

# Park Glen Neighborhood Association

Minutes of September 17, 2018 Board Meeting

Approved  
at the  
10/15/18  
Board  
Meeting

Russell called the meeting to order at 7:02 p.m.

All board members were present: President Russell Zwerg, Vice President Stephen Whiteland, Directors Kenneth Anderson, Tom Kaul, Susan Kenney and Kristy Shallcross. The position of Secretary is vacant.

Stephanie Varuska and Kelly Stafford were present from Neighborhood Management, Inc.

The minutes of the August 20, 2018 board meeting were reviewed. **A motion was made by Tom to accept the minutes as presented, with a second by Susan. The vote in favor of the motion was unanimous.**

Announcement of Board Actions since the August 20, 2018 Board Meeting - None

## President's Report

- Russell welcomed the Board members elected at the September 10 annual meeting and asked them to introduce themselves.
- Russell announced that we are looking at options to possibly replace our Association attorney. He feels that they are slow and have dragged their feet on a lot of things and may be a little expensive. Any proposal will be presented at a future board meeting.
- Russell gave an update on the Phase III Sidewalk Replacement and Tree Root Mitigation Project for which up to \$200,000 from previous operating surpluses was approved by the Board in July:
  - Opt-In Mailing went out to affected owners on 9/17.
  - Opt-In E-mails going out to affected owners on 9/17.
  - Coordinator Daniel Guido is negotiating with ACE Paving to develop a contract out of their proposal; he expects to have that by 9/24. Russell to approve that agreement along with all project expenses.
  - Work expected to start by October 15 and be complete by year-end.
- Russell announced that the next phase of mailbox repair, approved at the August board meeting, has not yet been commissioned due to a bureaucratic hitch in getting insurance information from TST Construction before he can be paid. In response to a question, Russell said that he had contacted 4 other contractors. Three were too high. The fourth one, contacted about two weeks ago, has not yet quoted.
- Russell presented a rough draft and asked the Board and members in attendance for input on the topics that should be covered in a mailing to all members that will go out with the annual assessment bills around October 1. Susan asked if the annual assessment bills would be e-mailed in addition to being mailed to get more success at people paying. Kelly said that she can check on that; it may just be a click of a button.

## Vice President's Report

- Stephen reported that he and Russell attended a seminar on Covenant Enforcement.

- Stephen reported that he had reported to the city a problem with cars not stopping at the crosswalk on Park Vista at Ash River. After the city did a study, Stephen was told that a push-button-activated LED crosswalk sign to alert cars would be installed there by September 28. Susan added that a pedestrian hybrid beacon (turns red when button is pushed) is also supposed to be installed at Park Vista and Redwood Trail. Stephen said that he also asked the city if a solution could be implemented to the problem of heavy traffic and difficulty getting across Park Vista near Park Glen Elementary.

Other Board Member Reports/Comments – Susan stated her opinion that the PID/Fort Worth Park Department ruined the view of the park by putting in exercise equipment along the path. She suggested that we get with City Council Member Cary Moon and ask the PID to allow homeowners and citizens to be involved and look at their master plan before something this significant is done. Russell suggested the idea of a liaison or “ambassador” to the PID from Park Glen. Kristy suggested adding this position to our volunteer opportunity list. Former PGNA President Kevin Hammack said the challenge we face is that the limited participation by our homeowners with the PID keeps us from having influence over their decisions. A member expressed frustration with mowing and clearing of park lands. He said that Robin (manager of PID6) told him that it was done to make it look nice. Russell said that this would most likely have been a Park Department decision with parks money rather than the PID. Stephanie said that it was stated at the PID6 Annual Meeting that there was a security purpose to some of the clearing, to more clearly be able to see areas on entry and exit.

#### Community Manager’s Report/Neighborhood Update / Status

- Stephanie presented her community report and the August financial report. Russell stated that we are still working to resolve the \$3800 “escrow” being held by RealManage against final expenses when their service was terminated. Russell explained that, unlike the community management companies we have had before, NMI front-loads assessment revenue when billed rather than spreading it over the 12 months of the fiscal year, so we will see a big surplus in the first month of the year followed by 11 months of deficits. This is an accounting decision only, so the end result of 12 months of operations is the same as it would be with a different accounting method.
- She reminded everyone that the annual assessment bills should be received by members in the first week of October and will be due November 1.

Treasurer’s Report - Russell presented and explained the standard reports that he creates on our accounts receivable situation and referrals on properties referred to attorney for collections and enforcement of deed restriction violations.

