

Date: November 28, 2023
To: CRCC Board of Directors
From: Park Services Committee
Re: Final PSC Report

This is the final report of the Park Services Committee's recommendations pertaining to the retention of Cascade Park's contract with Associa. Please find attached the following documents:

PSCFinalSummaryAnalysis.xlsx

Side by side services comparison between Associa and independent vendors.

Bookkeeping Services Proposal.docx.pdf

Proposal from EJM Bookkeeping to provide the services enumerated within.

AssociaAnalysisHOA.docx

Analysis of Associa contract costs including additional fees.

AssociaExhibitAPage1-3.jpg

Supporting documents to AssociaAnalysisHOA.docx.

*This committee's analysis indicates an estimated **\$92,000 savings per annum** to the Park Members by **terminating the contract with Associa** and replacing those services provided with independent vendors.*

Some explanation of the summary spreadsheet is necessary. Upon first glance it may appear the cost column's data for some services is incomplete. This is because these services have been determined to be not provided by Associa but are necessary to the continued operation of the Park. In other words, the cost of these services remains the same regards of whether Associa is retained or not. These services were included to highlight that the number of services *not* provided by Associa are extensive despite the fact Associa was presented to the membership as a 'one stop solution' to the Park's needs.

In conclusion, the PSC cannot state in strong enough terms our recommendation that Cascade Park terminate their agreement with Associa at the earliest possible opportunity. Further, it is recommended that a contract with SmartWebs be signed before January 1, 2024 to take advantage of the current pricing prior to the announced price hike.

Park Services Committee Cost Analysis Summary

<i>Service</i>	Yearly Costs			
	Associa		Cascade Park	
	Provides	Extra Cost	Provides	Cost (4)
Bookkeeper/CPA	✓ (1)	✓	✓	28,800.00
Tax Specialist	✓	✓	✓	Unknown
Lawyer	✓	✓	✓	Unknown
Budget Preparation	✓		✓	
Management Software (5)			✓	3,000.00
Park Manager	✓ (2)		✓	
Office Manager			✓	
Water Quality			✓	
Utility Vendors			✓	
Electrical Vendors			✓	
Road Management			✓	
Total				31,800.00

Cost Analysis	Associa		Cascade Park	
	Service	Cost	Service	Cost
	Contract	95,760.00	Replacement	31,800.00
	Additions (3)	28,000.00		
	Grand	123,760.00	Grand	31,800.00

Savings 91,960.00

Notes:

- 1) Partial bookkeeping and CPA services
- 2) Not on-site, partial
- 3) Estimated based on M. Rodriguez report
- 4) EJM Plus plan
- 5) Price increase to \$4,800/yr after Jan 1, 2024

ASSOCIA 2023 COST RECAP

REGULAR MONTHLY PAYMENTS	95,760.00
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EXTRA MONTHLY FEES (*)

Invoice Date	Paid Date	Amount
29-Dec-23	4-Jan-23	1,977.90
27-Jan-23	6-Feb-23	2,053.27
28-Feb-23	1-Mar-23	3,310.67
29-Mar-23	3-Apr-23	948.26
27-Apr-23	22-May-23	2,392.83
30-May-23	5-Jun-23	1,390.33
28-Jun-23	3-Jul-23	3,657.77
27-Jul-23	31-Jul-23	888.60
29-Aug-23	1-Sep-23	2,191.39
27-Sep-23	4-Oct-23	2,249.74
27-Oct-23	6-Nov-23	4,039.38
29-Nov-23	4-Dec-23	2,293.73
TOTAL EXTRA PAYMENTS		27,393.87

REGULAR MONTHLY PAYMENTS	95,760.00
EXTRA MONTHLY FEES	27,393.87
GRAND TOTAL	123,153.87

(*) See attached pages at the end of the report for invoice details



We keep it all together.

Introduction

Thank you for this opportunity to present our services. We love working with small businesses to provide complete and timely bookkeeping, empowering them to make good financial decisions!

We are a modern bookkeeping and accounting practice that is 100% remote. We hire highly skilled professionals with a drive for problem solving and helping clients. We implement the best cloud based accounting and related software to increase accuracy and efficiency. We also help businesses to understand how implementing internal processes and controls can help keep their business moving forward in the right way.

Enclosed you will find our pricing model and services. It is very difficult to make an estimate without understanding the complexity of the work, your needs, and goals. We understand you are at a time of transition setting up new systems and some of this is still unknown. We can help with the transition or wait until you have a more clear understanding of what tasks will be assigned where. That said, for ongoing bookkeeping we recommend starting with the Essentials package. Detailed descriptions of each of our packages are included to help you understand the best fit for your needs and present options as you are making decisions. The prevailing factor is how much time is involved in getting your bookkeeping done. You have some control over the volume by what you choose to outsource and can influence the efforts by how organized and concise your bookkeeping materials are when provided to us.



