



Board Member 101 Training
May 18, 2026



CAI 2018 Outstanding Large Management Company of the Year



HOMEOWNERS ASSOCIATION MANAGEMENT

Commitment to Community – CAMCO Cares!

Board Member 101 Training



Revised 04/01/26



INSTRUCTORS

Lucille Sanchez

Vice President of Association Services

Lucille oversees, mentors and coaches CAMCO's community managers of various experience levels and over 15 administrative team members.

After gaining experience in banking and retail, Lucille began her HOA management career with CAMCO in 2018 in its developer division. The company's commitment to education and employee advancement helped her to gain experience and effectively transition and succeed in CAMCO's portfolio division. She took over managing as Vice President in February 2026.

Karen McClain

General Manager, Tuscany Master Association, CMCA, AMS, PCAM

Mary Ann Hubbard

Chief Financial Officer

Mary Ann Hubbard has lived in Las Vegas for 25 years and brings more than 20 years of experience in HOA accounting roles, from both the corporate and community sides. She started her career with CAMCO as Controller before being promoted to CFO in 2022.

Well-versed in all accounting processes and with past experience leading successful teams in high-aced environments, she also served as a financial executive in the construction and mining industries. Hubbard brings a long history of implementing effective policies and procedures, establishing sound financial controls and structures, and training professionals on best practices.



HOMEOWNERS ASSOCIATION MANAGEMENT

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Section 1

Roles & Responsibilities

CAMCO'S GOAL

Our Commitment to Service:

- Our role and goal is to support the Board by providing the information, guidance, and operational support needed to make informed decisions.
- Through continuous evaluation and improvement of our processes, staff, and quality of work, we strive to deliver a high level of professional service while helping ensure the association operates smoothly, remains compliant with governing documents and laws, and that Board decisions are implemented efficiently.

WHAT DOES THE MANAGEMENT COMPANY DO?

- **Accounting function**
 - Processes payment transactions
 - Handles invoices processing
 - Reconciles bank statements
- **Assurance**
 - Ensures all corporate legal records and findings are properly maintained
- **Enforcing**
 - Ensures compliance with governing documents of the community
- **Role**
 - Serves as the liaison between homeowners and the Board
- **Additional Support**
 - Provides knowledgeable guidance and industry expertise
 - Recommends qualified vendors experienced in servicing community associations

WHAT TO EXPECT FROM YOUR MANAGER?

- Support enforcement of the Association's CC&Rs
- Review invoices for accuracy prior to processing
- Prepare meeting notices and complete board packets for board meetings
- Record and prepare minutes for board meetings
- Facilitates and support board actions and decisions
- Inspect common areas to identify maintenance needs and evaluate vendor performance
- Obtain sealed proposals for services and projects
- Coordinate and oversee maintenance projects within common areas

EMERGENCY SITUATIONS

- An emergency is considered any of the following situations:
 - Fire
 - Flood
 - Blocked access preventing entry to or exit from the community
- Call 911 first for any life-threatening emergency
- After emergency responders have been contacted, notify CAMCO to ensure proper follow-up
- An on-call manager is provided after business hours, 7 days a week, 24 hours a day.

THE BOARD OF DIRECTORS

- The Association is governed and managed by the Board of Directors, also known as the Executive Board.
 - Board members are elected by the homeowners during the annual election meeting.
 - Homeowners elect the Board members, and the Board members then elect the officers (President, Vice President, Treasurer, Secretary, etc.).
 - All Board members hold equal voting authority.
 - The Board is responsible for enforcing the governing documents consistently across all owners to prevent selective enforcement.

THE ROLE OF THE BOARD

HOA Boards oversee and manage the association's funds, assets, and operations as part of a non-profit corporation.

- Stay informed, take education classes. The better informed you are, the better equipped you will be when making decisions.
- Responsible for budgeting and allocating funds for the association's operations, maintenance, and repairs.
- Assets include all common areas, amenities, and shared community property.
- The Board's role is to preserve, enhance, and maintain the value of the corporation's assets through timely maintenance and proper oversight of all common areas.

