident Manager one day.

In May 2021, during the COVID-19 pandemic, I earned my ARM (Accredited Residential Manager) certification through IREM. With the unwavering support from the Discovery Bay Board, General Manager, Operations Manager, and co-workers, I pursued further professional development. I earned my CMCA (Certified Manager of Community Associations) and AMS (Association Management Specialist) certifications, building a solid foundation for my career.

Encouraged by my team, I advanced by taking my M-200 classes and applied for the PCAM Case Study. I faced setbacks, including not passing the first case study, but I didn't let that

stop me. With the encouragement and assistance of my team at Discovery Bay and other professional industry partners, I persevered and successfully achieved my goal.

Now, at thirty years old and thriving, I am proud of myself for this journey. Getting my PCAM designation has made me better at my job and more confident. I'm excited about the future and looking forward to becoming a Resident Manager. I'm always learning and eager to meet new people and build connections.

My message to young professionals like me is don't give up. Put yourself out there and look for mentors who can teach you what you want to learn. Don't be afraid to ask questions. There are many experienced people ready to help you. Your hard work and willingness to learn will lead to amazing opportunities. Every challenge is a chance to grow, and with the right support, you can achieve your dreams.

About the Author:

Jackie Queja is an Administrative Assistant at Discovery Bay. She has earned her ARM, CMCA, and PCAM designations.



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Your Voice Matters: Building a Stronger Community by Submitting Your Testimony

By Elaine Panlilio, CRM, CIC, CISR

If you live in a community association, you know how important it is to have a say in the policies that affect your way of life. Each year, legislation directly impacting community associations is introduced at the federal, state and local levels. While all legislation is important and requires attention, CAI identifies major trends that become priority issues. To view CAI's legislative priorities for 2024, please visit this link:

<https://www.caionline.org/advocacy/advocacy-priorities-overview/>

Whether it's property maintenance, noise ordinances, or rules on shared amenities, public policies shape our communities in ways big and small. But too often, these policies are crafted without enough input from the people they impact the most—you.

That's why it's critical for those of us in community associations to get involved and make our voices heard. By testifying on issues you care about, submitting testimony to legislators, and sharing your experiences, you can help create good public policy that benefits the majority of community association residents. Here's why your voice is needed:

1. Protect the Quality of Life in Your Community

Whether it's safety measures, building regulations, or property rights, legislative decisions impact your everyday life. By sharing your perspective, you're helping shape policies that protect your rights and improve the living environment for everyone in your association.

2. Influence Policies with Firsthand Experience

As a resident, you bring unique insights into the challenges and benefits of community association living. Your testimony provides valuable real-world context that legislators need to create fair and balanced policies and avoid unintended consequences.

3. Foster a Sense of Community and Engagement

When we engage in the legislative process, we're not just speaking for ourselves—we're building a stronger, more connected community. Your advocacy can help set the stage for positive change and inspire others in your community to get involved.

Taking action is easier than you might think. Register on: <https://www.capitol.hawaii.gov/>

Once you have registered, go on the "My Legislature" tab: <https://www.capitol.hawaii.gov/account/>

The "My Legislature" tab helps you stay informed by letting you sign up for hearing notifications, submit your testimony, and track the bills you're following. Use it to learn about important issues, read testimony from others, prepare what you want to say, and submit it to legislators and/or testify at hearings.

The Hawaii State Legislature offers multiple ways to give testimony—either in person, remotely through Zoom, or in writing on their website under the "Participate" tab by selecting "Submit Testimony"—making participation more convenient

than ever.

Let's work together to make community associations better places to live for everyone. Your input is powerful, and your involvement can make a lasting difference. Speak up today and help shape the future of your community!

About the Author:

Elaine Panlilio, CRM, CIC, CISR is the AOA Unit Manager at Atlas Insurance Agency, the largest locally owned insurance agency in Hawaii. Elaine has 18 years of insurance experience and holds the Certified Risk Manager, Certified Insurance Counselor and Certified Insurance Service Representative professional designations from the National Alliance for Insurance Education and Research. She is a member of the Community Associations Institute (CAI) Legislative Action Committee Hawaii Chapter.





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2025 Calendar of Events

February 12

“Meetings, Meetings, and More Meetings, Oh My”

- Electronic Annual Meetings
- Electronic Voting (Step-by-Step)
- Board Meetings (Quorum, Minutes, Conflicts of Interest)

March 6*

“Major Project Management”

- Project Manager (is it necessary)
- Contractors (licensed)
- Bidding (how many & what to look for)
- Contracts (how to read & what to look for)
- Responsibility for Unit vs. Common Element

May 15*

“Where’s the Money – Association Funding”

- Loans (C-PACER)
- Special Assessments
- Borrowing from Reserves
- Maintenance fee increases
- Collections

June 14, 21*

Board Leadership

July 17

LAC

August 21

“Mixed Plate”

- Governing documents (review & common amendments)
- House Rules (what may and may not be included)
- Restatement

September 25

“Owner Rights, Board Rights, and Association Rights”

- Owners’ bundle of sticks (rights and methods to address positive change)
- Rogue and Bullying Board members
- Owner and Board member harassment
- Tenant violations and remedies

October 23

“EV, Fires, and Sprinklers”

- Electric Vehicle Charging Stations
- Solar Panels
- Solar Bill
- Association rebate(s)
- E-Bike Fires/Sprinklers (HFD)

November 7

Annual Membership Meeting

*This seminar or educational presentation is entirely or partly funded by funds from the Condominium Education Trust Fund (CETF), for condominium unit owners whose associations are registered with the Real Estate Commission. The CETF is administered by the Real Estate Commission which is attached to the Department of Commerce and Consumer Affairs, State of Hawaii, through the Professional and Vocational Licensing Division.