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Bookkeeping Services Proposal

Our goal is to provide thorough, complete, and timely bookkeeping. We do this by utilizing modern technology with cloud based software, automation where appropriate, and working with you and your team to adopt streamlined processes within your current systems and communication styles. We like to find the best fit to balance between what your business needs, your goals, and what keeps you in compliance with federal and local regulations. We are your go-to advisors for all things bookkeeping and payroll.

We set up services to address two points:

- Level of service -- complexity/frequency of work, how much communication is needed, and how much advisory we provide on regular basis
- Volume of work -- how many bank accounts and payment streams your business is using, how many transactions go through the banks/credit cards/payment streams, how many invoices, journal entries, etc...

Once we have discussed your bookkeeping/payroll needs with you, reviewed your current processes and workload, we will recommend a service level with an estimated cost range per month. Because our ability to provide quality work is often affected by previous efforts, we highly recommend a full QBO review to identify any areas that may need additional attention during onboarding and to ensure clean and accurate books going forward.. We will only *require* work that is necessary for clean year-end books, but we may recommend additional adjustments to improve future reporting. This work will be discussed with you before we begin.

We have 3 tiers of service. All of these include standard bookkeeping and payroll processing. We spend as much time as it takes to ensure we are providing quality work that is thorough and complete, with appropriate checks and balances. In order to provide this level of service, all our plans reserve a minimum amount of time each month to make sure you and your books get the attention they deserve. You are billed in advance for the Plan's reserved time; any additional time that was needed to complete your work will be added at month end at our hourly rate per your plan.

Pricing

Our pricing is designed to capture most businesses being fair for both parties. We require a signed contract that is designed to cover a 1 year period, however all contracts can be canceled by either party with reasonable notice. The first 3-4 months will generally fall on the higher side of your estimate as we get to know you and your business and work together to implement good systems. Once work feels streamlined we will re-evaluate your plan to ensure your scope of work/services and your businesses needs are in alignment.

Plans

Basic -This package level is designed for very small businesses with basic data entry after the fact. Best for organized, prompt owners with small needs. This is a less personalized service with minimal communication needs and very little advisory services. Any advisory services can be scheduled at our hourly rate on an as needed basis. Your work is scheduled to be addressed in one work block per month.

This plan starts at \$425 per month for the first 4 hours, additional hours at \$95.

Clients on this plan typically fall between 4-6 hours resulting in \$425-\$615 per month.

Set-up and onboarding is an additional \$425 and covers 4 hours, additional set up billed hourly.

Unused time will be credited to future ongoing work.

Basic level clients generally tic most of these qualifications:

- *One revenue / payment stream*
- *Minimal transaction counts (less than 50 per month)*
- *Up to 2 banking accounts -- checking, savings, credit card, or PayPal accounts – Venmo accounts are \$100 extra and must be business accounts*
- *Simple revenue processes only*
- *Basic month-end reporting*
- *One State reporting requirement, one location for local reporting requirement if needed*

Essentials - This package level is for small to mid-ranged businesses looking for assistance with general bookkeeping. This plan can handle some time sensitive work and often includes small batch AP/AR processing, customized reporting, and occasional advisory. Depending on your volume we will address your work in 2-4 workblocks throughout the month.

This plan starts at \$695/mo and includes the first 7 hours, additional hours at \$85.

Clients on this plan typically fall between 7-13 hours resulting in \$695-\$1200 per month.

Set-up and onboarding is an additional \$695 and covers 7 hours, additional set up billed hourly.

Unused time will be credited to future ongoing work.

Essentials level clients generally tic two or more of these qualifications:

- *Up to 4 revenue / payment streams*
- *Transaction counts (75-200 per month)*
- *Up to 4 banking accounts --checking, savings, credit card, or PayPal accounts – Venmo accounts are \$100 extra and must be business accounts*

- *Up to 3 State reporting requirements and multiple locations for local reporting*
- *Most work is not urgent --most work blocks on our schedule*
- *Minimum time sensitive tasks -- one work block on your schedule*
- *Interested in a monthly or quarterly meeting to discuss financials*

Plus - This package is designed to address more robust businesses with customized processes, more frequent communication, weekly deadlines, and a more “we are part of your team” mentality. If your business has any of the following needs this is your best fit package: large transactions counts (200+ per month), billable time/expenses tracking, invoicing/bill pay handled by us, weekly reports, multi-state income, multiple revenue streams, regular financial review meetings/coaching in understanding your financials.