CONFIDENTIALITY

Board members have access to sensitive personal information about homeowners and residents.

- Store all board-related documents securely at home, ensuring they are not accessible to family members, friends, or neighbors.
- Do not disclose any matters discussed during executive sessions in public or to anyone outside the Board of Directors or the management company.

FIDUCIARY DUTY

- This means it is the board's responsibility to act in a manner that serves the entire community, not just a few homeowners.
- The board should always act in the best interest of the association(s).
- NRS 116.3103 (1) Except as otherwise provided in the declaration, the bylaws, this section or other provisions of this chapter, the executive board may act in all instances on behalf of the association.

INDUSTRY PROFESSIONALS

We recommend that the Board rely on qualified industry professionals for their expertise and guidance. Examples include:

- Community Manager
- Reserve Study Professionals
- Construction Experts
- Banking, Financial, and Risk-Management Professionals
- Legal Professionals – The Ombudsman’s Office has dismissed complaints in cases where Boards acted on the advice of their attorney.
- Licensed and Insured Contractors and Specialists

Section 2

Governance

HIERARCHY OF THE LAW

Homeowners Associations rely on multiple governing documents, and at times these documents may appear to conflict. When that happens, the hierarchy of authority determines which document prevails.

- **Which Documents or Authority Takes Priority?**

- **Federal Laws** – Always take precedence. (Highest in the hierarchy)
- **State Laws**
- **County Laws**
- **Municipal Laws**
- **NRS 116 / NAC** – Unless otherwise stated.
- **Recorded Map, Plat Map, or Plan** – Defines ownership boundaries and property locations.
- **Articles of Incorporation** – Registers the association with the state and establishes the corporation.
- **Bylaws** – Outline how the association operates and define Board responsibilities.
- **Covenants, Conditions & Restrictions (CC&Rs)** – Also known as the Declaration; sets community-wide rights and obligations.
- **Board-Adopted Resolutions** – Includes rules and regulations, and policies that are adopted by the Board. (Lowest in the hierarchy)

Note: *The governing documents themselves typically define the exact hierarchy for that association.*

LAWS

Federal laws take precedence over all other governing documents. The federal regulations most commonly affecting HOAs include:

- FCC Regulations – Rules governing satellite dishes and communication equipment.
- Fair Housing Act – Protects against discrimination in housing-related matters.
- Fair Debt Collection Practices Act (FDCPA) – Governs debt-collection activities and homeowner interactions.
- Department of Energy Regulations – Covers items such as solar energy systems, wind energy devices, and rolladen shutters.
- State-Level Regulations
- Nevada Revised Statutes (NRS) 116 – The primary state law governing homeowners associations in Nevada.
- Executive Orders
- Governor's Mandates – For example, statewide directives issued during COVID-19 impacting community operations and amenity closures.

GOVERNING DOCUMENTS

- The term “governing documents” includes the:
 - Articles of Incorporation
 - Bylaws
 - Plat Maps
 - Public Offering Statement
 - Covenants, Conditions & Restrictions (CC&Rs)
 - Rules and Regulations
- Every homeowner receives and signs acknowledgment of receiving a complete set of the Association’s governing documents at the time of purchase.

CC&Rs

- Covenants, Conditions & Restrictions (CC&Rs) – a recorded legal document that applies to every lot in the community and establishes use restrictions tied to each property’s deed.
- The recording of the CC&Rs is what formally creates the structure and authority of the Homeowners Association.
- The Board should consistently reference the CC&Rs when making decisions, ensuring alignment with the community’s foundational governing document.
- Not easy to amend

CC&RS

- Although the entire document is important, the following sections are especially critical for effective administration of the Association:
 - Assessments & Collection Procedures
Outlines assessment obligations and the process for collecting delinquent assessments.
 - Maintenance Responsibilities
Defines which components are maintained by the Association and which are the responsibility of homeowners.
 - Use Restrictions
The primary section that explains what homeowners may or may not do on their property. *Architectural review guidelines also fall under this category.*
 - Insurance Requirements
Details the insurance responsibilities of both the Association and the homeowners.

