



# Executive Board HANDBOOK



Re: Letter of introduction

Dear Director,

Congratulations on your election to your community's Board of Directors. You will find the experience invigorating, exciting and challenging.

At Association Management Group, we are here to help. With more than three decades of experience managing community associations throughout the Carolinas, AMG looks forward to sharing our expertise to help you and your Board meet your goals.

AMG works hard to take the hassle out of serving on governing boards, providing superior service and cutting-edge solutions to our help our directors best manage their community.

Our focus is to lessen the volunteer workload and stresses, and to:

- Make the community a more pleasant place to live;
- Help enforce community rules and regulations; and
- Preserve and enhance property values.

The Executive Board Handbook is designed to share and explain standard board procedures and responsibilities. Of course, please don't hesitate to reach out to your Community Manager if you have any questions.

It is a privilege to serve you and we look forward to working with you.

With warmest regards,

*Paul K. Mengert*

Paul K. Mengert, PCAM, CMCA  
President and CEO  
Association Management Group, Inc.



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# Welcome to the Board



Congratulations on your election to your community's Board. Serving on the Board is both a honor and a responsibility.

It is our experience that virtually everyone who serves on an Association Board does so for good reason. Typically, directors are motivated to make their communities better places to live and seek to make meaningful contributions. However, new

and even experienced Board members often do not know what will be expected of them or exactly how the organization is structured.

To help get directors “up to speed” quickly, we have prepared this handbook to explain some of what is required, desirable and permitted in order to do a good job in your community. This handbook should be viewed only as a guide; it is not all-inclusive, nor is every point applicable to every Association. It is also no substitute for advice from an attorney, accountant, engineer or other professional whose guidance may be needed.

## WHY ASSOCIATIONS?

Associations exist to help preserve, protect and increase property values. Associations are formed for many reasons. Often, municipalities require Associations in order to build homes in certain areas or with a certain density. Others are formed to operate a set of facilities or provide specific maintenance. Functionally, Associations are designed to operate common areas and maintain designated property as outlined in the legal documents. Operationally, they collect money from owners for community expenses and in many cases, establish a reserve fund for longer term projects or replacements.

## ORGANIZATION

**Association:** The business entity used to operate the community is in most cases incorporated under state law. The organization gains its legal authority from both the community's legal documents recorded locally at the courthouse and state statutes. Federal laws also place restrictions on activities authorized and not authorized for the Association.

**The Board:** The Executive Board—or the Board of Directors, as it is sometimes called—is the decision-making body for the Association. Generally, the Board has the authority to act on behalf of the Association on all matters, unless the legal documents specifically restrict that power to the membership as a whole. In most cases, the legal documents and/or state statutes require the Board to take certain actions, such as preparing an annual budget.

**Directors:** Typically, owners elect Association members on an annual basis to serve a one-, two- or three-year term on the decision-making Board. The individuals elected have a fiduciary duty to act in the best interest of the Association and not pursue their own personal interests or agendas.



# Welcome to the Board

**Officers:** Once a Board is elected, it then votes to select officers (typically from among the directors), including president, vice president, secretary and treasurer. In most cases, the officers serve a one-year term. While the Board makes operational decisions, the officers carry out the decisions. Boards typically meet quarterly (in some larger communities, monthly) to make determinations, while officers and/or the board liaison, in conjunction with the manager, tend to the day-to-day business. In most Associations, the bylaws specify the officers and outline the duties of each.

**Manager:** The Association management company is contracted by the Association to provide administrative and professional services. In most Associations, the manager assists the Board with homeowner communications, billing, financial reporting and covenant enforcement. For most communities, the president serves as the “Board liaison” to the manager, instructing the manager on activities to undertake for the Association. Duties of the manager vary widely based on the Association’s needs, desires and the Community Services Agreement.

## BOARD DUTIES

Boards generally have wide latitude within the governing documents to operate the Association. One of the primary duties is to collect member fees and retain service providers that operate and/or maintain the Association’s facilities. In addition, proper planning is a paramount duty. In most cases, Boards are charged with either approving architectural change requests or appointing a committee to do so.