This plan starts at \$1800 per month for the first 20 hours, additional hours are billed at \$75/mo. *Clients on this plan typically fall between 20-28 hours resulting in \$1800-\$2400 per month.* Set-up and onboarding is an additional \$695 and covers 7 hours, additional set up billed hourly. Unused time will be credited to future ongoing work.

Plus level clients generally tic two or more of these qualifications:

- *4+ revenue / payment streams*
- *4+ Unlimited bank, credit card, or PayPal/Venmo accounts*
- *May need invoice generation daily, weekly or on request; or regular maintenance of POS/E-Commerce transactions*
- *Expenses entered daily, weekly, or on request*
- *More frequent needs and faster turn around*
- *Regular advisory requests, and/or troubleshooting ‘one-offs’*
- *Interested in regular financial meetings and advise on budgets and strategy*

****Please note that we are a professional service provider and require our clients to be in compliance with all federal and local regulations. This includes both bookkeeping and payroll. We will help you to be in compliance but blatant disregard for reporting requirements and the Fair Labor Standards Act will result in a termination of services.**



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Payroll Services

Payroll services include processing your payroll, timely filings and scheduling of payments for your tax obligations, and year-end W-2 filing. Additionally, we are your payroll go-to people for all your payroll questions. We can manage your employee advances, tip calculation, sick pay, IRA calculations, commissions, etc. This package is not for administration of your HR Benefits program, just the bookkeeping side of payroll.

We partner with Gusto to offer modern cloud based payroll with direct deposit, employee self-managed portal, and many more features that can be tailored to your needs.

If you are currently using another payroll software we can transition you over to Gusto or discuss if we can continue in your current platform.

Report to CRCC on Present HOA Contract and Recommendations

This report is based on a number of documents: a) Associa (EMB Management) Management Agreement dated 4/8/2022 (contract), b) CRCC Special BOD and 2022 Annual Meeting Minutes, Exhibit A 1/1/2022 outlining additional charges over what the HOA contract charges.



“AGREEMENT PERIOD



JULY 01,2023 – JUNE 30,2024

MANAGEMENT FEE \$7,980.00/ MONTH

ORIGINAL ONBOARDING FEE 1,500.00

CURRENT UNIT COUNT 380”

Termination of
contract: “...written notice not more than one-hundred eighty (180) days and not less than n days prior to the ninety (90) days prior to the expiration of the ten current term of the Agreement...” (June (June 30, 2024)

Periodic Routine

Services: “mailings, photocopying, sending registered notices to owner members...”

Non-Routine Services: "...not limited to the following: research ,court appearances, depositions, subpoenas, discovery, consultation with attorneys related to the Association's role as plaintiff, defendant, co defendant, or witness in

"Charges services performed under this section shall be (i) rates mutually agreed upon by agent and the Association at the time the work is authorized or (ii) hourly rates stipulated in Exhibit A then in effect.:

"...paid bill for non-routine services within 30 days of receipt..."

Late fee for outstanding balance: "A monthly charge of 1.5%

any action (including court appearances, depositions, and witness testimony), preparation and development of special reports, collation and/or dissemination of records and compilation of information requested by the Board, the Association's attorney, or others, insurance claims administration, and administration and enforcement of rules and other obligation of the Association or its membership.

"Agent does not have or authority to provide and shall not be responsible for providing legal advice to the Association regarding the interpretation or application of law"

Contract Documents: copies of the following documents shall be turned over to the Agent:

"Specifications for the general and limited common elements (the property)
Copies of all guaranties and warrants

Founding Documents

Governing documents

Copies of opening balances, owner records, book of resolutions, financial reports, and Association state and federal tax returns.”

Paper records storage	CRCC \$0.00	Associa \$8.00 per box per month
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Budget for the ensuing fiscal year.

Financial Management

“...refunds that may be due the Association from the IRS shall be monitored and collected by the Association’s independent auditor/accountants, and all communications with the IRS will be through the Associations independent auditor/accountant. All expenses related to the collection of delinquent accounts shall be at the expense of the Association.”

Financial Reports

‘Agent shall not be obligated to preparer a tax return but may do so at additional expense in required.’

Annual Budget and Variance

:no less than thirty (30) days before the end of the fiscal year, Agent shall submit to the Board Treasurer, a baseline

Meeting Administration and Attendances

“Agent shall supervise the organization of all general membership meetings and in particular, the Annual Meeting of the Association. Agent shall record the minutes if requested by the Board of Directors, Agent shall virtually attend four (4) meetings annually. Unless otherwise agreed in advance evening meetings will be conducted Monday through Thursday. Any meeting which exceeds two (2) hours in duration is subject to extra charges in accordance with the rates in Exhibit A”

Physical Systems Management

“Agent shall make periodic inspections of all ground areas and landscaping improvements to determine whether such are receiving adequate care and maintenance.”