BYLAWS

- Bylaws outline how the corporation is governed, including procedures and responsibilities such as:
 - Membership Meeting Procedures
Guidelines for quorums, notice requirements, meeting locations, and how membership meetings are conducted.
 - Board of Directors Governance
Defines Board duties, term lengths, processes for removal or resignation, and how vacancies are filled or appointments are made.

MAPS

- Plat maps for a community typically identify:
 - Areas of responsibility, including designated common areas
 - Property boundary lines
 - Municipal infrastructure (e.g., fire hydrants)
 - Street classifications, indicating whether roads are public or private

RULES AND REGULATIONS

Rules and regulations are created and updated by the Board to further define and clarify existing compliance requirements within the community.

- These rules are adopted by Board resolution and then distributed to the membership.
- New rules cannot conflict with the CC&Rs, nor can they impose restrictions that exceed what the CC&Rs allow.
- For any rule or regulation to be enforceable, it must be supported by a corresponding section within the CC&Rs.

RESERVE STUDY

- Under NRS 116, every association is required to obtain a reserve study prepared by a qualified, licensed professional known as a Reserve Study Specialist (RSS), and to update the study at least once every five (5) years.
 - The reserve study must identify all major components for which the Association is responsible to maintain or replace.
 - Reserve studies are essential tools for budgeting, long-term planning, and ensuring adequate funding for future repairs and replacements.

BUDGETS

- The Association's fiscal year typically runs January 1 through December 31.
- Annual budgets should be adopted by October each year.
- Budgets must be ratified at least 30 days before the end of the fiscal year.
- For a budget **not** to be ratified, a majority of homeowners or a larger percentage if required by the Declaration must vote against it.
- Once ratified, the budget is mailed to all homeowners along with:
 - Applicable portions of the reserve study
 - The collection policy
 - Other documents required under NRS

Section 3

Finances

Section 4

Meetings, Maintenance and Committees

TYPES OF MEETINGS

Membership Meetings

Membership meetings are formal gatherings of the association's members, conducted in accordance with the bylaws. These meetings provide members the opportunity to discuss important matters and make decisions that impact the community.

Membership meetings may include:

- Annual Membership / Election Meetings
- Special Membership or Special Election Meetings
- Budget Ratification Meetings

During membership meetings, members may vote on issues, elect directors, and review the association's activities and overall direction.

Board of Directors Meetings

Board of Directors meetings are formal meetings of the elected board members. These meetings focus on governance, oversight, and the strategic direction of the association.

Board meetings may include:

- Regular Board of Directors Meetings
- Executive (Closed) Board Meetings
- Emergency Meetings

Board meetings are used to address major issues, review financial and operational performance, vote on decisions, and consider policy matters. These meetings are essential to fulfilling the board's legal and fiduciary duties.

ANNUAL / ELECTION MEETING

- Required by law to be held once each year and include the election of directors.
- Provides the Board an opportunity to review the past year's accomplishments and outline goals for the upcoming year .
- Homeowners are elected to the Board at this meeting.
- Requires at least 15 days' notice, unless the governing documents require otherwise.
- Nomination forms must be mailed with at least 30 days' notice, in accordance with NRS 116.31034.

BUDGET RATIFICATION

- Owners have the opportunity to attend the meeting and vote on the budget adopted by the Board.
- Unless a majority of all unit owners, or a higher threshold specified in the declaration, votes to reject the proposed budget, the budget is automatically ratified.
- Governed by NRS 116.31152.

BOARD OF DIRECTORS

Regular Session

- A regularly scheduled meeting required by the governing documents or NRS 116 and must be held at least once every 100 days.
- Requires a minimum of 10 days' notice, unless the governing documents specify otherwise.
- Must be audio recorded.
- Open to all homeowners.
- This is where the Board conducts the association's official business.

BOARD OF DIRECTORS

Executive Session

A closed meeting of the Board to discuss confidential matters, including:

- Violations and delinquencies
- Homeowner hearings
- Legal matters
- Association employees or the competency of the community manager
- Executive session may not be used to enter into, renew, modify, or take any action on contracts, except for contracts between the association and its attorney.
- Homeowners may not attend unless they are invited or have requested a hearing.