Most experts view the role of the Board and officers as strategic, and they suggest delegating day-to-day responsibilities to their manager or professional staff. Yet, in virtually all cases, the Board and officers are responsible for supervising the Association’s activities and contractors.

## ACCOMPLISHING OBJECTIVES

Experienced officers and directors know that listening to residents is essential. Building a consensus among members before making changes or implementing rules is important. Often, owners will not understand the need for changes or new rules unless they are explained. Directors are advised to think not only in current terms, but also about the future. Many Associations have found that reserve studies, performed by professional groups, are an extremely valuable tool and helpful for Associations planning for the future. These studies help directors understand what will be needed in the future and help convince members that setting funds aside for future needs is vitally important.





## About the AMG Family



### AMG: OUR “FAMILY” IS HERE TO HELP

Since 1985, Association Management Group (AMG) has provided community Association management services. Our company was founded by Paul and May Gayle Mengert, whose top priority for more than 30 years has been to preserve, protect and enhance property values and the quality of life in communities they manage.

AMG’s team of local experienced managers assists with the operations and maintenance of Associations ranging from communities as small as a dozen homes to large-scale developments with thousands of homes and businesses. AMG invests heavily in its staff, industry education and technology, all in order to make our client partnerships the most effective in the industry.

We understand Board members are volunteers who are often very busy in their professional and personal lives. Because of this, we have developed unique systems that make the job of serving on the Board easier. Our management techniques are designed to save time, yet allow the flexibility to evaluate and make the proper decisions for your community.

AMG measures satisfaction in the communities it manages. Historically, AMG achieves a 98% overall satisfaction rating, based on owner surveys and proprietary satisfaction models. This helps to explain why many communities managed by AMG have been with the company for more than 10 or 20 years...and some nearly 30 years.

Our company leaders and managers have participated in industry trade association activities at the highest levels, taught manager training programs across the United States, and been selected by USAID to train Association leaders of emerging democracies.

Based on our experience and expertise in these settings, AMG has compiled this handbook to give you a few key tools that will make your service on the Executive Board easier and more effective for your Association.



## Role of the Community Manager

At AMG, many of our managers have worked for the company for decades. We recruit and train top managers to assist in the coordination of your community's needs. Our managers routinely participate in programs offered by the Community Associations Institute (CAI) Professional Management Development Program (PMDP).

The primary role of our company is to guide and assist Association leaders. We do so both professionally and administratively.



Our staff members are carefully selected, screened and trained to assist your community. A few of the areas where we help Association leaders (as directed by the Board or Board liaison) include:

- Budgeting
- Communications
- Assessment collection
- Coordination of maintenance
- Legal affairs facilitation with legal counsel
- Covenant compliance assistance
- Compiling financial statements
- Assistance with contractor selection
- Insurance review assistance



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# Home Sales and Welcoming New Owners



## HOME SALES

At AMG, we realize one of the community's primary goals is to increase property values. The community promotes higher resale values by ensuring that buyers and potential buyers in the community are able to obtain important information quickly and accurately.

When buyers contract to purchase property in your community, they often require certain information from the Association. In many cases the sellers, buyers, mortgage companies or attorneys request certain information from AMG. At no cost to the Association, we provide the information to the requesting parties, charging the requesting party based on their needs and timeframe.

## WELCOMING NEW OWNERS

The Association has the responsibility to help educate new owners about the community.

Often, new owners are a great source of volunteers because they are excited about their recent purchase. We always encourage new members to get involved in volunteering to assist their Association.

To make certain new residents understand how the Association operates, many communities distribute a New Owners Welcome Kit, which includes:

- Welcome letter
- Website address
- General information and links for more information



The association has the responsibility to help educate new owners about the community.

New owners are given the opportunity to sign up for recurring bank draft payment: This is a major convenience for owners and enhances the Association's collections. Other options include pay by telephone, pay by credit card and pay by mail.