Annual Audit

“The Association will have annual audit prepared at its own cost annually. Agent shall cooperate fully with the independent certified public accountant in the annual audit, including making all records, books, and accounts available for their inspection and review, and any expense due to the Agent by Association for the af9orsaid services shall be as set forth in Exhibit A. Audits will be conducted in Agents principle office.

The following are comments from the BOD Annual Meeting What the HOA Contract Will Provide. Most are responses to member questions.

Mathew: “Associa will handle billing, meetings and member complaints.”

Note: Associa has yet to handle meetings and member complaints. Kwa

“Michael Rosebaugh clarified that we will still need attorneys for some things but that they will be help quite a bit. Mathew Underbrink explained that since we do not have HOA expert members on the Board, Associa will be able to help us resolve some of the issues quickly instead of the amount of time it takes now to research and consult with attorneys”

“Michael Rosebaugh clarified that they won’t be in control of the meetings but will assist with facilitating them.”

“Trevor stated that they will help with some of the technical stuff so that we can focus on running the meeting. They will do minutes.”

“Trevor stated...they will do all the things that the previous Office Manager/Administrator was doing, all of our accounting such as bookkeeping and

delinquent accounts, member communications, payroll, recording secretary, reserve study....”

Trevor said “...If members need a gate key, they will see Tammy in the office, but if there is a complaint, lot mod, billing question they will go to Associa.” “...we can have them at a meeting and they can answer questions.” Michael Rosebaugh stated “...they will be running our meetings.”

Note: This has not happened. Kwa

Question:” Will Associa handle legal issues? This is one of the consolidation of services. They have a whole network of layers. We will finish up with our current legal counsel, Associa has attorneys who are experts in HOA law so they will be able to help us.

Note: Contract states Agent does not give legal advice and Michael stated above that we will use our current attorney(s). Not all legal advice are HOA issues. Kwa

Below are some other items not provided, complaints and extra charges/costs not covered by the m.

Integrated monthly fee.

Associa charges \$8.00 per box per month to store our records. CRCC can store for free and bankers box cost \$3.15 (costs are from Amazon)

“IRS refunds, monitoring, collecting responsibility of the Association.”

“Annual Budget and variance – no less than thirty (30) days before the end of the fiscal year.” **Not in compliance with the contract. Kwa**

CRCC meetings: Agent “shall supervise the organization of all general membership meetings in particular the Annual meeting. Agent shall record the minutes if required. Agent shall virtually attend four (4) meetings annually. Meetings exceeding 2 hours, extra charge.” **We negotiated and signed a contract that said meetings were to be Monday through Thursday knowing that our meetings are always on Saturdays. This gives the agent an out. Monthly fee should be less. Kwa**

“Agent shall make periodic inspection of the site” **Non compliant. Kwa**

“Credit card processing cost us \$8000.00 now so that will be another service that is consolidated.” I would assume that is a pass through + an administrative fee by my reading of the contract. Kwa

Other items the BOD said we would be getting:

- Full online portal for members and Board/staff.
- Reserve Study support.
- Full communications with members on a number of channels.
- Direct support to board and community manager (call center support).
- Integrated payment system.
- Support for park violations including hearings and enforcement.
- In-house accounting support, fraud prevention.
- Board education support.

Associa Potential Cost Savings

- Accounting/Payroll (-\$1,500/month or -\$18,000/yr)
- Office Secretary (\$29,000/yr Currently) Reduced to approx... 12 hrs per week after 7/1/22
- Legal Services This year approx. 20-30k, potentially lowered to 5-10Kbased off savings
- Policy and Bylaw Review
- Recording Secretary (\$1,800/yr)
- Reserve Study Report
- Audit & Tax Support Association responsibility by contract and must supply a CPA Kwa
- Credit Card Processing (\$8,000/yr)

Note: The President who negotiated and signed this contract did not attend the Annual Meeting to discuss with the members.

Trevor stated Associa would do what the previous office manager/administrator would do. With the addition of a park Manger (Pixie). Secretary was to be cut to 12 hours. Park cost for office staff has gone up so there was no savings with

Associa and office staff is doing things that were to be transferred to the Agent.
Kwa

Home owners have been greatly surprised when selling their properties, the amount of extra charges Associa charges. CRCC use to charge \$200.00.

Associa Resale.