#### Events / Activities

- National Night Out is Tuesday, October 2. The deadline to register a block party with the city and with PGNA is September 27. Park Glen residents registering with the city, letting Russell know, and having a block party on October 2 will be eligible for a reimbursement of up to \$75 in expenses.
- The PID6 Community Garage Sales will be Friday-Sunday, October 19-21. Tom Kaul volunteered to put out the four banners that PGNA does for this.
- Park Glen’s 14<sup>th</sup> annual Turkey Trot will be November 22. Volunteers at various levels are needed before the event and the day of the event. We are currently signing up sponsors.
- Holiday in the Park will be December 1. Sign-ups are now open for exhibitors at this event.
- Dana Hammack encouraged the Board to be active with events.

## Business and Motions

As Russell explained at the annual meeting, the position of Secretary is vacant. Kaci Tristan received enough votes to be elected but is unable to take office. Though Russell has sent information to some potential volunteers to fill this vacancy, we have no one to appoint at this time.

Russell announced that the Board should appoint a Treasurer, ideally one of the existing Board members. He presented this list of potential duties (in order of necessity):

1. Review, then challenge or approve, all invoices billing the Association. This is done through the management company's portal.
2. Decide on account waivers to offer to homeowners within the limits of authority set by the Board. The idea is to provide incentives for owners to resolve their balances by offering to waive some part of a balance contingent on an owner paying the larger part. Requests from homeowners will generally be forwarded by our management company for the Treasurer's consideration, and the Treasurer will use personal judgement and historic information to decide.
3. Be the designated Board member to oversee accounts receivable (accounts owed by members), the collection process, and collection referrals to our attorney. The day-to-day processes of these areas are done by our management company.
4. Review the monthly financial statements created by the management company, understand the details of the transactions that make them up, and challenge anything that looks incorrect.
5. Understand and approve the annual budget before proposal to the full board. Budget could be created by the management company, the Treasurer, or both.
6. Approve Insurance proposals prior to binding.

There were no volunteers, and no action was taken.

### **Russell moved to appoint:**

- **Cecilia Shilling to serve as Architectural Committee Chair,**
- **Larry Enslinger and Larry Castleberry to serve as ACC members,**
- **Dana Hammack to oversee sponsors, exhibitors, and advertisers for events and the newsletter.**
- **Joy Anderson to be Hospitality Chairperson, and**
- **Susan Kenney to be Development Chairperson.**

**The motion was seconded by Tom.** Russell explained the positions. **The motion passed unanimously.**

**Russell moved to appoint Kevin Hammack to represent and speak for PGNA with the City of Fort Worth regarding the expected removal and requested replacement of the Park Glen monument on Basswood near Denton Hwy. Susan seconded.** Russell said this gives Kevin authority to work with the city, tell them what we want, and push them to do it regarding the monument that will likely be removed when additional eastbound lanes are added to Basswood just before Denton Highway. Kevin stated his position that the city should "make us whole" with regard to monuments. If they remove this very large monument and put in one half its size in a nearby location, they should also provide a second monument, maybe on Park Vista near North Tarrant. **The motion passed unanimously.**

**Russell moved to conduct the Annual Holiday in the Park event on Saturday, December 1, 2018 and authorize a net expense (total expenditure minus revenue) of up to \$4,000.00.** Russell presented the historical expense of this event. There was some talk about having the event at Alliance

Methodist Church due to the convenience of providing food and an enclosed, contiguous location, but the consensus was to utilize the park if weather allows. **The motion passed unanimously.**

**Russell moved to purchase four \$75.00 gift cards and present to the members of the Architectural Control Committee and to Dana Hammack in appreciation of their hard work and dedication in making Park Glen a great place to live. The motion was seconded simultaneously by Tom and Susan.** Russell said that this is \$25 more than what we did the last two years, but it is still just a small amount compared to the time contributed, to let the ACC and Dana know that we appreciate their service. **The motion passed unanimously.**

**Russell moved to hold PGNA's 2019 Annual Meeting on September 9 and 2019 Board meetings on the 3rd Monday of January through October, then Monday, December 2. The meeting schedule will be:**

- **January 21**
- **February 18**
- **March 18**
- **April 15**
- **May 20**
- **June 17**
- **July 15**
- **August 19**
- **September 9 (Annual Meeting)**
- **September 16**
- **October 21**
- **December 2, 2019**

**Kenneth seconded the motion, which passed unanimously.**

Member Comments - A member asked about there not being a sign that says "Basswood" at the intersection of Basswood/Hightower and Denton Hwy. The signs visible from Denton Highway say only "Hightower." Kristy volunteered to contact the city to try to get that done. She said that she will also try to get better "Park Vista" signage at the intersection with North Tarrant Parkway.

