

Life, simplified.



Our Mission

**Deliver exceptional  
service and solutions  
that enhance the  
value of every  
property and the life  
of every resident.**

A vision for a  
partnership  
between  
FirstService  
Residential  
and Century  
Towers  
Association



August 3, 2023

Dear Century Towers Board of Directors,

Thank you for all the time you devote as a board member. You play a vital role in the success of your association. The association's success can depend on the alignment of the board of directors and management company. We are grateful that you have chosen to include FirstService Residential in this process, and we are committed to doing everything we can to support your community and achieve your objectives.

Ensuring you have all the necessary elements for your community to thrive can be overwhelming. However, when you team up with a proactive management company that offers unique solutions, you can devote your attention to making strategic decisions that benefit the community.

You have a few immediate objectives for Century Towers Association. We understand that you need:

- Staff Oversight and HR Support
- Property Management Technology
- A Robust Preventive Maintenance Program
- Vendor Management and Bid Solicitation
- Financial Visibility, Transparency and Reporting

We have consistently exceeded similar expectations at properties such as , , , , and , to name a few.

Our recommendation includes information to help you with your decision-making and a plan for a seamless management transition. We invite you to use us as a benchmark throughout your evaluation process.

We look forward to partnering with the board and welcoming Century Towers to Life, simplified.

Sincerely,



**Nicolas Gambino**

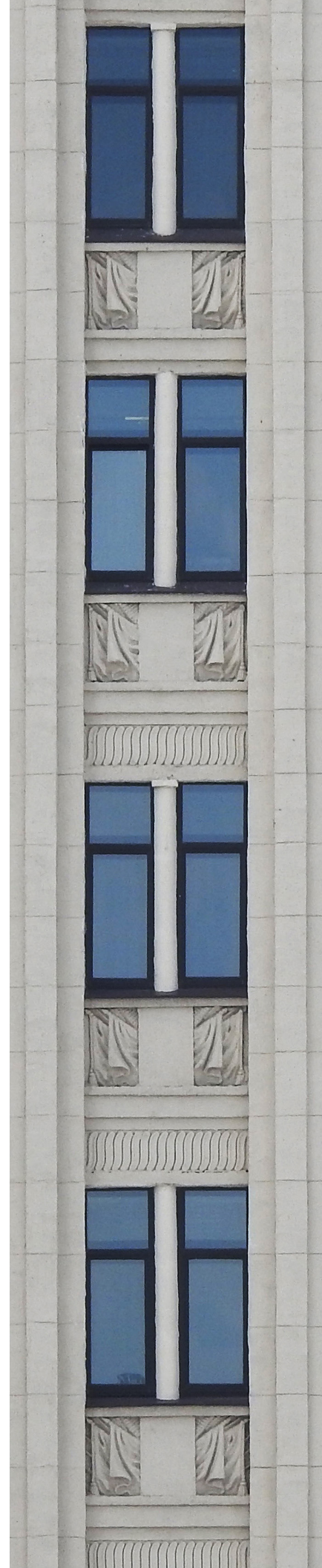
Business Development Director  
FirstService Residential

310.981.9911 | [Nicolas.Gambino@fsresidential.com](mailto:Nicolas.Gambino@fsresidential.com)



# Table of contents

Bringing your vision to life .....	6
Our understanding of your needs .....	8
What's required to solve this? .....	9
Your needs and our solutions .....	10
Your investment .....	21
Distinguished list of clients .....	23
References .....	34
360° of support .....	35
Your team .....	36
About us .....	40
Transition timeline .....	42



Your vision


## Bringing your vision for Century Towers to life

We are not just in the business of managing residences. We are in the business of making people feel at home. Therefore, like you, we want to see your community thrive.

You have a vision for Century Towers and play a vital role in bringing that vision to life. Doing so as a community leader can seem overwhelming and complex, but it does not have to be.

In an aligned partnership, you will see your vision achieved consistently.





## Our commitment to our board members:

Elevate resident lifestyle

Optimize the financial health of  
the association

Mitigate risk to support  
the community

# Our understanding of your needs

Our associates are dedicated to simplifying property management for board members. During our discovery session, we determined that the following issues must be addressed to protect the association's short- and long-term health.

## On-site staff concerns

Your general manager is responsible for the hiring and development of staff including human resources, which takes time away from her day-to-day tasks. The absence of routine staff reviews is leaving the board concerned with performance management and future succession planning. Not having a dedicated HR department exposes your association to liability and risk. If this continues, it can result in fines and potential lawsuits filed by employees. *You need Staff Oversight and HR Support.*

## A need of enhanced technology

Your association does not have a platform for residents to communicate with management other than a switchboard operator or via email. The absence of technology supporting proper documentation of work orders and preventive maintenance has been noted in both community towers. Without a platform that is user friendly and can provide owners with updates as well as the ability to submit service requests, you will experience maintenance issues and concerns that affect your association's appearance and value. *You need Property Management Technology.*

## Preventive maintenance systems

Preventive maintenance and work order activities are not properly logged, monitored, or stored. Your building's preventative

maintenance is not monitored or stored electronically. Resident work orders are not stored in a database and accessible by unit owner files. Without preventative maintenance software that keeps accurate maintenance schedules moving forward, it will create extra work for the board to ensure that each component's maintenance is up to date. *You need A Robust Preventive Maintenance Program.*

## A need of vendor management support

Your association lacks support when creating RFPs and gathering vendor bids for community projects. There is no clarity on which vendors are used and properly licensed and insured. If your association does not have a well-thought out RFP or a vetted list of vendors to reach out to, receiving high quality work will be delayed and it will cost your association time and money to properly vet vendors. *You need proper Vendor Management and Bid Solicitation.*

## Non-transparent financial reporting

Your association has an on-site bookkeeper and your invoice process is having physical checks printed and signed by the board to pay invoices. This procedure was implemented due to concerns over vendor oversight and duplicate payments, but the lack of having a secured platform for invoice processing will cause delays in the payment process if this continues. In fact, this will result in vendors not getting paid on time or other delays pertaining to payment, especially if physical signatures are required on payments moving forward. *You need an accounts payable system plus Financial Visibility, Transparency and Reporting.*





Life, simplified

# What's required to solve this?

High-rise luxury properties provide a fresh perspective on vertical living and typically have varying degrees of management presence. Therefore, Century Towers should partner with a proactive management company to keep operations running efficiently, elevators moving, and packages delivered.