	Associa	CRCC
Covenants Compliance Inspection	\$180.00	
Covenants Compliance Inspection Update	\$100.00	
Resale Certificate	\$275.00	\$200.00
Custom Lender Questionnaire	\$275.00	
Refinance Only	\$220.00	
Legacy Account Closure Fee	\$150.00	
New Account Set-up Fee	\$80.00	

Volunteers buying items for the park at their own expense have found it takes 3-4 months and numerous contacts with the CRCC office to get reimbursed.

Extra Fees

Description	Associa	CRCC	Comment
Non-Partner Bank Accounts Monitoring and Reconciliation per Account	\$50.00 per month per account	0	Starting Sept \$150.00 per month
After hours Emergency Call	\$150.00 per call	0	
Annual Office Supply Fee	\$2.50 per unit per	0	\$950.00 yr

	yr		
Billing Statements	\$3.25 per statement	0	
Copies, Faxes, Scans	\$9.30/pg, \$1.00 for color	0	Cost to buy \$0.02/pg
Direct Pass Thru Expense	Actual cost plus 20%	0	We were billed \$1,598 August 2023
Envelopes	\$0.28 standard \$1.00 large	0	Cost to CRCC to buy \$.05 standard, \$0.19 large
Mailing labels	\$0.25	0	Cost to buy \$0.14

Postage	cost	0	
Special Assessment Setup	\$6.00/unit \$500.00 minimum	0	\$2,280 for CRCC
Special Assessment monitoring Includes all units for duration	\$6.00/unit	0	\$2,280 for CRCC
1 st Delinquency notice and/or friendly reminder	\$25.00/notice	0	\$2,575 for October 2023
2 nd Delinquency Notice	\$30.00/notice	0	
3 rd Delinquency Notice	\$40.00/notice	0	
Community Manager with AMS	\$150.00/hr		\$1500 for 10 hrs Sept 2023

Recommend all Board Members search “Homeowners Association: Last Week Tonight with John Oliver.” Its well worth the 30 minutes to see what HOAs are getting away with and Associa is mentioned in the piece. Piece contains some strong language and humor.

Exhibit A**Itemized Charges for Periodic Routine Services & Non-Routine Services & Reimbursables**Initial

Effective 1/1/2022

Agreement Services	Charge
Direct Debit Program (for assessments)	Included in Agreement
Online Owner & Board Portal - TownSQ	Included in Agreement
Employee Cell phones, Laptops & Equipment	Included in Agreement
Homeowner Associa Advantage Access	Included in Agreement
Employee Mileage Reimbursement	Included in Agreement
Utilization of GoToMeeting License	Included in Agreement
EMB Conference Room Use 8:00 am to 4:30 pm	Included in Agreement
Board Education	Included in Agreement
Administrative & Accounting	Charge
Annual 1099 Processing	\$20.00 each, billed in February
Access Card/Keys/Gate Processing	\$20.00 per month flat fee
Account Maintenance Fee (if opted out coupons/statement)	\$1.00 per unit, per month
Non-Partner Bank Account Monitoring & Reconciling – per account	\$50.00 per month, per account
After-Hours Emergency Calls	\$150.00 per call handled after hours
Annual Office Supply Fee	\$2.50 per unit, per year
AP Payment Processing/Check stock	\$1.00 per payment
Billing Statement	\$3.25 per statement
Copies, Faxes & Scans	\$0.30 per page, \$1.00 per color page
Courier Charges	Actual Cost, plus 10%
Coupon Book Processing	\$10.00 per coupon book
Digital Electronic Data Storage & Maintenance	\$1.00 per month, per unit
Direct Pass Thru Expense	Actual Cost, plus 20%
Email Blasts (Outside of TownSQ)	\$10.00 per email or \$30.00 per month (unlimited)
Envelopes	\$0.28 – small/standard size \$1.00 – large size
Mailing Labels	\$0.25 each
Mailer – Rush Fee	\$45.00, plus cost
Manual Bank Deposit/Withdraw	\$50.00 per transaction
Notice by Certified Mail	\$10.00 per notice, plus cost
Opening of Investment Account	\$100.00 per account
Postage	Direct Postage Cost
Paper Records Storage	\$8.00 per box, per month
Registered Agent Fee	\$55.00 annually
Rush Check Requested by Client	\$55.00 per check
Special Assessment Set-Up	\$6.00 per unit set-up fee, \$500.00 minimum
Special Assessment Monitoring – Includes all units for duration	\$6.00 per unit, per month
Tax Return Preparation	Per Engagement Letter
Transition Out Fee	One Month of Management Fee Amount
Utilities Assessment Monitoring	\$5.00 per unit, per month
Administration of Losses/Insurance Claim	6% of total claim
Oversight/Coordination of Non Contracted Services	Hourly Rate
Services at an Hourly Rate – Outside of Scope	Charge**
Executive Leadership	\$250.00 per hour
Directors, PCAM's & Accounting Supervisors	\$175.00 per hour
Community Manager's, CMCA's	\$125.00 per hour
Community Manager with AMS	\$150.00 per hour
Admin and Assistant Manager's	\$85.00 per hour
Collections	Charge
Billed to Association and Charged Directly to Owner	