Russell adjourned the meeting at 8:31. Russell announced that the Board will have an informal brainstorming session after the meeting. The next meeting is October 15, 2018.

## **Actions Since the 9/17/18 Board Meeting**

Russell authorized a waiver of \$589.95 in fees on account 131116270 after all assessments were paid and the owner paid \$625 in fees as agreed.

# Park Glen Neighborhood Association

## Management Report August 2018

### **ACC APPLICATIONS:**

23 ACC applications have been received from owners for various projects including a pool, fences, exterior painting, window replacements, roofs, sheds, patio covers, tree replacements, landscaping projects, solar panels, and the resubmission for a Little Library. Please see attached report for a full breakdown.

- 20 applications were approved
- 1 application was denied
- 1 applications are still pending and no decision has been made
- 1 application for a roof replacement was withdrawn

### **COMPLIANCE SUMMARY:**

A total of 312 new compliance notices were sent to owners regarding various compliance matters from 8/17/18 to 9/14/18.

A total of 228 existing violations were closed (cured) from 8/17/18 to 9/14/18.

A total of 674 violations are still pending in either an "open" or "monitored" status. Please see the list below:

Architectural Control:	7
Home Exterior:	82
Outside Nuisances:	123
Landscaping:	295
Trash Container:	137
Vehicle:	30

**ACCOUNTING:**

Please refer to attached preliminary financial reports.

*Community Funds:*

As of 8/31/18, the following Association fund balances are outlined below:

\$12,403.72 in Community Association Bank (Mutual of Omaha) Operating  
\$211,035.11 in Community Association Bank (Mutual of Omaha) Money Market  
\$150,265.33 in Texas Capital Bank Operating  
\$245,819.59 in Alliance Bank 14 month CD  
\$52,048.44 in ICS Operating Money Market

*Accounts Receivable:*

As of 08/31/18, below is a summary of AR:

Assessments	\$26,995.95
Attorney Fees	\$26,036.39
Administrative Fees	\$23,055.89
Work Order	\$ 81.19
Violation Fines	\$ 6,918.87
Late Fees	\$48,487.34
Accrued Interest	\$11,076.24

Total of All Accounts Receivable: \$142,651.75

*Collections:*

As of 8/31/18, below is a summary of legal and non-legal collections. Please refer to attached report from Association attorney.

**Legal:**

5 Combo – Collections/Deed Restrictions  
38 Pre-Litigation  
5 Judicial Foreclosures  
3 Bankruptcies  
1 Lien  
2 Litigation/Lawsuit

**Non-Legal:**

5 Payment Plans  
1 Default on Payment Plan

**ANNUAL MEETING:**

Park Glen Neighborhood Association held its Annual Meeting and Election on Monday, September 10, 2018. The official ballots were tallied by Election-America and the results are as follows:

President:	Russell Zwerg
Vice President:	Stephen Whiteland
Secretary:	Vacant
Directors:	Kenneth Anderson
	Susan Kenney
	Kristy Shallcross
	Tom Kaul

**COMMUNITY SOCIAL EVENTS:**

Neighborhood Management, Inc. agreed to donate \$500.00 to the Park Glen Neighborhood Association's Annual Turkey Trot event.

After reviewing the given scope of work for coordination and implementation of social duties for the upcoming Turkey Trot, Neighborhood Management, Inc. submitted a proposal to the Board to assist with the upcoming event at an hourly rate. This proposal is still being reviewed by the Board at this time.

