

“Streamline and flatten the organizational structure. (This was the legacy of Mike Curtis who made this suggestion and created the contention between PCM and himself).”

“Reduce the cost of Functional activities and place greater emphasis on Service activities.”

“Increase the effectiveness of managers and employees.”

“Improve responsiveness, communication and decision making.”

“There is an overabundance of managers, but an inadequate amount of management..”

“The cost of maintenance can be reduced by approx \$800,000; management by \$300,000; administration by \$180,000. Approximate yearly total of \$1,280,000.”

“During our review, we noted limited overtime, limited back log of work orders and employees performing field work to fill an eight hour day. These issues, along with overstated standard times, indicate an over-staffing situation within the Maintenance Division. For example, only 11% of the actual work hours in the Electrical Department during the first half of this year (1997) were for electrical work orders, while 72% were for light bulb replacement and 17% for special projects. In addition, the carpentry Department spent 38% of their time during the first half of this year on resident service orders and 62% of their time on ‘Special Projects.’”

“Painting cost comparison; PCM average cost per sq. ft \$0.68; other subcontractors average cost per sq. ft. \$0.48”

The prior comments are only a small percentage of the conclusions by the auditors. The Boards

worked with PCM in reviewing the responses to each of these noted problems and many were addressed. For example, the painting costs the following year were in line with the outside contractors costs resulting in considerable cost reduction to the residents.

The current reason for this article is not to have PCM once again respond to the conclusions of the auditors, but to open the eyes of the current Boards to the way PCM will drift off of target if there is no oversight. Directors who are elected time and again to the Boards, have a tendency to “drift” with PCM and our rising assessments are indicative of this lack of control.

One of the most critical comments by EYKL that must be on the minds of all potential candidates is as follows;

“In addition to the recommendations included in our report (Maintenance Division only), which are estimated to produce savings for the Community exceeding \$2 million, we believe that there are additional opportunities for improving the practices and methodologies used by the Maintenance Division which will justify the new position of Director of Operational and Finance Affairs.”

This position could NOT be under the influence of PCM but would need to have the Boards and Residents as it’s sole priority. As with all political powers, it is vital to keep a constant oversight on their activity with someone who has the knowledge and is capable of monitoring and evaluating the actions of PCM as they perform their LWV duties.