# Promoting Harmony and Covenant Enforcement



Your Association's covenants and rules are designed to promote harmony in your community. While most members who understand the rules are happy to follow them, there are occasional instances when reminders are needed.

AMG's decades of research and experience indicate that strong, recurring resident education efforts result in substantially higher compliance. Most people are happy to follow rules they understand. Remember, people cannot follow rules they do not know about or do not understand. It is incumbent on the Association Board not only to pass and explain the rules,

but also to enforce them uniformly in a fair manner. In doing so, the Association should keep in mind its goals – promoting harmony while maintaining, preserving and enhancing community and property values.

## When problems do arise, AMG generally recommends the following steps:

**Friendly Compliance Request:** Explain why the rule is important, and describe what the owner needs to do to be in compliance.

**Cease-and-Desist Notice:** Send a notice that reiterates the previous correspondence and explains the steps that may be taken if the owner continues to violate the rule.

**Notice of Hearing:** This third step to gain compliance is not often needed. However, recurring violators or those who refuse to come into compliance voluntarily may be called to a hearing at which fines may be imposed. AMG works with a group of attorneys who will send such a letter at a low cost to the Association. Arranging for the letter to come from the Association's law firm not only assists with compliance but also makes sure the Association is following all the legal steps should a court later be involved.

**Fine Hearing:** An adjudicatory hearing can be held to determine if an accused violator should be fined under the Association's covenants or state law. The hearing, while technically designed to determine if a violation has or is occurring, often can lead to a discussion where compliance can be worked out and the matter resolved.

(Note: AMG suggests reviewing your Association's protocol with your attorney, as steps may vary based on governing documents and applicable laws.)

Promoting harmony while maintaining, preserving and enhancing community and property values.



## Assessment Collections



AMG assists the Association in collecting assessments (regular fees or dues) by providing each owner with payment documents or coupons and following up on behalf of the Association with owners who do not submit payments in a timely manner.

Both state laws and the federal Fair Debt Collection Practices Act may affect the Association's ability to collect fees. AMG encourages all of its clients to review collection procedures with their attorney, but the Association should always refrain from making false or harassing statements in the process of attempting to collect debts. Importantly, information about the delinquency cannot be distributed or published.

### **AMG recommends Associations utilize a four-point system to collect fees or assessments:**

1. Notice of assessments or fees to all owners;
2. 30-Day Past Due Notice with an account statement and levy of late fee;
3. 60-Day Past Due Notice, with an account statement and additional late fees; and
4. 90-Day Attorney Turnover.

After the Association's attorney receives the delinquent account, the attorney can take a number of steps to collect the Association's fees. It is important that the debt be secured by a lien quickly to protect the interests of the Association and its other property owners. Failure to do so in a timely fashion may prevent the Association from recovering the debt in case of a sale, refinancing or bankruptcy.

Typically, once the account is turned over to an attorney, he or she repeats the Association's demand for payment. If the debt remains unpaid, the attorney can file a lien and ultimately foreclosure, if authorized by the Executive Board.

AMG's long-term experience has been the more quickly an Association pursues collections of unpaid assessments, the greater the likelihood that payment can be obtained. It is important to remember that if some owners are allowed to not pay their assessments, ultimately other owners must pay more.



# Association Maintenance and After-Hours Emergency Calls



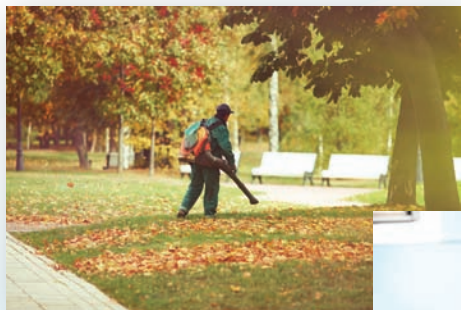
## ASSOCIATION MAINTENANCE

AMG has operated one of the finest handyman maintenance services in the state for more than 30 years. Our veteran maintenance staff can fix many problems quickly. While AMG recommends bidding out larger projects to contractors, our own maintenance staff are available, as directed by the Board, to assist with smaller projects. Not only are we often able to fix small maintenance issues quickly, but often we can do so at a lower cost than a third party.