**Park Glen Neighborhood Association, Inc.**  
**Balance Sheet**  
**8/31/2018**

	Operating	Reserves	Total
Assets			
<b><u>Current Assets</u></b>			
1000 - CAB Operating Checking *4480	\$12,403.72		\$12,403.72
1001 - CAB Operating Money Mkt *9421	\$211,035.11		\$211,035.11
1002 - TCB Operating Money Mkt *2228	\$150,265.33		\$150,265.33
1003 - Alliance 14 mo. Operating CD *6016 8/13/19	\$245,819.59		\$245,819.59
1004 - ICS Operating MM Alliance *845	\$52,048.44		\$52,048.44
1600 - Accounts Receivable	\$142,651.75		\$142,651.75
1605 - Allowance for Doubtful Accts	(\$128,074.25)		(\$128,074.25)
1620 - Escrow Acct - RealManage	\$3,800.00		\$3,800.00
1720 - Other Prepaid Expenses	\$1,100.00		\$1,100.00
<b><u>Total Current Assets</u></b>	<b><u>\$691,049.69</u></b>	<b><u>\$0.00</u></b>	<b><u>\$691,049.69</u></b>
Assets Total	\$691,049.69	\$0.00	\$691,049.69
Liabilities & Equity			
<b><u>Current Liabilities</u></b>			
2000 - Accounts Payable	\$1,272.50		\$1,272.50
2003-99 - Due to NMI--Collect Ltr/Pmt Plans/Admin	\$2,165.00		\$2,165.00
2050 - Prepaid Owners Assessments	\$17,552.32		\$17,552.32
<b><u>Total Current Liabilities</u></b>	<b><u>\$20,989.82</u></b>		<b><u>\$20,989.82</u></b>
Retained Earnings	\$557,842.57	\$0.00	\$557,842.57
Net Income	\$112,217.30	\$0.00	\$112,217.30
Liabilities and Equity Total	\$691,049.69	\$0.00	\$691,049.69



**Park Glen Neighborhood Association, Inc.**  
**Budget Comparison Report**  
**8/1/2018 - 8/31/2018**

	8/1/2018 - 8/31/2018			10/1/2017 - 8/31/2018			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
<b>Income</b>							
<u>Homeowner-Related Income</u>							
4100 - Assessments	\$0.00	\$0.00	\$0.00	\$218,988.01	\$218,988.00	\$0.01	\$218,988.00
4200 - Late Fee	\$0.00	\$500.00	(\$500.00)	\$18,382.48	\$28,500.00	(\$10,117.52)	\$29,000.00
4300 - Fines	(\$150.00)	\$0.00	(\$150.00)	\$0.00	\$0.00	\$0.00	\$0.00
4550 - Interest on Assessments (Delinquent)	\$316.62	\$50.00	\$266.62	\$4,119.12	\$2,850.00	\$1,269.12	\$2,900.00
<u>Total Homeowner-Related Income</u>	\$166.62	\$550.00	(\$383.38)	\$241,489.61	\$250,338.00	(\$8,848.39)	\$250,888.00
<u>Other Income</u>							
4500 - Interest Income	\$638.40	\$35.00	\$603.40	\$1,540.49	\$385.00	\$1,155.49	\$420.00
4603 - Social Event Income	\$0.00	\$0.00	\$0.00	\$29,335.00	\$24,000.00	\$5,335.00	\$24,000.00
4604 - Advertising Revenue for Benevolence	\$0.00	\$200.00	(\$200.00)	\$1,130.00	\$2,200.00	(\$1,070.00)	\$2,400.00
4700 - Misc. Income	(\$950.00)	\$0.00	(\$950.00)	\$0.00	\$0.00	\$0.00	\$0.00
4900 - Insurance Settlements (also see 5257)	\$950.00	\$0.00	\$950.00	\$1,900.00	\$0.00	\$1,900.00	\$0.00
<u>Total Other Income</u>	\$638.40	\$235.00	\$403.40	\$33,905.49	\$26,585.00	\$7,320.49	\$26,820.00
<b>Total Income</b>	\$805.02	\$785.00	\$20.02	\$275,395.10	\$276,923.00	(\$1,527.90)	\$277,708.00
<b>Expense</b>							
<u>General &amp; Administrative</u>							
5104 - Administrative	\$0.00	\$0.00	\$0.00	\$492.60	\$0.00	(\$492.60)	\$0.00
5105 - Postage	\$195.43	\$0.00	(\$195.43)	\$270.29	\$2,000.00	\$1,729.71	\$4,000.00
5107 - Social Committee/Community Events	\$1,032.52	\$1,000.00	(\$32.52)	\$17,396.32	\$24,400.00	\$7,003.68	\$25,400.00
5107-02 - Community Programs	\$0.00	\$500.00	\$500.00	\$1,326.17	\$1,600.00	\$273.83	\$1,650.00
5112 - Committee Expense	\$211.94	\$0.00	(\$211.94)	\$211.94	\$0.00	(\$211.94)	\$0.00
5113 - Professional Management	\$6,675.00	\$7,880.00	\$1,205.00	\$36,314.00	\$40,600.00	\$4,286.00	\$48,479.00
5113-01 - Management Fees - Admin	\$0.00	\$3,120.00	\$3,120.00	\$20,607.35	\$28,880.00	\$8,272.65	\$32,001.00
5113-02 - Collection Fees Mgmt Company	\$0.00	\$2,000.00	\$2,000.00	\$15,636.75	\$22,000.00	\$6,363.25	\$24,000.00
5114 - Storage	\$124.00	\$128.00	\$4.00	\$1,192.00	\$1,288.00	\$96.00	\$1,416.00
5115 - Website/Portal	\$29.75	\$6.00	(\$23.75)	\$71.40	\$66.00	(\$5.40)	\$72.00
5116 - Association Meetings	\$440.00	\$100.00	(\$340.00)	\$440.00	\$1,100.00	\$660.00	\$1,200.00
5117 - Licenses, Permits & Fees	\$0.00	\$17.00	\$17.00	\$142.78	\$187.00	\$44.22	\$200.00
5120 - Copies	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$2,000.00
5176 - Legal Fees	\$224.73	\$1,000.00	\$775.27	\$4,263.23	\$11,000.00	\$6,736.77	\$12,000.00
5180 - Other Professional	\$0.00	\$0.00	\$0.00	\$3,672.79	\$3,880.00	\$207.21	\$6,380.00
5181 - Audit & Accounting	\$0.00	\$0.00	\$0.00	\$2,148.20	\$2,300.00	\$151.80	\$2,300.00
5183 - Benevolence	\$0.00	\$200.00	\$200.00	\$1,000.00	\$2,200.00	\$1,200.00	\$2,400.00
5184 - Scholarships/Charity	\$650.00	\$1,500.00	\$850.00	\$15,600.00	\$12,500.00	(\$3,100.00)	\$12,500.00
5190 - Bad Debt Expense	\$0.00	\$1,000.00	\$1,000.00	\$9,315.76	\$11,000.00	\$1,684.24	\$12,000.00
<u>Total General &amp; Administrative</u>	\$9,583.37	\$18,451.00	\$8,867.63	\$130,101.58	\$166,001.00	\$35,899.42	\$187,998.00
<u>Infrastructure &amp; Maintenance</u>							
5118 - Hospitality	(\$211.94)	\$0.00	\$211.94	\$0.00	\$0.00	\$0.00	\$0.00
5470 - Community Maintenance & Repairs	\$371.00	\$20,000.00	\$19,629.00	\$9,158.59	\$220,000.00	\$210,841.41	\$240,000.00
<u>Total Infrastructure &amp; Maintenance</u>	\$159.06	\$20,000.00	\$19,840.94	\$9,158.59	\$220,000.00	\$210,841.41	\$240,000.00
<u>Insurance</u>							
5250-01 - Insurance	\$6,617.00	\$1,500.00	(\$5,117.00)	\$21,315.13	\$15,900.00	(\$5,415.13)	\$17,400.00