1 st Delinquency Notice and/or Friendly Reminder	\$25.00 per notice
2 nd Delinquency Notice	\$30.00 per notice
3 rd Delinquency Notice	\$40.00 per notice
Sent to Attorney Notice	\$45.00 per notice
Intent to File Lien Processing	\$175.00
Return Check Fee/Stop Payment	\$50.00 Handling Fee
Payment Plan Administration	\$40.00 per occurrence/month
Architectural Administration & Compliance	Charge
Violation – 1 st Letter	\$8.00 per notice
Violation – 2 nd & Subsequent Letters	\$15.00 per notice
Preparation & Appearance: Depositions & Hearings	Hourly Fee
Referral to Attorney, Ongoing Communication Regarding Enforcement Process	\$125.00 per occurrence
ACC/ARC TownSq Portal Subscription Fee	\$25.00/per month for 0-49 units \$35.00/per month for 50-99 units \$45.00/per month for 100+ units
ACC/ARC Application Review Administration Fee (charged to Owner)	\$15.00 processing fee (fee waived if on Portal Subscription)

Maintenance Services	Charge
Normal Business Hours Services – Rates will vary based upon skilled labor, ranging from \$68.00 to \$120.00	Hourly Rate + Sales Tax
After hours, Holiday Services & Emergencies	\$225.00 per hour, plus materials
Dedicated Hours Services	Negotiable (fees quoted based upon number of hours contracted)
Maintenance Supplies/Services or Permits Purchased or Used by HOA	Cost, plus 25%
Project Oversight	\$100.00
Preventative Maintenance Services (fire alarms, elevators, dryers, etc.)	Hourly Rate
Replacement of Mailbox Lock/Keys	\$120.00 per lock
Payroll & Benefits Administration	Charge
HR Services: Associa Employees 100% dedicated to HOA	All Gross Wages, Taxes & Benefits, plus Admin Fee
Association Employees: Employees directly by the HOA	10% of payroll processed by third party administrator
Resale: Paid Between Buyer & Seller – Not Association	Charge
Covenants Compliance Inspection	\$180.00
Covenants Compliance Inspection Update	\$100.00
Resale Certificate	\$275.00
Escrow Demand/Statement of Account	\$285.00
Lender/Mortgage/Condo Questionnaire w/o CCI	\$250.00
Custom Lender Questionnaire	\$275.00
Refinance Only	\$220.00
Legacy Account Closure Fee	\$150.00
Post-Closing Fee (Developer – New Unit Sales)	\$100.00
New Account Set-Up Fee	\$80.00

Initial JC

**Hourly Fees may be assessed for items and/or time outside the scope of standard management services; including but not limited to the preparation and appearance at court, coordination of non-insurance claim losses, Reserve Project Coordination, the scheduling and attendance of hearings, schedule of inspections for maintenance items and any owner access coordination, additional site visits, the creation or editing of newsletters, directories or social media postings, the preparation and supervision of documents or requests for access to documents, any customized financial reporting, cash flow or spreadsheet preparation or maintenance, duplicate work as a result of delayed Board decisions, preparation of bank loan documents, attendance at additional meetings, events or meeting exceeding two hours, transcription of meeting minutes, posting notices, coordination and/or editing of documents, policies, resolutions, rules, charters, secretary of State documents, move in/out, check in/out and/or club house management, lease management, leak management, shredding or records purge, legislative changes or compliance updates or trainings, website set-up and maintenance, on-site assistance for emergency and/or after hour services billed hourly.

