

ATTACHMENT 1

Cooperative Development Framework – Condo 1		
No.	Item description	Checklist
1	I. Governance	
2	A. Mission/Goal	
3	1. The cooperative has a clearly articulated mission .	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
	<p><i>As verbally articulated by the President of the Management Board:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> to live in a renovated and well maintained real estate. <p><i>The Condo implements this vision through renovations of the building as well as through optimizing the cost and quality of management services.</i></p>	
4	2. The cooperative has set business goals to benefit its members .	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
	<p><i>Verbally articulated by the President of the Management Board:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> to provide quality and cost effective maintenance allowing to increase the value of property <p><i>The property includes 13 separate residential units, out of which 7 are owned by individual owners and 6 are owned by the City of Sopot. Total usable space: 425.10 square meters; private owners share equals 51%.</i></p>	
5	3. The cooperative's mission and operations are consistent with generally accepted international cooperative principles .	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
	<i>Confirmed by the President of the Management Board.</i>	
6	4. The cooperative is properly registered and operates in accordance with local laws and regulations (that should provide an enabling environment).	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
	<p><i>The condo was established in 1995, based on provisions of the Law on Housing Units Ownership of June 24, 1994 (further referred to as "UWL". There is no formal registration procedures based on this act. A Condo comes into being starting with the moment of sale of the first unit (be it residential or commercial) by the 'previous' owner. In this case, until 1995 the property (originally built in 1920) was owned and managed by the local government.</i></p> <p><i>The Condominium has its own statistic number (REGON), tax number (NIP) and bank account.</i></p>	
7	5. Does the coop mission reflect the member's interests and needs?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
	<p><i>Yes (as confirmed by the President of the Management Board in the course of interview). The main need of the members is to provide quality management at the lowest possible cost. Also, there are still issues to be</i></p>	

	<i>worked out with gmina, for example with regard to the costs of cleaning of the surrounding area.</i>	
	B. Cooperative By-Laws	Y N
8	<i>No separate act since not required by Polish law. Important note: condos may establish internal By-Laws (called "Condominium Statute" or "Condominium Declaration") in order to define precise rules of operation. Usually, these document adopt applicable rules specified in the UWL. If Condos decide to change the UWL rules, a formal procedure involving a Notary Public certification is required. Studied Condo #1 has not passed a condo statute and is governed directly by provisions of the UWL.</i>	
	1. By-laws address fixed terms of office for officers.	Y N
9	<i>Based on UWL: 1 year tenure. Current President of the Board composed of 2 members has been presiding since 2000, when gmina withdraw from management and the condo took over.</i>	
	2. By-laws clearly define the duties of cooperative members, the Board and General Manager.	Y N
10	<i>These are defined in UWL. Although there are no formal By-laws, it is quite obvious that members of the Condo Management Board know their responsibilities well. There are 2 members of the Board. Condo hired a professional property manager (third party).</i>	
	3. By-laws set quorum requirements.	Y N
11	<i>There is no requirement for quorum in condominium in Poland. UWL defines two ways a decision can be voted on: first, when a vote is taken in the course of a meeting, and a second one, with individual voting by each condo member ("kwerenda", "obiegowka"). In the second case, the Member of the Management Board meets each owner separately, in their apartments, explains the rationale of the decision and gets the owner's vote ("one man one vote" technique).</i>	
	4. By-laws define extraordinary circumstances and procedures when cooperative members may petition for general meetings.	Y N
12	<i>This rule is described in UWL and can be applied directly even if there are no separate By-Laws passed by the Condo.</i>	
	5. By-laws determine how officers are nominated and voting is conducted.	Y N
13	<i>The Condo took over management in 2000. There are 2 members of the Management Board and they are elected for a period of 1 year. Both people are credible to other owners so that they were re-elected each year.</i>	
	6. By-laws articulate the procedure and responsibilities of general meetings.	Y N
14	<i>These procedures are also defined by the UWL and directly applied by the Condo. Owners seem to know them very well..</i>	
15	7. By-laws define requirements for eligibility for members.	Y N