## AFTER-HOURS EMERGENCY SERVICES

A 24-hour hotline is available by calling our local office. Our managers and maintenance staff are always available to provide emergency services 24/7/365.

Operationally, one of our goals is to minimize emergencies. By assisting the Association with proper planning, we can reduce the number of emergencies dramatically. However, even with the best planning, pipes still break at inopportune times. We are always available to assist when needed.



Not only are we often able to fix small maintenance issues quickly, but often we can do so at a lower cost than a third party.



## Legal Authorities and Governing Documents



**Federal Law:** Numerous federal laws affect Associations in the areas of bankruptcy, discrimination, collections and communications.

**State Laws:** Most states have laws that govern Association operations. Typically, these include limitations on powers related to collections and enforcement actions.

**Municipal Laws:** Most municipalities have regulations that affect zoning (operation of business in residential areas) and planning, as well as rules designed to keep residential areas maintained.

**Covenants, Master Deed or Plat:** While every community is different, “Covenants,” “Master Deed” or “Plat” usually describe the real estate rights and responsibilities of the Association and its owners. Covenant, a biblical term meaning “promise,” outlines the relationship and mutual promises. Generally, this refers to the owners’ commitment to each other and to the Association to follow its rules and pay required fees, and the Association agrees to provide certain services for the owners.

**Articles of Incorporation:** While not always required, the Articles of Incorporation in many states brings a corporate entity into existence.

**Bylaws:** Association bylaws, in a typical community, outline the administrative procedures. These often include quorum (the number of people required for a meeting), terms of directors and meeting procedures.

**Rules and Regulations:** Rules and regulations are typically adopted by the Executive Board or membership and should be regularly evaluated to fit contemporary needs.

**Hierarchy of Documents:** The order in which the laws and documents are listed above is no accident. In most cases, the highest authority begins with federal law and works its way down to rules and regulations. The Association cannot pass a rule that violates the covenants; in the same manner, a state cannot pass a law that contradicts a federal law. In the event a conflict is discovered, the higher authority takes precedent.



# Meetings and Minutes

## MEETINGS

Many Associations' legal documents and some state statutes require that meetings be conducted under the rules prescribed by Robert's Rules of Order Newly Revised (RONR). These rules are designed to help ensure fair treatment of all members. Interestingly, RONR specifically provides guidance that in smaller groups—under 12 members—less-formal procedures should be followed, including allowing the president or chair to make motions and vote (RONR, 11th ed., p. 487-488).

Board meetings are where Association policies and decisions are made. Effective Board meetings begin with planning by the president and/or manager. An agenda outlining anticipated business not only organizes the meeting but also allows the participants to prepare. In addition to an agenda, a “board package” outlining potential proposals and contracts in advance of the meeting promotes effective results. While it is recommended that members be able to attend and observe the meetings, it sometimes can be disruptive to conducting required business. Different state statutes provide differently, but in general, non-Board members are not allowed to participate in the Board meetings.

An Annual Meeting serves two primary purposes: 1) to elect new directors, and 2) to report to the membership the current affairs of the Association. Typically, the president presides at annual meetings.

## MINUTES

Keeping good minutes is important to the Association. Minutes create a historical record of what has been done by the Association. Most bylaws make the preparation of minutes the responsibility of the secretary. Taking minutes should not be an overwhelming task; they are not designed to record everything that is said. Minutes are designed to include all motions made and approved by the Association. Minutes of regular meetings should generally be available to all homeowners. Please see the AMG guide, “Minute-Taking Made Easy,” for more information.

## CHECKLIST

Here is a quick checklist of 10 items Association Executive Board members should consider, discuss and review periodically. These items should be discussed/reviewed by the Board and with the appropriate professionals.