EMERGENCY MEETING

- Under NRS 116.310383(12), an “emergency” is defined as any occurrence or combination of occurrences that:
 - Could not have been reasonably foreseen
 - Affects the health, welfare, or safety of unit owners or residents
 - Requires immediate attention, and possibly action, by the Executive Board
 - Makes it impracticable to comply with standard notice and agenda requirements

MEETING RECORDS

- Meeting minutes are the official record of the Board's actions and decisions.
- All Board actions must be clearly documented in the minutes.
- Minutes are a summary of the meeting proceedings, not a verbatim transcript of the audio recording.
- If the Board takes action outside of a meeting due to an emergency, the action must be placed on the next meeting agenda for ratification and recorded in the minutes.
- Any opposed votes must be noted in the minutes.
- Homeowners may present a written or verbal statement to the Board and request that it be included with the minutes.
- Nevada law requires that all open Board meetings be audio recorded (mandated in 2009).

REQUEST FOR PROPOSALS

- Day-to-day operations and services within the community are performed by vendors.
- The Board or management defines the specific needs of the community, which become the scope of work for a Request for Proposal (RFP).
- The RFP is distributed to multiple prospective vendors with a deadline for proposal submission.
- When reasonably possible, three competitive bids should be obtained.
- Proposals are submitted as sealed bids and opened during an open Board meeting.

MAINTENANCE AND VENDORS

Who should you hire?

- Vendors must be fully licensed, bonded, and insured, including:
 - Required business licenses
 - Contractor's license, if applicable
 - Liability/property damage insurance and workers' compensation coverage
- License status should be verified with the Contractors Board, when applicable.
- References should be requested and reviewed.
- Any Board member or agent must disclose to the Board and the membership if they personally know, are related to, or have a personal relationship with a vendor.
- Vibe helps promote those business that can work on our associations and it decreases the liability for all parties

ASSOCIATION INSURANCE

- Insurance serves as a safety net to protect the association from unexpected events beyond the Board's direct control.
- Maintaining appropriate insurance coverage is required by the governing documents and NRS 116.
- As part of its fiduciary duty, the Board must proactively identify and address risk-management issues to help prevent losses before they become insurance claims.
- Under the Business Judgment Rule, detailed or technical questions regarding policy terms, coverage limits, exclusions, or claims handling should be reviewed with a licensed insurance professional.

ASSOCIATION INSURANCE

- Types of Insurance for the Association to Carry
- Property Damage – (Fire /Casualty)
- Liability
- Directors and Officers
- Crime/Employee Dishonesty and/or Fidelity
- Workers Compensation
- Cyber

Please note your Governing Documents may require additional insurance that is not listed.

COMMITTEES

- Committees can be one of the Board's most valuable resources, providing support and focused expertise.
- Some committees are required by the governing documents, such as the Architectural Committee.
- Committee members should be appointed during a duly noticed Board meeting.
- It is recommended that a Board member serve as the committee chair to provide oversight and ensure alignment with Board direction.

COMMITTEES

- Social/Welcome Committee
- Newsletter
- Maintenance
- Landscaping / ARC
- Finance

SUMMARY

- Board members are expected to remain informed about the Association’s business by reviewing materials provided by management, attending Board meetings, and reading meeting minutes when unable to attend
- Board members are not required to be subject-matter experts, but they are responsible for understanding the Association’s operations and seeking professional or expert guidance when necessary
- The role of the Board is to stay informed, actively participate, and make thoughtful decisions on matters brought before it

QUESTIONS?

- This Board Member 101 Training is not all-inclusive, as the industry and regulatory environment continue to evolve. However, it is designed to provide Board members with a strong foundation and help them begin their service confidently and effectively.
- If you have questions or need further clarification on any of the material covered, please contact education@camconeveda.com.

MEMBERSHIPS AND AWARDS



CAMCO was the proud recipient of the Large Management Company of the Year.



Las Vegas Review Journal

If you would like information on a professional solution, contact us

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