The definition of home has expanded to include a range of shared spaces and experiences. As a result, there is a rise in resident expectations and financial risks for communities. We believe the key to successfully managing a high-rise luxury community such as Century Towers lies in the combination of these items:

## **Depth of resources and expertise**

It takes a diverse and knowledgeable team with expertise in areas such as legal, finance, lifestyle programming, food and beverage, and training to support your community manager and the board.

## **Advanced technology**

A user-friendly and intelligent communication system is necessary for board members, homeowners/residents, and your community manager to stay connected and informed.

## **Scalability and buying power**

To maintain a healthy operating budget and reserves, boards should expect a strategy designed to leverage national buying power and optimize all areas of spending.

## **Amenity management and white-glove services**

You should feel confident that your management team has experts to manage your amenities, curate resident experiences, and provide the appropriate level of white-glove services for your community.

## **Robust In-House Human Resources Team**

You should expect your management partner to be able to attract and hire the top professionals in the industry and empower and support those professionals with ongoing training and development.



Your needs and our solutions

The following information describes our recommendations to address your needs.



# To address your on-site staffing concerns

Century Towers needs the right resources and procedures in place to provide oversight and guidance that will ensure staff performance meets board and management expectations.

## We recommend our staffing solutions and in-house human resources

FirstService Residential boasts the finest associates in the industry. We recruit caring, hospitality-minded associates, and we invest heavily in their training and development. This ensures that those who represent your brand deliver the highest level of service to your residents and their guests.

As we begin our partnership with Century Towers, we will focus on the following human resources processes:

### **On-boarding of existing staff**

We understand that you are pleased with the performance of a number of your employees, and we will work with you to evaluate those who wish to join FirstService Residential. Our human resources team has extensive experience on-boarding existing staff and provides an engaging associate retention process. Additionally, we will handle all job descriptions and the implementation of all service standards. This will enable us to transition your community as seamlessly as possible, ensuring a smooth process for all parties.

### **Hiring**

We understand that it takes top talent to make your community flourish. In addition to evaluating current employees, we actively recruit using traditional job boards and industry-specific websites. Our reputation as an industry leader allows us to network and attract candidates seeking to join a top-notch organization that is widely recognized for commitment to quality and its associates.

To join the FirstService Residential team, all candidates must:

- Demonstrate customer interaction experience
- Possess a strong commitment to delivering superior customer service
- Provide references that are verified prior to extension of offer



For management positions, candidates must:

- Undergo panel interviews with top executives
- Hold proper industry designations
- Have prior experience on a property
- Be able to command day-to-day operations (budgeting, financials, etc.)

## Training

Our dedicated training department will offer associates access to monthly training classes, webinars and other resources so they remain current on association issues:

- New Hire Orientation
- Community Association Manager Training
- Maintenance of Professionals Training
- Administrative Professionals Training
- Coaching for Top Performance
- Developing Others
- CEU courses (like Pest Control, Mold Remediation, Water Damage/Mitigation, Fire Remediation)
- Unlimited access to FirstService Residential University, an online portal that offers hundreds of career-enhancing classes 24/7
- Monthly training classes for maintenance staff to help them hone their skills.
- Management Reports
- Problem Solving
- Effective Communication & Conflict Resolution
- Stellar Service
- Legal Updates

We also ensure that our maintenance personnel are cross trained at similar properties to facilitate coverage in emergencies. Our regional directors serve as direct support for the community association managers in their respective portfolios and will assume the duties of the manager when necessary.

## Leadership

FirstService Residential is committed to the leadership, supervision, and oversight of our associates. Our executives regularly meet with their team to evaluate performance in various ways:

- Managers compile a comprehensive, monthly management report to show prioritization and status on open initiatives.
- Managers attend weekly operations briefing.
- Managers attend a monthly managers' meeting with their team.
- Managers conduct annual performance evaluations.

Century Towers will benefit from having the depth of support which includes a complete HR department and staff training department, allowing your general manager to focus on the day-to-day needs of Century Towers. This FirstService Residential benefit includes a recruiting department to source top-talent staff as needed. In addition, we will provide a succession plan for the chief engineer and a full maintenance team.





# To address the need for enhanced technology

Century Towers requires an online platform that makes it easy to share, create, access, manage, and report information. You expect innovative property management technology that brings increased value and automation for homeowners and residents as well as the property manager and yourselves. You need a technology platform with a communication portal, payment center, resident self-service, violation capturing, amenity tracking, and more.

## We recommend FirstService Residential Connect

Communication and effective information sharing are the cornerstones of successful community association management. As North America's property management leader, there is very little that FirstService Residential hasn't encountered. FirstService Residential Connect™, our proprietary, fully integrated system, links our entire portfolio of 1.7 million homes and allows our associates to draw upon insights and best practices gleaned from our customers' past experiences. This technology is a powerful tool that increases internal operational control and gives the management team the tools to proactively identify and resolve issues.

Features and benefits of Connect include:

### **Streamlined access**

Board members can easily access financial records, managerial reports, invoices, corresponding checks, owner rosters and work orders. Residents can also pay association fees, manage their accounts, submit maintenance requests and download association records. Rest assured that all sensitive data is always protected and that the posting of any report for resident viewing is done so only with the board's approval; ensuring a level of transparency and confidentiality.

### **24/7 community awareness**

Your residents and homeowners will have visibility to all upcoming events and scheduled services. In addition, board members and your community manager can access board meeting minutes or post community news and other important information.