1. Insurance coverage
2. CPA audit
3. Legal affairs with Association legal counsel
4. Financial statements and budget variances
5. Delinquencies, bankruptcies and foreclosures, if any
6. Violations and enforcement actions
7. Physical condition of the community and maintenance plans (related to the Association's responsibilities)
8. Professional reserve study to predict future costs
9. Consult with legal counsel on all requests for reasonable accommodations pursuing or possibly pursuant to the Americans With Disabilities Act
10. Ensure all residents are treated fairly and in compliance with the Fair Housing Standards.



Of course, every Association's needs are different. However, AMG has found these items should be considered by most. Please discuss these and other points with your directors, manager, legal counsel and other advisers.



## Hiring Contractors and Vendors



Following the AMG Bidding and Contracting Protocol when hiring contractors and vendors helps Associations obtain better results. AMG's suggestions include:

- Develop a written request for proposal that outlines exactly what the Association seeks.
- Use referrals provided by your community manager and other local experts.
- For expensive or complicated projects, use an expert or engineer to help write the specifications and assist in evaluating proposals.
- Use vendors with actual experience in performing jobs like those described in the scope of work.
- Require full insurance, including workers' compensation.
- Work with only licensed contractors, where applicable.
- Avoid selection based solely on price.
- Obtain and contact several current references.
- When possible, evaluate at least two or three proposals before making a decision.

### **Helpful Tip:**

Resist hiring inexperienced contractors even if the price is attractive.  
Experience does matter.



# Financials, Budgets and Reserves

## BUDGET & FINANCIAL STATEMENTS

Maintaining Association financial records is important. AMG highly recommends all Associations have annual audits performed by independent CPA firms. While AMG assists with collections, disbursements and preparation of financial reports, the responsibility ultimately lies with the Board.

AMG prepares modified accrual financial statements for its clients. A modified accrual statement reports income and expenses when they are received or paid, and provides supplemental reports that illustrate accounts payable and receivable that are not integrated into the balance sheet or income statement.

**Annual Budgets:** Annual budgets are tools for financial planning. A budget is a prediction of income and expenses by category. By properly predicting expenses, Associations can set future assessments and judge actual performance to the plan. Governing documents and/or state laws may dictate how and when a budget should be prepared.

**Balance Sheet:** For most Associations, the primary purpose of a balance sheet is to report the amount of cash the Association has at any given time.

**Budget Comparison Report:** On a monthly basis, AMG prepares this report for the Association to illustrate the actual income and expenses compared to budgeted income and expenses. It is always advisable to look for large variances and understand why they occurred or are occurring. While there are often good reasons for the variances, they should be understood.

**Disbursements Register:** The disbursement or check register gives a listing of all of the expenses (by check or invoice) paid in the designated period of time.

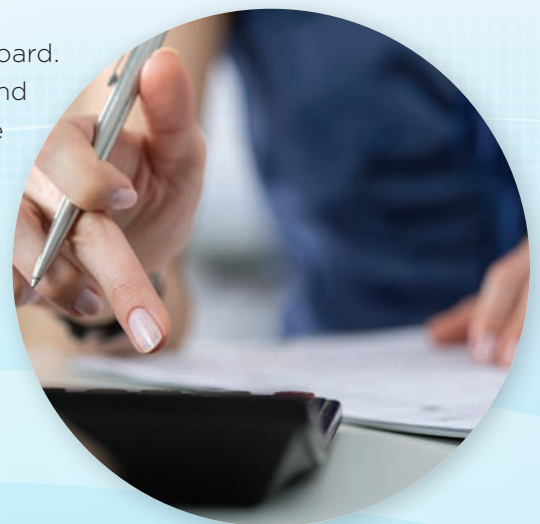
**Accounts Receivable / Delinquency Report:** This is a listing of money owed to the Association. In many cases, notes on the report provide information on the status of delinquent accounts.

**Accounts Payable Report:** This report lists unpaid bills that have been incurred. Most Associations do not have unpaid bills at the end of a period.