Initial JC

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2022-12-29-14245
Invoice Date: 12/29/2022
Invoice Due Date: 12/29/2022

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
AP Check Stock	8.000	8.00	0.00	8.00
B&W Scanned Document	1.000	0.30	0.00	0.30
Black & White Copy	4.000	1.20	0.00	1.20
Demand Letter	3.000	90.00	0.00	90.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Extra Check Run	3.000	165.00	0.00	165.00
Friendly Notice	48.000	1,200.00	0.00	1,200.00
New Account Setup Fee	1.000	80.00	0.00	80.00
Postage First Class - 1oz.	61.000	36.60	0.00	36.60
Standard #10 Envelope with Window	60.000	16.80	0.00	16.80
Total:		1,977.90	0.00	1,977.90

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-01-27-14349
Invoice Date: 01/27/2023
Invoice Due Date: 01/27/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
3rd Delinquency Letter	3.000	120.00	0.00	120.00
AP Check Stock	14.000	15.50	0.00	15.50
Black & White Copy	13.000	4.35	0.00	4.35
Color Copy	1.000	1.00	0.00	1.00
Demand Letter	38.000	1,140.00	0.00	1,140.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Friendly Notice	2.000	50.00	0.00	50.00
New Account Setup Fee	3.000	240.00	0.00	240.00
NSF Fee	1.000	50.00	0.00	50.00
Postage First Class - 1oz.	59.000	35.58	0.00	35.58
Standard #10 Envelope with Window	59.000	16.84	0.00	16.84
Total:		2,053.27	0.00	2,053.27

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-02-28-14454
Invoice Date: 02/28/2023
Invoice Due Date: 02/28/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
3rd Delinquency Letter	32.000	1,280.00	0.00	1,280.00
Annual Office Supply Fee	470.000	1,175.00	0.00	1,175.00
AP Check Stock	3.000	3.75	0.00	3.75
Black & White Copy	66.000	23.10	0.00	23.10
Demand Letter	2.000	60.00	0.00	60.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Envelope 6.5 x 9.5	1.000	1.15	0.00	1.15
Friendly Notice	1.000	25.00	0.00	25.00
New Account Setup Fee	4.000	320.00	0.00	320.00
Postage First Class - 1oz.	44.000	27.72	0.00	27.72
Postage First Class - 2oz.	1.000	0.87	0.00	0.87
Standard #10 Envelope with Window	44.000	14.08	0.00	14.08
Total:		3,310.67	0.00	3,310.67

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-03-29-14557
Invoice Date: 03/29/2023
Invoice Due Date: 03/29/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
1099/6, Tax Processing	7.000	175.00	0.00	175.00
3rd Delinquency Letter	2.000	80.00	0.00	80.00
AP Check Stock	22.000	27.50	0.00	27.50
B&W Scanned Document	6.000	2.10	0.00	2.10
Black & White Copy	22.000	7.70	0.00	7.70
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Envelope 6.5 x 9.5	7.000	8.05	0.00	8.05
Friendly Notice	3.000	75.00	0.00	75.00
New Account Setup Fee	2.000	160.00	0.00	160.00
Postage First Class - 1oz.	37.000	23.31	0.00	23.31
Standard #10 Envelope with Window	30.000	9.60	0.00	9.60
Total:		948.26	0.00	948.26

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-04-27-14766
Invoice Date: 04/27/2023
Invoice Due Date: 04/27/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
3rd Delinquency Letter	18.000	720.00	0.00	720.00
AP Check Stock	16.000	20.00	0.00	20.00
B&W Scanned Document	1.000	0.35	0.00	0.35
Black & White Copy	49.000	17.15	0.00	17.15
Demand Letter	22.000	660.00	0.00	660.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Direct Pass Through	1.000	3.53	0.00	3.53
Friendly Notice	5.000	125.00	0.00	125.00
New Account Setup Fee	5.000	400.00	0.00	400.00
Postage First Class - 1oz.	72.000	45.36	0.00	45.36
Standard #10 Envelope with Window	67.000	21.44	0.00	21.44
Total:		2,392.83	0.00	2,392.83

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-05-30-14871
Invoice Date: 05/30/2023
Invoice Due Date: 05/30/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
3rd Delinquency Letter	6.000	240.00	0.00	240.00
AP Check Stock	14.000	17.50	0.00	17.50
B&W Scanned Document	34.000	11.90	0.00	11.90
Black & White Copy	15.000	5.25	0.00	5.25
Color Copy	1.000	1.00	0.00	1.00
Demand Letter	1.000	30.00	0.00	30.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Hourly Rate - Community Manager	4.000	600.00	0.00	600.00
New Account Setup Fee	1.000	80.00	0.00	80.00
Postage First Class - 1oz.	28.000	17.64	0.00	17.64
Standard #10 Envelope with Window	22.000	7.04	0.00	7.04
Total:		1,390.33	0.00	1,390.33