### Resident alert

When emergencies occur, Resident Alert enables your management team to instantly deliver notifications or alerts to your residents via text, email or phone.

### Community web portal

Century Towers' residents will have access to a private, configurable web portal that includes a detailed database of community-specific information, including a resident directory. This state-of-the-art system helps residents feel connected with each other and fosters a sense of community.

### Electronic work order system

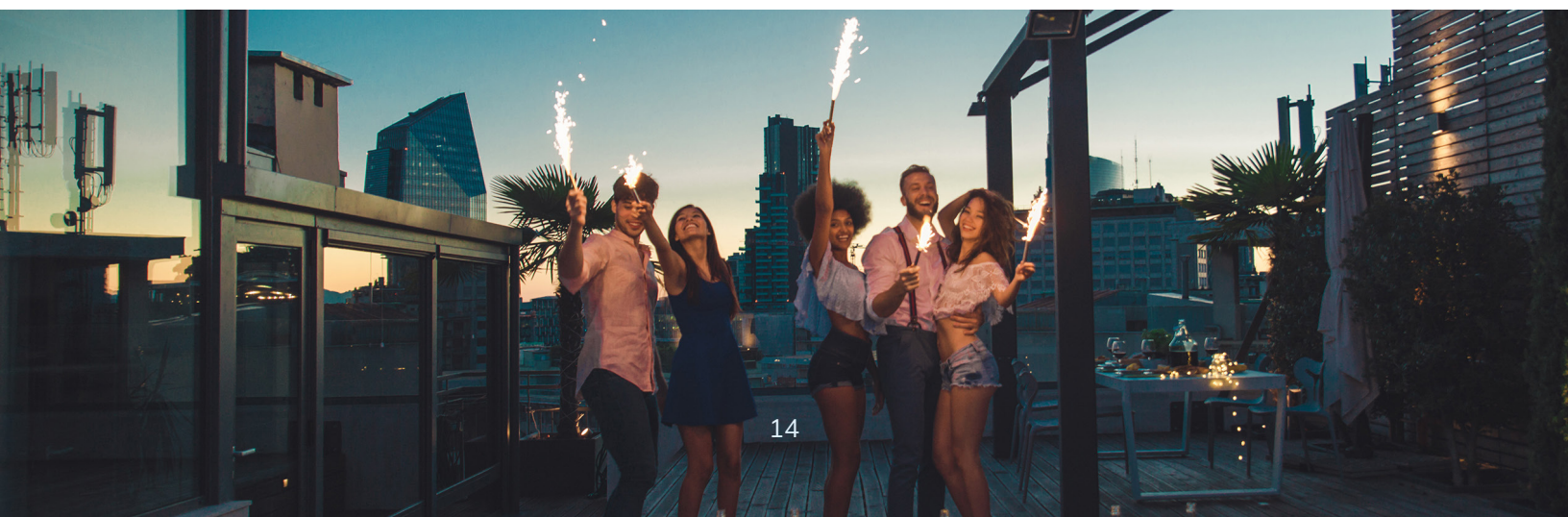
Through Connect, we will implement an electronic work order system for all common area and resident work orders. An ongoing record of requests and work performed is maintained and available online and on-demand at any time.

### Connect Mobile app

Our proprietary smartphone application that gives associates, board members and residents easy access to information about:

- **Work orders:** Associates have the ability to instantly send work orders to third-party contractors with color pictures of the current issue and the required completion date.
- **Project updates:** Association managers can post project updates and inspection information, and board members can easily track and view the information.
- **Violations monitoring:** Association managers have the real-time capability to enforce rule compliance and distribute violations to homeowners as needed, along with a communication system for follow-up, with the goal of keeping violations to a minimum.

Having our proprietary software while integrating other technological platforms will provide support to the association by giving your management team the ability to have reports, updates and all service requests at their fingertips to communicate with the board and each member of the community, providing full transparency to community membership moving forward.



# To address the preventive maintenance systems

The board requires support around its preventive maintenance program, including ongoing staff training in all aspects of maintenance, frequent systematic inspections along with the implementation of routine and proactive maintenance.

## We recommend our preventive maintenance program

Implementing a superior and comprehensive plan for preventive maintenance begins with the development of industry-leading standard operating procedures. It also requires diligence in the execution of these procedures. We recommend implementation of our Preventive Maintenance Program, which includes:

- Processes and systems required for inventory control, assignment of work orders, and potential conflicts with corrective work orders. Training provided on electrical, mechanical, plumbing, structural and HVAC on a daily and adhoc basis.
- Cross-training for maintenance associates on standard operating procedures, with a regular follow-up schedule developed to drive accountability by managers, with weekly and monthly progress reports provided to the board.
- Streamlined access to maintenance requests, work orders and violations via FirstService Residential Connect, linking your board, residents, your manager and the dedicated support team.

In addition, we will undertake a full audit of safety measures currently in place, including developing SOPs that will be implemented via a regular training schedule, property inspections and emergency manuals.

You will benefit from having a robust preventive maintenance program, with the software, team, and resources needed to stay on top of the daily, monthly, and annual maintenance of Century Towers. Additionally, you will have the support of the corporate engineering department as needed.











# To address the need of vendor management support

Century Towers requires a management partner who advocates a standard, consistent process for soliciting proposals from service providers. They must also confirm that all vendors are properly licensed and insured. This will enable the board to make sound decisions and ensure vendor work is delivered in accordance with the contract.

## We recommend our expert vendor management and bid solicitation

There are many elements to consider when hiring a vendor; therefore, it is important to have a management partner who is experienced, knowledgeable and has resources to get the best results for your community. The community manager will oversee maintenance and small projects for your community by:

- Vetting vendors for proper licensing, certifications and insurance prior to initiating a project
- Working with the board to draft scopes of work to ensure bids are a true apples-to-apples comparison
- Enabling the board to make sound decisions by providing a Bid Analysis Worksheet
- Regularly communicating and meeting with vendors to ensure maintenance and projects are completed according to the scope of work, timeline, budget, expectations and community standards
- Providing periodic action lists indicating the current status of projects or requests
- Submitting work orders through FirstService Residential Connect where board members may review recent work orders in real-time
- Sending Resident Alert mass communications to residents when projects may require shut down or limited use of amenities, facilities or streets

Century Towers will benefit from having access to a large pool of vetted vendors which will allow FirstService to leverage those relationships for best service and price breaks.