## RESERVE PLANNING

Planning for the future is a very important responsibility of the Board. Reserves are savings for future replacements, maintenance and repairs. Every Association has different responsibilities, but some common items Associations should consider reserving for include:

- Sidewalks, parking lots or streets
- Water or storm water detention facility
- Common areas
- Underground utility services
- Recreational facilities
- Major landscaping
- Building siding and roofing



AMG recommends to all its clients that a professional reserve planning organization assist the Association with long-term reserve planning. This tool is not only effective for planning but also for communicating the needs for future costs to the Association's membership.



## The Board



The primary focus of the Executive Board is to operate the Association while preserving, protecting and enhancing property values. The members of the Board should promote fairness in the community, enforce the provisions of the Association's legal documents, take reasonable actions to properly operate the community's facilities and enhance the community where/when possible.

Each of the officers typically has individual responsibilities/duties described below and as further detailed in the Association's by-laws. Each director has one vote, regardless of the office he or she may hold:

**President:** Serves as the chairperson of meetings and the chief executive officer of the Association. In many Associations, the president also has a responsibility/duty to appoint committees.

**Vice President:** Serves as a backup to the president and undertakes duties as prescribed by the bylaws and/or president.

**Treasurer:** Responsible for preparing budgets and maintaining Association financial books, even though the community manager often fulfills these needs on a day-to-day basis.

**Secretary:** Keeps records and meeting minutes; announces meetings; prepares agendas; maintains correspondence, records and membership lists; and verifies proxies. As with the treasurer, some of the secretary's duties are often delegated to the community manager.

**Director at Large:** Performs duties as directed by the president or Board from time to time. Most Associations have one or more directors who do not serve in a specific officer role designated in the bylaws. Each director has one vote, regardless of the office he or she may hold.

Consult your specific bylaws. However, typical officer terms are for one year, whereas directors' terms are typically longer.

### Helpful Tip:

*Robert's Rules of Order Newly Revised* provides special, less formal rules for smaller meetings, such as HOA Board meetings:

1. All Board Members may vote, including the Chairperson;
2. Seconds to motions are not necessary; and
3. Informal discussion of a subject is permitted while a motion is pending.





# Board Member Conduct Policy

## CODE OF CONDUCT

While certainly not mandatory, we have found that the best functioning Boards adhere to principles substantially similar to the ones we describe below. You may wish to discuss adoption of these or similar guidelines with the other members of the Board on which you serve. The following is a model code of conduct published by the national Community Associations Institute.

## COMMUNITY ASSOCIATION INSTITUTE'S MODEL - CODE OF ETHICS FOR COMMUNITY ASSOCIATION BOARD MEMBERS

This model code of ethics is not meant to address every potential ethical dilemma encountered by a community Association Board member, but it is offered as a basic framework that can be modified and adopted by any common-interest community.

### BOARD MEMBERS SHOULD:

- Strive at all times to serve the best interests of the Association as a whole, regardless of their personal interests.
- Use sound judgment to make the best possible business decisions for the Association, taking into consideration all available information, circumstances and resources.
- Act within the boundaries of their authority as defined by law and the governing documents of the Association.
- Provide opportunities for residents to comment on decisions facing the Association. Perform their duties without bias for or against any individual or group of owners or non-owner residents.
- Disclose personal or professional relationships with any company or individual who has or is seeking to have a business relationship with the Association.
- Conduct open, fair and well-publicized elections.
- Always speak with one voice, supporting all duly adopted Board decisions even if the Board member was in the minority regarding actions that did not obtain unanimous consent.





# Board Member Conduct Policy

## BOARD MEMBERS SHOULD NOT:

- Reveal confidential information provided by contractors or share information with those bidding for Association contracts unless specifically authorized by the Board.
- Make unauthorized promises to a contractor or bidder.
- Advocate or support any action or activity that violates a law or regulatory requirement.
- Use their position or decision-making authority for personal gain or to seek advantage over another owner or non-owner resident.
- Spend unauthorized Association funds for their own personal use or benefit.
- Accept any gifts—directly or indirectly—from owners, residents, contractors or suppliers.
- Misrepresent known facts in any issue involving Association business.
- Divulge personal information about any Association owner, resident or employee that was obtained in the performance of board duties.
- Make personal attacks on colleagues, staff or residents.
- Harass, threaten or attempt through any means to control or instill fear in any Board member, owner, resident, employee or contractor.
- Reveal to any owner, resident or other third party the discussions, decisions and comments made at any meeting of the Board properly closed or held in executive session.