**Park Glen Neighborhood Association, Inc.**  
**Budget Comparison Report**  
**8/1/2018 - 8/31/2018**

	8/1/2018 - 8/31/2018			10/1/2017 - 8/31/2018			
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
5252 - Umbrella Policy	\$865.50	\$0.00	(\$865.50)	\$865.50	\$0.00	(\$865.50)	\$0.00
5254 - Automobile Insurance	\$250.00	\$0.00	(\$250.00)	\$250.00	\$0.00	(\$250.00)	\$0.00
5255 - Fidelity (Crime) Insurance	\$537.00	\$0.00	(\$537.00)	\$537.00	\$0.00	(\$537.00)	\$0.00
5257 - Insurance Deductible/Claim (see also 4900)	\$0.00	\$0.00	\$0.00	\$950.00	\$0.00	(\$950.00)	\$0.00
<b>Total Insurance</b>	<b>\$8,269.50</b>	<b>\$1,500.00</b>	<b>(\$6,769.50)</b>	<b>\$23,917.63</b>	<b>\$15,900.00</b>	<b>(\$8,017.63)</b>	<b>\$17,400.00</b>
<b>Total Expense</b>	<b>\$18,011.93</b>	<b>\$39,951.00</b>	<b>\$21,939.07</b>	<b>\$163,177.80</b>	<b>\$401,901.00</b>	<b>\$238,723.20</b>	<b>\$445,398.00</b>
Operating Net Income	(\$17,206.91)	(\$39,166.00)	\$21,959.09	\$112,217.30	(\$124,978.00)	\$237,195.30	(\$167,690.00)
Net Income	(\$17,206.91)	(\$39,166.00)	\$21,959.09	\$112,217.30	(\$124,978.00)	\$237,195.30	(\$167,690.00)