# To address non-transparent financial reporting

You expect your management team to offer a professional accounting department with the financial awareness, systems and technology to provide timely, transparent, accurate financials. You also need a partner with national resources and programs that will protect and enhance your budget.

## We recommend utilizing our accounts payable system and expert financial management team

### Accounts Payable System

FirstService Residential utilizes an industry leading accounts payable processing system which offers the board greater control and transparency of the important aspects of accounts payable while streamlining the overall process. This system offers board members many benefits, including:

- 24/7 availability and mobile access – review and approve invoices anytime, anywhere with ability for multiple levels of approval
- Streamlined processes so your management team can focus more on the community issues
- Notifications when any actions (such as an invoice approval) are needed
- Full transparency throughout the process – tracking of invoices, coding, approvals, audits
- Fraud reduction and environmentally conscious (no paper)
- Easier process/less time needed from external auditors

### Financial Management and Reporting

Timely and accurate reporting of an association's financial matters is a critical element of effective community management, including the long-term financial stability of your property. With decades of experience in managing association financial systems, we provide our clients with the confidence that their fiscal matters will be expertly handled at all times by our team of financial professionals.





Our accounting team will provide the following services:

- Conduct a thorough review of Century Towers' financial records
- Implement our internal control procedures that provide you with maximum assurance that your financial matters are being handled with full transparency
- Offer multiple payment options to help reduce delinquencies and improve cash flow
- Deliver timely financial packages prepared following Generally Accepted Accounting Principles (GAAP)
- Work in collaboration with the board and finance/budget committee (if applicable) to develop annual budget
- Introduce our client accounting team to answer questions from the board and conduct periodic financial reviews
- Provide CPA access for financial reporting as needed for audits and tax returns

As part of FirstService Corporation, a publicly traded company (NASDAQ, TSX: FSV), FirstService Residential is held to the highest standards of transparency, security and accountability. We are subject to Sarbanes-Oxley financial control requirements for public companies.

You will benefit from having access to a dedicated controller that will support the creation of the financial and GL reports. In addition, having access to a financial advisor to support in the investments of the association reserves to increase returns.





Your investment

**\$4,750 per month base  
management fee**

**\$1,347.73 per month Resident  
Communication & Compliance fee**

**Resident Communication and Corporate (RCC) Compliance:** The items listed below are required through regulatory statute as a mandated course of Association business:

- Printing and delivery; black and white copies, assessment statement delivery, envelopes, mail handing, binding, inserts and digital image delivery specific to the current cadence of newsletters, assessment delivery and corporate compliance requirements
- Postage and certified mail costs for all corporate compliance deliveries (one time)
- One set, of each of the three, annually required (by the State of California) homeowner disclosures
- One annual election ballot mailing

**On-site staff cost plus 9% is a pass-through cost to the association**

#### **Financial services**

- Internal controls to safeguard assets
- Accounts payable processing
- Compliance w/regulatory requirements
- Prepare billing statements
- Accounts receivable
- Customized financial reporting
- Record keeping
- Prepare monthly financials
- Compliance w/regulatory requirements
- 24/7/365 Automated on-line & voice response services

#### **Physical maintenance**

- On-site visits reviewing common areas and facility to ascertain proper aesthetics
- Violation and architectural monitoring
- 24 Hour on-call after hours emergency service
- Oversight and management by a certified manager



### **Vendor/subcontractor oversight**

- Facilitate bid process for any and all contracts
- Specifications and rfp oversight
- Meet with vendors monthly or weekly regarding performance on their scope of work
- Insurance tracking for vendors/subcontractors

### **Communication**

- Hosted website with 24/7/365 access to real time information for board members and residents
- Communication liaison for the association
- Meet with fellow homeowners on-site as needed to resolve concerns
- Resident inquiries (customer care center, open 24/7/365)
- 24 Hour on-call after hours emergency service

### **Legal compliance**

- Administer and facilitate California code requirements
- Coordinate and administer annual meeting
- Civil code and legal filing compliance
- Legislation monitoring

### **Administration/consulting**

- Complete administration and facilitation of agendas and packets for board meetings
- Project management and administration of all association tasks
- Production of executive reports and customized reporting (such as weekly projects summary, walkthrough reports, violations, maintenance statistics, work order status, etc.)
- Committee support and guidance
- New board member orientation training
- Board strategic planning and goal setting and financial forecasting with leadership team
- Record keeping of all documents and files
- Human resource support, staff training and development of all firstservice residential team members



Simplified vertical living

## Mid- & high-rise management

FirstService Residential manages more than 2,900 luxury mid- and high-rise and mixed-use projects throughout North America. Our vast and diverse experience has led to valuable insights for the betterment of our clients. We understand that mid- and high-rises are essentially vertical neighborhoods, requiring specialized skills and years of experience. We have a successful track record in managing mid- and high-rise buildings, enhancing property values, curb appeal and quality of life for residents. Our culture and unique structure promotes best practice sharing among our associates locally and across North America.

Your community will benefit from your on-site general manager having access to other general managers locally and throughout North America. Your general manager will have access to and be continually exposed to the best thinking and systems in regards to staff training and development, operational best practices and processes, and innovative service offerings.

We believe our unique structure, best practice sharing and access to cutting-edge solutions are the reasons why we are North America's leader in mid- and high-rise management.

We are excited and honored at the prospect of serving Century Towers, proudly adding your community to our growing list of distinguished clients.





