

Please answer the questions under background and the five questions for board candidates. When answering, it is important that you adhere to the word limit posted to the right of each question. If your answers are too long, editors will trim them. Please return this questionnaire to the R & R Base Camp Office by 5 p.m. **Thursday, February 29, 2024**, and include a high-resolution head shot of yourself. Please use additional paper if necessary.



Crystal Lakes Road and Recreation Association
Board Member Application – Questionnaire

Connie Emery-Lyons
Filing 1, Lot 87 [REDACTED]
[REDACTED]

Background

- How long have you been a property owner in Crystal Lakes?

The property had been in the Emery family for over 50 years. I agreed to purchase the property in late 1980 (and have paid the dues since then). The title was quit claimed to me in 1998. My family completed construction of our log home in 2004 and I moved to the home full-time in 2017.

- Profession:

Amberton University (TX) || BS in accounting || CPA. Accountant/audit/compliance professional.

Questions for board candidates

- Why are you seeking this office? (Answer in 75 words or fewer.)

As a homeowner and full-time resident (member), I want to help keep Crystal Lakes a great place to live. I have ample experience in finance; project management; creativity; collaboration; passion and community service necessary to be an effective member of the Board. I will vote based on the data and not just to reach a consensus.

- What makes you the best choice for this office? (Answer in 75 words or fewer.)

Hours spent becoming familiar with how things work/don't work for CLRRA (participating in Board meetings, fireside chats, group/forum meetings, committee meetings, volunteer activities, and involvement in open discussions and observations) has helped align my corporate experience with community requirements. The audit/compliance profession requires a significant degree of objectivity and impartiality, which provides skills to make decisions and recommendations based on research & fact-finding. That experience drives me to work collaboratively/creatively to resolve complex issues.

- What are the most important duties of the board of directors? (Answer in 75 words or fewer.)

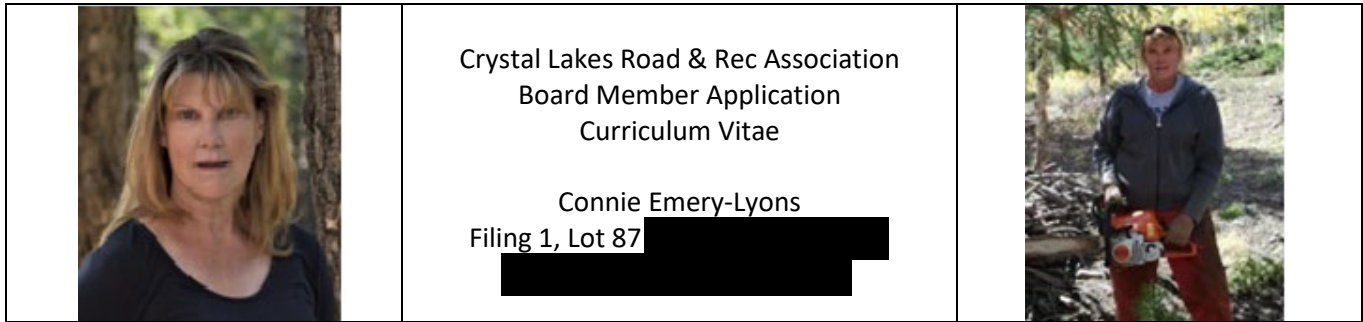
(1) Knowing and adhering to governing documents; (2) listening to, acknowledging, and addressing member concerns/questions; (3) making informed decisions based on information vs. emotion or speculation; (4) striving to improve communications with members to increase member awareness and participation; and (5) making decisions that are best for the community without consideration of personal benefit or that might be perceived as a conflict of interest.

- What should be done to ensure a high quality of life for property owners? (Answer in 75 words or fewer.)

Property owners need Board members who listen to and completely understand what is being discussed and what the impact of any Board decision is to the entire community. The Board must always act to protect the value and desirability of the Crystal Lakes community. Members need ample time to review pending Board decisions and be provided adequate information in advance of meetings so they can be prepared to ask questions.

- What will your top priority be if you are elected to this office? (Answer in 75 words or fewer.)

(1) Listening respectfully to all CLRRA interested parties who have constructive concerns/recommendations; (2) responding to questions and working to assist the Board in resolving issues timely; (3) performing follow-up research/review as needed to make independent recommendations to the Board; (4) helping the Board increase community respect and identifying ways to cut costs and increase efficiency and effectiveness; and (5) doing the right things for the right reasons in compliance with legal and CLRRA requirements.



BACKGROUND

I am a Colorado native, born in Boulder and grew up in Fort Collins. As a property owner (since 1998) and full-time resident (since 2017), I want to help keep Crystal Lakes a great place to live. I have extensive experience in finance; project management; creativity; collaboration; passion and community service necessary to be an effective member of the Board. I will support the community based on the data and not just to reach a consensus.