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-06-28-14977
Invoice Date: 06/28/2023
Invoice Due Date: 06/28/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
3rd Delinquency Letter	1.000	40.00	0.00	40.00
AP Check Stock	16.000	20.00	0.00	20.00
B&W Scanned Document	8.000	2.80	0.00	2.80
Black & White Copy	3706.000	1,297.10	0.00	1,297.10
Color Copy	2.000	2.00	0.00	2.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Envelope 6.5 x 9.5	457.000	525.55	0.00	525.55
Extra Check Run	1.000	55.00	0.00	55.00
Hourly Rate - Community Manager	4.000	600.00	0.00	600.00
New Account Setup Fee	4.000	320.00	0.00	320.00
Postage First Class - 1oz.	19.000	11.97	0.00	11.97
Postage First Class - 2oz.	457.000	397.59	0.00	397.59
Standard #10 Envelope with Window	18.000	5.76	0.00	5.76
Total:		3,657.77	0.00	3,657.77

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-07-27-15350
Invoice Date: 07/27/2023
Invoice Due Date: 07/27/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
AP Check Stock	15.000	18.75	0.00	18.75
B&W Scanned Document	2.000	0.70	0.00	0.70
Black & White Copy	32.000	11.20	0.00	11.20
Color Copy	1.000	1.00	0.00	1.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
New Account Setup Fee	5.000	400.00	0.00	400.00
Postage First Class - 1oz.	23.000	14.91	0.00	14.91
Registered Agent Services	1.000	55.00	0.00	55.00
Standard #10 Envelope with Window	22.000	7.04	0.00	7.04
Total:		888.60	0.00	888.60

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-08-29-15474
Invoice Date: 08/29/2023
Invoice Due Date: 08/29/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
AP Check Stock	19.000	23.75	0.00	23.75
B&W Scanned Document	16.000	5.60	0.00	5.60
Black & White Copy	8.000	2.80	0.00	2.80
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Direct Pass Through	1.000	1,597.68	0.00	1,597.68
New Account Setup Fee	2.000	160.00	0.00	160.00
Postage First Class - 1oz.	22.000	14.52	0.00	14.52
Standard #10 Envelope with Window	22.000	7.04	0.00	7.04
Total:		2,191.39	0.00	2,191.39

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-09-27-15600
Invoice Date: 09/27/2023
Invoice Due Date: 09/27/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
Additional Bank Account Monitoring	3.000	150.00	0.00	150.00
AP Check Stock	21.000	26.25	0.00	26.25
B&W Scanned Document	14.000	4.90	0.00	4.90
Black & White Copy	7.000	2.45	0.00	2.45
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Hourly Rate - Community Manager	10.000	1,500.00	0.00	1,500.00
New Account Setup Fee	2.000	160.00	0.00	160.00
Postage First Class - 1oz.	27.000	17.82	0.00	17.82
Standard #10 Envelope with Window	26.000	8.32	0.00	8.32
Total:		2,249.74	0.00	2,249.74

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-10-27-15862
Invoice Date: 10/27/2023
Invoice Due Date: 10/27/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
Additional Bank Account Monitoring	3.000	150.00	0.00	150.00
AP Check Stock	7.000	8.75	0.00	8.75
B&W Scanned Document	56.000	19.60	0.00	19.60
Black & White Copy	25.000	8.75	0.00	8.75
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Friendly Notice	103.000	2,575.00	0.00	2,575.00
Hourly Rate - Community Manager	2.000	300.00	0.00	300.00
New Account Setup Fee	6.000	480.00	0.00	480.00
Postage First Class - 1oz.	116.000	76.56	0.00	76.56
Postage First Class - 2oz.	4.000	3.60	0.00	3.60
Standard #10 Envelope with Window	116.000	37.12	0.00	37.12
Total:		4,039.38	0.00	4,039.38

INVOICE

EMB Management, Inc.
15301 NE 90th St Ste 170
Redmond, WA 98052

Vendor Number: 10830
Invoice Number: 2023-11-29-16152
Invoice Date: 11/29/2023
Invoice Due Date: 11/29/2023

Customer Name: Cascade River Community Club
Customer ID: 380280

Item Description	Quantity	Amount	Tax Amount	Total Amount
Additional Bank Account Monitoring	3.000	150.00	0.00	150.00
AP Check Stock	26.000	32.50	0.00	32.50
B&W Scanned Document	1.000	0.35	0.00	0.35
Black & White Copy	4.000	1.40	0.00	1.40
Demand Letter	44.000	1,320.00	0.00	1,320.00
Digital Electronic Data Storage & Mainte	1.000	380.00	0.00	380.00
Friendly Notice	5.000	125.00	0.00	125.00
New Account Setup Fee	2.000	160.00	0.00	160.00
NSF Fee	1.000	50.00	0.00	50.00
Postage First Class - 1oz.	76.000	50.16	0.00	50.16
Standard #10 Envelope with Window	76.000	24.32	0.00	24.32
Total:		2,293.73	0.00	2,293.73