# Metropolis

Los Angeles  
1,558 luxury units

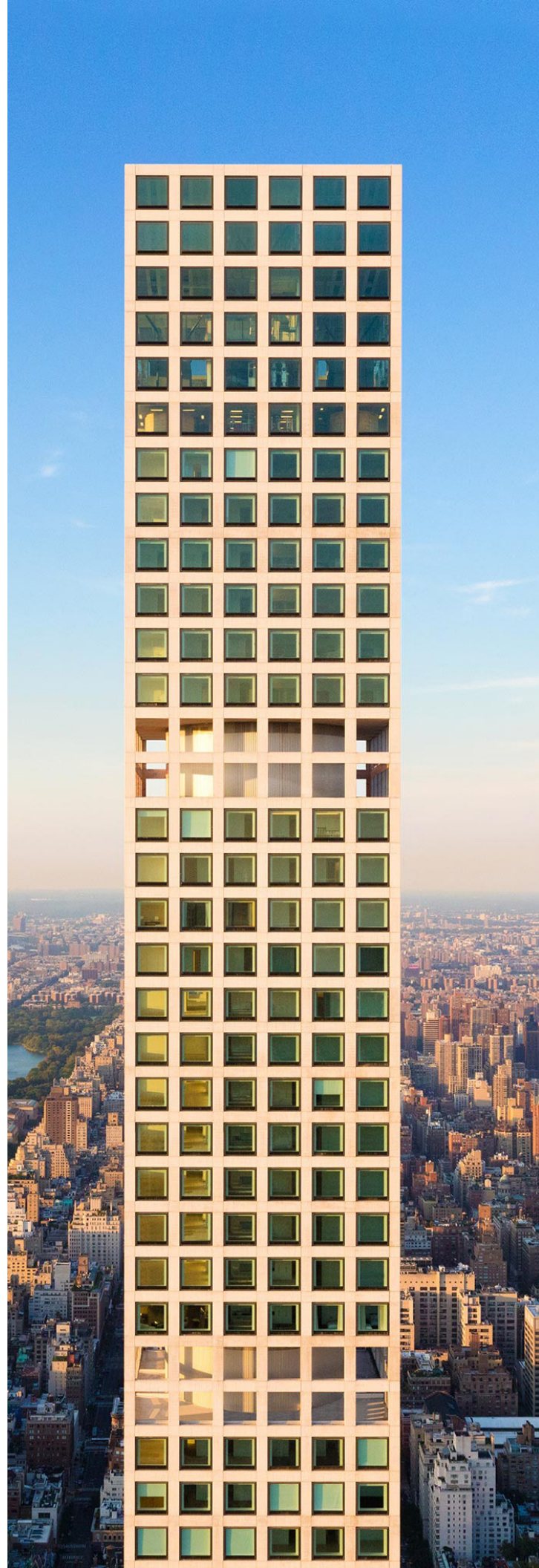
Metropolis is an exclusive collection of residential towers, sky pools and parks, dining and a boutique hotel in the heart of downtown Los Angeles. Created by an award-winning design development team, Metropolis is a glittering city-within-a-city that is easily accessible from LA's financial district, internationally renowned performing arts institutions, and high-profile entertainment complexes. Spanning a full city block, Metropolis brings contemporary luxury into Downtown's dynamic urban core with almost 2.5 acres of lush sky gardens, private open space, exquisitely designed residential towers, a luxury hotel, and world-class amenities.



# 432 Park

Manhattan, NY  
152 luxury units

As one of the tallest and most coveted residential buildings in the world, 432 Park towers 1,396 feet above 'Billionaire's Row' in Midtown, Manhattan and establishes a benchmark of service excellence for ultra-luxury developments. As consultant and managing agent, FirstService Residential devised a five-star service package more akin to an exclusive luxury hotel than a residential building. This includes an on-site Les Clefs d'Or Concierge and Forbes trained staff that provide white-glove service to the residents. In addition to an amenity package spanning more than 30,000 square feet, there is a private restaurant for the residents and valet parking services.









# LUMINA

San Francisco  
656 luxury units

LUMINA is a 656-unit condominium development consisting of two towers of 42 and 37 stories and two 8-story mid-rise plaza buildings. Residents of LUMINA have access to a state-of-the-art fitness center with a climbing wall, two private exercise studios, spa facilities with a private treatment room, 75-foot lap pool, landscaped rooftop terrace with barbecue facilities and outdoor screen, bi-level club lounge, theatre-style private screening room, private dining room, children's play room, music practice rooms and more. LUMINA has immediate access to many of the city's major transportation arteries, including the Transbay Terminal, BART and Muni, Caltrain, the Bay Bridge, Interstates 80 and 208, and Highway 101.



# Baccarat Hotel & Residences

Manhattan, NY

61 luxury units and 114 guestrooms

Baccarat Hotel & Residences is the first and only five-star property developed by renowned glassware manufacturer Baccarat Crystal. The 50-story building is located in Midtown, Manhattan and contains 61 luxury condominium units and 114 guestrooms. FirstService Residential was retained during the early stages of development to help standardize service offerings across the hotel and condo components, oversee staff training to ensure the highest caliber execution of service policies, and finally, to create a seamless luxury experience for both the unit owners and hotel guests. The FirstService Property Management team worked alongside the developer to navigate a complex master budget for hotel employees, who were required to service both the hotel guests and the condo residents.











# The Plaza Hotel & Residences

Manhattan, NY

182 luxury units & 282 guestrooms

Located in the Midtown East area of Manhattan, the Plaza Hotel & Residences is a 20-story landmarked building that supports a mix of 182 condominiums and 282 guestrooms. FirstService Residential began working with the Elad Group in 2007 during the pre-opening phase of development which included a partial hotel-to-condominium conversion of the historic building. The scope of services included comprehensive staff training for the hotel's existing workforce, establishing new partnerships to expand and diversify available amenities, and the inauguration of policies, procedures, and services for the new residential component. Today, the residents-only amenity suite at the Plaza Hotel includes 'round-the-clock' concierge, premier access to the hotel's award-winning restaurants, private butlers, turndown service, a private fleet of limousines, and an ultra-luxury fitness center, designed residential towers, a luxury hotel, and world-class amenities.