WORK EXPERIENCE and EDUCATION

Over 25 years of experience working in accounting, audit, compliance, facilities management, project management, at large (publicly held) and smaller (privately held) organizations. Experience includes building compliance and audit departments from the ground up. Creating policy documents, developing/delivering training, auditing, and monitoring (financial and IT), creating reporting tools and open lines of communication, engaging with management for support and reporting activities (Board of Director level), project management, implementation of online tools, and responsibility for review and understanding of a wide range of regulatory (legal and governmental) requirements.

Amberton University (TX) || BS in Accounting || Current Certifications: CPA, CIA, CISA

Where	When	Title
Mt. Lyons Consulting	Sep 2022 to Present	Owner
Global Healthcare Exchange (GHX)	Feb 2013 to Sep 2022	Dir Compliance/Enterprise Risk Management/Privacy Official/Facilities Manager
Centura Health	Jan 2010 – Feb 2013	Director Internal Audit
Kaiser Permanente	Jan 2007 – Jan 2010	Sr. Project Manager
Tenet Healthcare	Jan 1997 – Jan 2007	VP Internal Audit VP Compliance
Texas Instruments	Jan 1988 – Jan 1997	VP Internal Audit

WHY I RESIGNED FROM THE BOARD IN AUGUST 2023

I am grateful for the short time I was a CLRRRA Board member. In my role as Vice President, I learned a lot about how things work, and don't work, in Crystal Lakes.

I resigned after 2.5 months because I did not agree with numerous Board decisions made prior to and during my participation. Those made prior to my participation often required further discussion and voting by the new Board. In addition, I could not tolerate the ongoing lack of respect shown across the community and allowed (not managed) during Board meetings, committee meetings, and fireside chats. Especially concerning were instances where certain Board members and staff were overtly rude to other Board members, committee members, and owners.

Following are five examples of personally perceived mismanagement of CLRRRA assets made during my participation on the Board:

1. Instances where regulations (Colorado Common Interest Ownership Act) and CLRRRA policy documents were not fully complied with: (a) Administrative Policy – Purchasing; (b) Conduct of Meetings Policy; (c) Bylaws – Association Records; Books and Records; Meetings of Members; Voting; (d) Snow Plowing Policy

(prior to resent updates); (e) Neglectful management and inconsistent identification of properties in violation of CLRRRA policy - this year's effort increased mailing costs and included several violations that were sent in error (costly for everyone).

2. Observations of neglectful management of CLRRRA resources: (a) personnel; (b) equipment and (c) other assets (reserves) and occurrences of conflict-of-interest events that required further investigation and completion of proper business practices before those transactions were ready for Board review/approval.
3. Working with a broken policy review process. The policy committee drafts policies → sends the draft for Board review/approval → the Board votes to approve the document → the document is posted for member comment → the policy is revised where appropriate from member comments by the policy committee → the policy is sent back to the Board for another vote for approval → the policy is posted again for member review. A potentially on-going process that is inefficient and ineffective.
4. Observations where CLRRRA committees were under appreciated, misused, disrespected and/or ignored. Identified examples where committees were chaired by a Board member (road committee/finance committee). Once a new chair (non-Board member) had been appointed by the Board, observation that the Board was still making decisions contrary to committee recommendations (without full discussion or disclosure to all committee members).
5. Overall lack of transparency and responsiveness to member concerns (by some Board members). Untimely response to member questions after the "new" process was implemented. Disrespectful responses provided to members by some Board members via email (I also recognized that member email/questions could also be disrespectful).

PREVIOUS AND ONGOING ACHIEVEMENTS

As a prior Board member, I was able to accomplish the following:

1. Reviewed and prepared a matrix of CCIOA regulations and determined which are neutral to CLRRRA due to grandfathering.
2. Read all CLRRRA policy documents and determined where the Board was potentially in noncompliance.
3. Identified a cost-effective online work order application that would help members report snow removal requirements (as an initial pilot program) – this was not implemented.
4. Became Board liaison to the Policy committee, ACC committee and Green Belt committee.
5. Became fully aware that CLRRRA is not corporate America – which led to ongoing self-improvement to identify opportunities to better manage CLRRRA Board tasks and communications with members.

REVISED BOARD PARTICIPATION GOALS

If elected to the Board, I commit to:

1. Listen respectfully to all CLRRRA interested parties who have constructive concerns and recommendations.
2. Respond to questions and work to timely assist the Board in resolving issues based on those discussions.
3. Perform follow-up research and review as needed to make independent recommendations to the Board.
4. Help the Board increase community respect and identify ways to cut costs and increase efficiency and effectiveness.
5. Do the right things for the right reasons in compliance with legal and CLRRRA requirements.

Respectfully submitted,

Connie Emery Lyons