## CONFLICTS OF INTEREST

Directors must act in the best interest of the Association and not allow themselves to be influenced by any outside sources. Any potential conflicts of interest should be disclosed in public and in advance of any decision. The member with the potential conflict should abstain from voting or debating the matter of potential conflict. Before the Association considers engaging any company somehow related to a director, the conflict should be disclosed. In most cases, experts recommend against engaging companies related to directors even if disclosed.

## GIFTS

It is recommended that the Association discourage the giving or accepting of gifts to or from the Association vendors or potential vendors. Many organizations do allow gifts of nominal value—\$50 or less—provided that any such gift does not have an undue influence on any director's decision making.



## Additional Resources

At AMG, we are always available to answer questions or assist with your needs. Please feel free to call any of our offices for additional assistance.



Below, you will find a list of websites you may find helpful. For easy access, visit [amgworld.com/laws](http://amgworld.com/laws)

### NORTH CAROLINA

North Carolina Condominium Act (NCGS 47C)

[www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter\\_47c.html](http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter_47c.html)

North Carolina Planned Community Act (NCGS 47F)

[www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter\\_47f.html](http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter_47f.html)

North Carolina Non Profit Corporation Act (55A - State Statutes)

[www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter\\_55a.html](http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter_55a.html)

### SOUTH CAROLINA

South Carolina Non Profit Corporation Act (SC Chapter 31 - Title 33)

[www.scstatehouse.gov/code/t33c031.php](http://www.scstatehouse.gov/code/t33c031.php)

South Carolina Horizontal Property Act (SC Chapter 27 - Title 31)

[www.scstatehouse.gov/code/t27c031.php](http://www.scstatehouse.gov/code/t27c031.php)

### FEDERAL

Americans with Disabilities

[www.aapd.com](http://www.aapd.com)

Telecommunications Act

[www.fcc.gov/telecom.html](http://www.fcc.gov/telecom.html)

Fair Housing

[www.hud.gov](http://www.hud.gov)

### LOCAL

Our footprint is too broad to link all local resources here. Your manager has links to applicable city and county departments. Feel free to email her/him for these links.



## THANK YOU FOR AGREEING TO SERVE!

The AMG team would like to thank you in advance for your service to your community. We know your neighbors will appreciate the effort you will make on behalf of your Association.

We are here to try to make your job easier and more pleasant. Please call on us any time we can be of assistance to you.

After more than 30 years of working with community Associations, we know the job that you have undertaken will not always be easy. This is why our team is willing to work hard to help you make your community a better place to live.



*A regional company with hometown services.*

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### North Carolina Offices

**Greensboro, Burlington:**  
614 W. Friendly Avenue  
Greensboro, NC 27401  
Phone: (336) 273-8600

**Charlotte Metro,  
Lake Norman:**  
211 Main Street  
Pineville, NC 28134  
Phone: (704) 897-8780

**Winston Salem, Advance:**  
301 North Main Street  
Suite 2479  
Winston-Salem, NC 27101  
Phone: (336) 724-7240

**Raleigh, Durham,  
Chapel Hill:**  
2530 Meridian Pkwy.  
Durham, NC 27713  
Phone: (919) 806-4394

### South Carolina Offices

**Columbia Metro:**  
Phone: (803) 714-6919

**Greenville, Spartanburg:**  
3104 Grandview Drive  
Simpsonville, SC 29680  
Phone: (864) 967-3564

**Aiken:**  
640 Old Airport Road  
Aiken, SC 29801  
Phone: (803) 714-6919

**All Other NC & SC Areas:**  
Phone: (888) 908-4264