# 3000 The Plaza & The Plaza Irvine

105 luxury units and 11 commercial units  
& 202 luxury units

3000 The Plaza and The Plaza Irvine represent five-star living in the heart of downtown Irvine. Each 15-story luxury high-rise features world-class amenities, full-service concierge and sophisticated layouts. 3000 The Plaza has one tower with 105 residential units and 11 commercial units, while The Plaza Irvine features two towers with 101 residential units on each for a total of 202 units. Located next to each other, both buildings offer extensive amenities, including private club rooms, rooftop cabanas and entertainment areas, high-end fitness centers and swimming pools, plus 24-hour desk services.











“While The 88 was transitioning to a new GM, I had the chance to interact with Drew Schlegel, Executive VP for FirstService Residential. Although Drew may seem as if he is operating behind the scene, he impressed me with his working knowledge of our property and his overall view of property management. Among other GM attributes, I recall Drew telling me that a GM should devote ~40% of their bandwidth to monitoring the HOA’s finances.

Regarding finances, I take our finances very seriously and I am very hands on. I have an excellent working relationship with our FirstService Residential controller. Given we have two HOA’s, each with their own financial reports, budgets, and reserves, and the complexity associated with these, our controller has earned my trust and respect for his attention to detail and due diligence.”

**- Rich Goss, Board President of The 88**



# Client references

## **Metropolis - Los Angeles**

1,558 luxury high-rise units

Kimberly Lucero, Board President

818.590.5524

Managed by FirstService Residential since inception - 2017

## **Museum Tower - Dallas, TX**

115 luxury high-rise units

Rick Illmer, Board President

rick.illmer@huschblackwell.com

Managed by FirstService Residential since 2012

## **2016 Main - Houston, TX**

353 luxury high-rise units

Mark Mayes, Board President

mr.mark.mays@gmail.com

Susan Hill, Board Treasurer

kingsusan@yahoo.com

Managed by FirstService Residential since 2022

## **3525 Sage - Houston, TX**

290 luxury high-rise units

Carmen Torres, Board President

carmenstorres@gmail.com

Managed by FirstService Residential since 2021

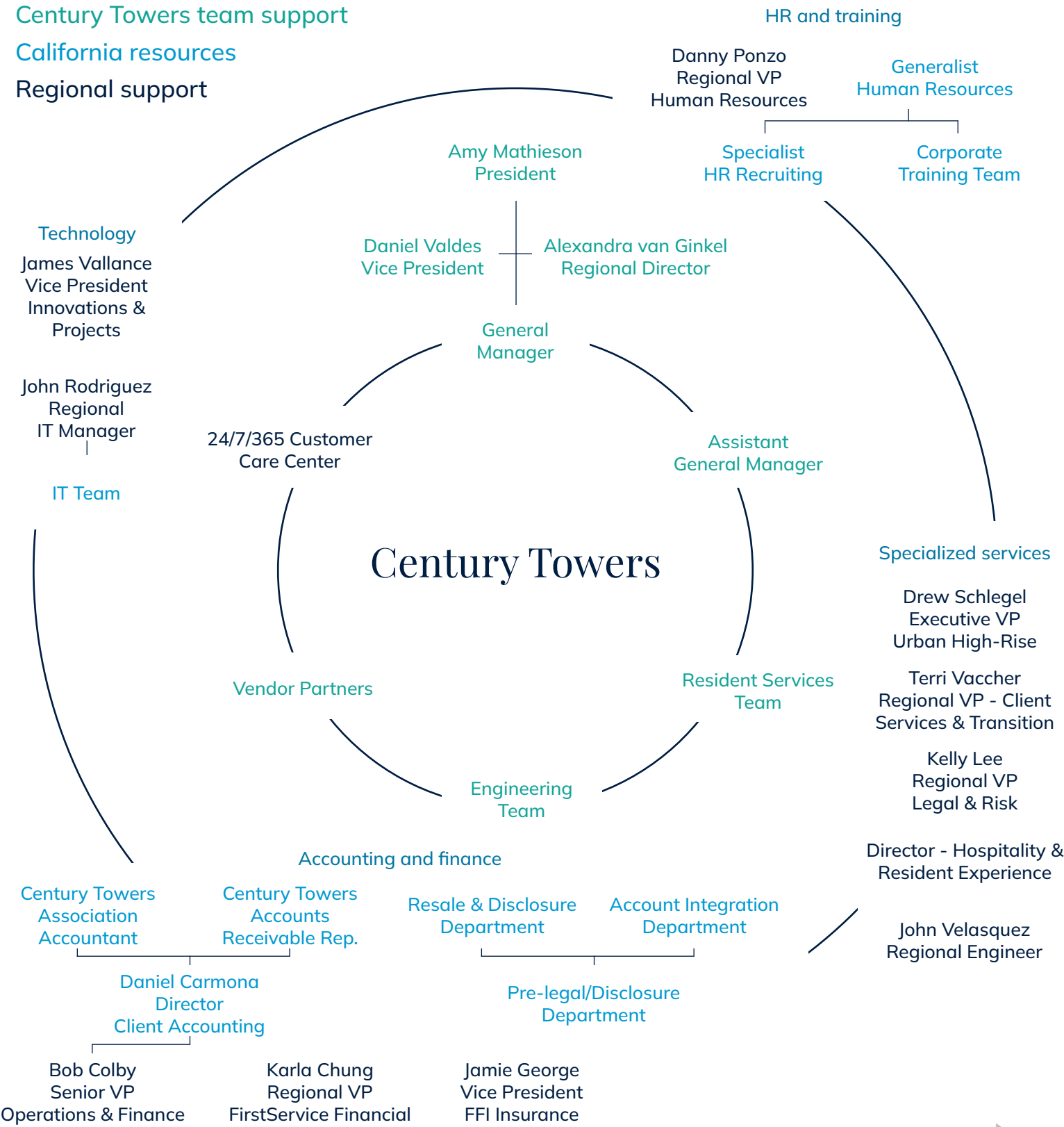


# 360° of Support

Century Towers team support

California resources

Regional support



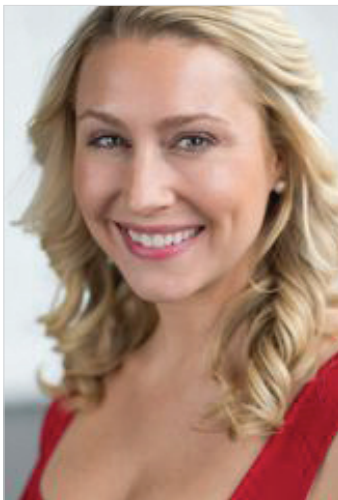


# Your team



Daniel Valdes, PCAM®  
Vice President

Daniel serves as Vice President for FirstService Residential California overseeing High-rise and Portfolio Operations in both Los Angeles and Santa Clarita. Daniel has been a member of CAI since 2011 and with FirstService Residential since 2013, formerly serving as Vice President for FirstService Residential in Illinois before moving to California in December 2021. Daniel brings a wealth of strategic operational experience in high-density and vertical housing markets, and is a subject matter expert on our tools, systems, change management, and financial planning.



Alexandra van Ginkel, CMCA®  
Regional Director

Alexandra has been a dedicated member of the FirstService family since 2013 serving high-rise clients as a General Manager and Regional Director. In her current role as Regional Director of High-rise, she leads new client relationships and the assembly of on-site support staff teams including on-boarding General Managers and Chief Engineers. In addition to her experience in hospitality and high-rise operations, she is an expert in financial planning, impacting culture, and implementing FirstService Residential systems and resources.





## Amy Mathieson President - California

Serving as the President of California, Amy brings over 20 years of Human Resources, Business Operations and leadership experience to the FirstService Residential California team. Amy serves as a valued advisor and strategic partner to the Executive Team and has been a substantial resource in the growth and success of FirstService Residential. Amy's authentic and direct approach to community management creates a proactive environment that balances the organizational needs of the company.

Amy previously held leadership roles at The Mentor Network and Toys"R"Us where she had the opportunity to support field, logistics, multiple states and multiple locations. In her most recent position at the Adecco Staffing Group, Amy oversaw the Employee Relations Team, serving more than 90,000 temporary staff associates. Her time at Adecco also gave her the opportunity to participate on a Global Transformation Team based in Switzerland where she oversaw the implementation of HR practices and policies across 60 countries.