Accounts Receivable Recap	10/10/16	12/12/16	3/20/17	5/15/17	7/17/17	9/18/17	10/16/17	1/15/18	3/19/18	5/19/18	8/20/18	9/17/18	Change	vs. last yr
Number of Accounts owing \$2,000 or more	23	22	22	23	22	21	27	23	22	21	18	19	1	-2
Accounts owing between \$1,000 and \$1,999	60	58	54	52	51	49	45	44	35	32	29	30	1	-19
Accounts owing between \$500 and \$999	35	44	37	39	30	37	35	33	31	33	27	24	-3	-13
Accounts owing over \$186 to \$499. Most of these now owe for this year plus some or all from last year)	118	86	52	37	28	13	55	45	35	26	24	25	1	12
Accts owing between \$66 and \$186. Most of these were current before the last assessment	786	183	74	44	39	37	423	148	74	62	58	52	-6	15
Accounts owing less than \$66. Most of these paid their latest assessment but have some small old items or new late fees (e.g. they paid their latest assessment after late fees were billed)	26	159	51	41	28	22	12	68	12	9	8	11	3	-11
<b>Total # of Past Due Accts:</b>	<b>1,048</b>	<b>552</b>	<b>290</b>	<b>236</b>	<b>198</b>	<b>179</b>	<b>597</b>	<b>361</b>	<b>209</b>	<b>183</b>	<b>164</b>	<b>161</b>	<b>-3</b>	<b>-18</b>
<b>% of 3,317 Homeowners:</b>	<b>31.6%</b>	<b>16.6%</b>	<b>8.7%</b>	<b>7.1%</b>	<b>6.0%</b>	<b>5.4%</b>	<b>18.0%</b>	<b>10.9%</b>	<b>6.3%</b>	<b>5.5%</b>	<b>4.9%</b>	<b>4.9%</b>		
<b>Total Past Due \$ Owed:</b>	<b>\$248,730</b>	<b>\$210,093</b>	<b>\$189,821</b>	<b>\$184,070</b>	<b>\$171,468</b>	<b>\$165,490</b>	<b>\$199,027</b>	<b>\$182,867</b>	<b>\$157,253</b>	<b>\$157,298</b>	<b>\$142,996</b>	<b>\$140,085</b>	<b>-\$2,911</b>	<b>-\$25,405</b>



Summary of Escalated Accounts (Collection and/or Enforcement)

06/19/17 09/18/17 12/04/17 02/19/18 04/19/18 05/19/18 07/16/18 08/20/18 09/17/18

**Accounts in Attorney's Hands**

Bankruptcy	2	2	2	3	3	3	2	2	2
Collection	4	8	9	14	15	17	16	17	42
Collection AND Enforcement	3	8	8	9	11	12	10	8	7
Enforcement	1	3	4	4	5	4	5	5	5

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**Accounts in Attorney's Hands**      **10**      **21**      **23**      **30**      **34**      **36**      **33**      **32**      **56**

**Accounts in Referral Statutory Process at Management Company**

Collection	5	2	5	2	1		31	31	0
Collection AND Enforcement	5				2		0	0	0
Enforcement	1	1	4	2		1	0	0	0

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**Accounts in Statutory Process at Mgmt Co.**      **11**      **3**      **9**      **4**      **3**      **1**      **31**      **31**      **0**

**Pre-Referral Board Letter waiting for Response or Referral**

Collection	2	6	4	3	13	19	0	0	0
Collection AND Enforcement	5	7	1	5	1	0	0	0	0
Enforcement	4	11	0	0	0	2	0	0	0

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**Pre-Referral Board Letter waiting for Response**      **11**      **24**      **5**      **8**      **14**      **21**      **0**      **0**      **0**

**Pre-Referral with Payment Plan or Potential Resolution pending**

Collection	1	1	3	3	0	2	7	4	6
Collection AND Enforcement	1	1	1	1	1	2	2	1	0
Enforcement	0	1	4	3	2	1	0	0	0

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**Pre-Referral pending Resolution**      **2**      **3**      **8**      **7**      **3**      **5**      **9**      **5**      **6**

**Grand Total**      **34**      **51**      **45**      **49**      **54**      **63**      **73**      **68**      **62**

**Added since last month**      5      21      1      11      14      12      18      0      0

**Withdrawn without full resolution**      3

**Resolved since last month**      5      5      11      7      4      3      8      5      3