## Daniel Ponzo Regional Vice President - Human Resources

As the Regional Vice President of Human Resources, Daniel supervises the talent acquisition, employee relations, safety, learning and development functions in the West Region. Daniel has worked in Human Resources in various industries that include retail, manufacturing, construction and telecommunications.

Daniel also serves in the Marine Corps Reserve with almost 20 years of experience in the Infantry, Intelligence and Combat Engineer fields. He is currently serving as the Battalion Commander for 4th Combat Engineer Battalion.

Daniel has a Bachelor of Arts Degree in History from George Washington University and an MBA from Pepperdine University.





## Bob Colby

### Senior Vice President - Finance & Operations

As Senior Vice President of Finance and Operations for the West Region, Bob Colby oversees all financial planning and analysis, regional corporate and client accounting and operational innovation. In his role, Bob leads and implements complex initiatives with the goal of accelerating regional growth, increasing operating efficiencies and creating competitive advantages for FirstService Residential's service offerings.

Prior to joining FirstService Residential, Bob held the title of Chief Financial Officer for Coldwell Banker Residential Brokerage for 12 years where he played a key role in the M&A process, restructured operations during a downturn in the US housing market and excelled in integrated acquisitions. Previously, he worked at CBRE Group where he served as Managing Director (leading a staff of over 140), performing third-party financial services for more than 100 private and institutional commercial clients that consisted of more than 750 assets and 145 million square feet. Bob is an operations-focused leader with a passion for strategic business planning, relationship building and personal development.

Bob holds a Bachelor's Degree in Accounting from Boston College and has a CPA (inactive) in Massachusetts. He is in the process of activating his CPA license in the state of California.







Terri Vaccher, CCAM®, CMCA®  
Regional Vice President - Client Services  
& Transition

Since joining the company in 1990, Terri has served in a number of significant roles, including as a community manager for some of the largest and most prestigious communities in California. With her background and expertise, Terri was instrumental in creating the first 'launch' team in our industry, and she currently leads the transition team for on-boarding new communities throughout the West Region to FirstService Residential.

In addition, Terri's Client Services team maintains compliance for critical contractual obligations such as tax and utility payment approval and processing. She holds the CMCA® designation and has served in various leadership roles within California Association of Community Managers.



About us

## What sets us apart?

FirstService Residential is simplifying property management. We partner with boards of directors, owners and developers to enhance the value of every property and the life of every resident. Our local experts have the expertise to anticipate needs and respond with our unique solutions. We work with many property types including:

- Low-, mid- and high-rise condominiums and cooperatives
- Single-family and townhomes
- Highly-amenities large-scale master-planned communities
- Lifestyle and active adult communities
- Developer-controlled communities
- Multi-family, investor-owned rental, and REO properties

We believe property management goes beyond properties. It is about peace of mind. Our proactive approach, responsiveness, and dedication to simplifying life as a board member are why thousands of communities across the US and Canada choose FirstService Residential to manage their properties. Our scale enables us to provide unique resources and solutions for challenges of any size or level of complexity.

Diversity and inclusion are at the core of who we are. Our commitment to these values is unwavering across the communities we manage and within our organization. Our associates form the heart of FirstService Residential. We owe our success to these talented property management professionals who share their diverse knowledge and experience daily with our communities. We value their commitment to the board members, homeowners, and residents.

Together we make life, simplified.



### Management office

FirstService Residential - Regional Office  
3415 S. Sepulveda Blvd., Ste. 720  
Los Angeles, CA 90034  
310.574.7427  
fsresidential.com

### Principals of company

FirstService Residential  
David Diestel, CEO  
Mike Natale, CFO  
Amy Mathieson, President

### Insurance company

Lockton Companies  
444 West 47th Street, Suite 900  
Kansas City, MO 64112  
816.690.9000

### Corporate counsel

Thomas Saltarelli  
Saltarelli Law Corporation  
100 Bayview Circle, Suite 500  
Newport Beach, CA 92660  
Phone: 949.833.9200  
Fax: 949.833.9486

### CPA firm that prepared the most recent corporate/ company tax returns

PriceWaterhouseCoopers  
Royal Trust Tower, Toronto-Dominion Centre  
77 King Street West, Suite 3000  
Toronto, Ontario M5K 1G8  
Phone: 416.863.1133  
Fax: 416.365.8178  
pwc.com/ca/en/office-location

Type of insurance	Policy limits	Insurer
Commercial general Liability	\$1,000,000 - each occurrence \$5,000,000 - aggregate	Travelers Property Casualty Company of America
Commercial auto liability	\$1,000,000 - per accident	Travelers Property Casualty Company of America
Umbrella & excess liability	\$40,000,000	XL Specialty Insurance & Navigators Insurance Company
Professional liability	\$7,000,000 - each claim \$7,000,000 - aggregation	Indian Harbor Insurance Company & Lloyds
Crime policy	\$10,000,000	Chubb Insurance Company & Berkeley
Workers' compensation	Statutory limits \$1,000,000 employer's liability	PMA Insurance Group





# Thorough and worry-free Community management transitions with FirstService Residential



## Service begins (Contract signed)

- Research **community needs** for: type, location, size, and amenities
- Assure FirstService Residential's internal **department readiness**:
  - Finance (General Ledger, Accounts Receivable, Accounts Payable)
  - Association Disclosure Department (Escrow processing)
  - Human Resources
  - Information Technology
  - Insurance
  - Customer Care Center
- Assure FirstService Residential **systems readiness**:
  - Gather association information and populate FirstService Residential Connect™ (internal operating system), SmartWebs, Jenark, and Avid
  - Create internal department drives for association data storage
  - Prepare management tracking tool for all association activity and correspondence
- Prepare and send **resident communications**:
  - Welcome letter—sent mid-month notifying residents of the management change and providing pertinent information, including how to sign up for automatic payments (ACH), the SmartWebs architectural request tool, and their new community website
  - Email blasts

## Records and documents (60 Days – start date)

- Coordinate with previous management company to retrieve and secure association **legal documents and operational agreements**:
  - Member list with assessment information
  - CC&Rs
  - Bylaws
  - White reports
  - Budgets
  - Subsidy agreements (if applicable)
  - Cost sharing agreements (if applicable)
  - Community design, enforcement, and election policies
  - Standard Operating Procedures (SOPs)
- Verify existence of and/or **obtain**:
  - On-site staff needs (work with HR, if applicable)
  - IT support and needs for on-site office
  - Board and committee member names and contact information
  - Legal council
  - Collection policy
  - Collection attorney
  - Vendor/sub-contractor names and contact information
  - Association certificate of insurance documentation
- Confirm **annual election** month and immediate needs
- Confirm **fiscal year-end** and budget needs
- Provide **transition status reports** to the board

## Operational planning (60 Days – start date)

- Read one year's **minutes**; track pending items/items needing clarification
- Review **CC&Rs and Bylaws**, drafting summary legal review
- Perform thorough **financial review**:
  - General Ledger (GL) accuracy
  - Liability
  - Personal one-on-one review with Treasurer
- Ensure appropriate insurance coverage is in place, current, and aligned with association's CC&Rs
- Verify **corporation status** while updating Secretary of State forms, and submit filing fees
- Manage association **utility account** turnover:
  - Obtain current gas, electricity, water, refuse, phone, and internet bills
  - Acquire coverage maps for all electric and water meters
  - Change all billing address information and place accounts on autopay
- Manage **vendor relationships**:
  - Correspond with current/active vendors notifying them of the management change
  - Verify through VIVE that vendor credentials meet industry standards
  - Schedule and coordinate an on-site vendor meet and greet to introduce FirstService Residential management team
- Populate **website** with association documents and records

- Set up association's annual **master calendar**, which includes:
  - Corporation compliance deadlines
  - Annual election process and deadlines
  - Reserve study information
  - Subsidy agreement deadline
  - Budget process and deadlines
- Provide community manager with all policies that need to be included on the **first board meeting agenda**
- Coordinate and lead **transition meeting** for all internal associates, providing a complete project overview
- Ensure management team knows all community guidelines, costs associated with keys/fobs, architectural processes, etc., to facilitate smooth transactions during each **homeowner's escrow closing process**
- Ensure **operational agreements** are received and copied to the company department responsible for monitoring, i.e.:
  - Subsidy agreements
  - Cost sharing agreements
  - Maintenance agreements
- Ready **financial operations**, i.e.:
  - Enter current year budget
  - Prepare billing assessment
  - Review prior month financial records and delinquencies

## Continued partnership for quality assurance

- Ensure **collection policy** and collection attorney have been approved by the board
- Confirm Association Disclosure Department has all necessary forms and policies for a smooth **escrow process**
- Populate **Connect** with association specific information and details
- Partner with management leadership to ensure **transition checklist** is completed
- **Ensure completion** of the following with management leadership:
  - Set-up and operation of Connect account
  - First financial statement
  - First agenda items and backup to the Management Meeting System regarding operational items that need to be addressed by the board
  - Website content
- Confirm all **maintenance contracts** are in place
- Send **survey to board members** to measure satisfaction with transition
- Provide **dedicated team** to assist with resident calls and requests for the first 60 days (or as needed)
- 24/7/365 Customer Care Center

## Your transition team



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