	<i>Owners become condominium association members upon purchasing a unit. There is no room for an eligibility requirement under UWL. It would be illegal. However, it still exists in cooperatives in Poland.</i>	
16	C. Membership Meetings/ Member Responsibilities	
17	1. Meetings are open, broadly advertised and convened at least annually.	Y N
	<i>Annual meetings are required by the law and held by the condo around March of each year.</i>	
18	2. Annual meetings are attended by significant portion of membership.	Y N
	<i>No problems with participating in annual meeting of owners are experienced. Individual condo owners represent more than 1/2 shares in a common property (7 units). The city hold ownership of the remaining 6 units.</i>	
19	3. General meeting holds democratic election of officers and opportunity is provided for multiple candidates for open positions.	Y N
	<i>Every condo member has a right to become member of the condo management board. It is quite common, also in other condos all over the Poland, that the most active people are re-elected year by year, particularly if they are experienced in management and have enough time to spare. The same scenario applies to Case condo. There is one leader (Mr XX, interviewed by CHF consultant) who enjoys continuous support of the other members and hold President's position since year 2000.</i>	
20	4. Members determine how:	
21	• Directors are elected or appointed, fixed terms of directors, quorums	Y N
	<i>No problems with basic management rules. They are defined in UWL and applied directly.</i>	
22	• Cooperative by-laws are approved and amended	Y N
	<i>As mentioned above (see point 8), no separate written document exist or is needed. Provisions of the law are applied directly.</i>	
23	• Significant liabilities or disposition of cooperative assets are undertaken and approved	Y N
	<i>Condominium owns no assets since it is not recognized by law as a legal entity. Owners own their units and co-own with other members an undivided share in common areas.</i>	
24	• Dissolution or merger of cooperative are handled	Y NA
	<i>No need for dissolution or merger. This situation does not apply to our condo.</i>	
25	• Cooperative auditors are appointed	Y N

	<p><i>Neither UWL, nor any other Polish financial legislation require financial audits. Condominiums in Poland are managing their housing stock and are not considered suitable organizations for other business undertakings and not even recognized as legal entities (coops or regular associations are a different matter). Therefore the law does not define an obligation to hire an accountant, to keep the books or audit them. We are following various financial procedures, but doing it in a much simpler manner.</i></p> <p><i>The condo uses formal budgeting and financial reporting tools prepared by its management company (copy of financial statement for 2002 is attached). Common property expenses do not show central heating or central hot water expenses because owners use individual gas burners.</i></p>	
26	<p>5. Members understand basic business operations of a cooperative; can make distinction between coops and other business forms.</p> <p><i>Does not apply.</i></p>	Y NA
27	D. Board of Directors	
28	<p>1. Board decisions are consistent with generally accepted international cooperative principles.</p> <p><i>(This respondent): Board decisions are certainly consistent with generally accepted Polish principles. We are not sure whether we should compare this to international rules as condos in other countries may have different organizational and legal status.</i></p>	Y N
29	2. The Board limits itself to:	
30	<ul style="list-style-type: none"> Setting, reviewing and modifying organizational policies 	Y N
31	<ul style="list-style-type: none"> Establishing strategic and financial planning objectives <p><i>The main issue here is planning further home improvements for common areas of the building. The board had to learn ways of making recommendations and decisions in these matters. So far, a loan was taken in June 2001 under program involving gmina and private bank BBG (now Millennium). Renovations included: roofing (very timely! Roof collapsed just before the project was started!), replacement of interior pipes in chimneys, restoration of stained-glass windows, restoration of a portal above the entrance, installation of domestic telephone set system, replacement of vertical installation of cold water. Repayment terms: 2.5 years, 29 payments. Gmina is providing coverage its share of expenses plus additionally, 100% of interest during year 1, 90% in the second year, and 75% in last 6 months of loan repayment. At this time, we are getting close to repayment.</i></p>	Y N
32	<ul style="list-style-type: none"> Representing the interests of the cooperative to members, authorities and the general public 	Y N
33	<ul style="list-style-type: none"> Reflecting the interests and concerns of members in the decision-making process 	Y N
34	<ul style="list-style-type: none"> Hiring, monitoring and evaluating management in accordance with cooperative policies, plans and job descriptions 	Y N

	<i>In this condo, an outside firm is engaged to provide management. It is too early to say that the management board has an effective tool for monitoring and evaluating the management company. There is a simple evaluation done at the end of each year – especially with regard to completion of annual management plan.</i>	
35	<ul style="list-style-type: none"> Oversee acquisition and preservation of cooperative assets <i>As mentioned before, there are no common assets.</i>	Y NA
36	<ul style="list-style-type: none"> Preserve the cooperative character of the organization 	Y NA
37	<ul style="list-style-type: none"> Assess the cooperative's performance <i>We are slowly getting used to doing this. Today, condo members appreciate the investments done so far and are proud of how the building now looks like.</i>	Y N
38	<p>3. Board members serve in a voluntary and unpaid capacity. (However, they may be reimbursed for costs associated with Board service).</p> <i>All board members serve as volunteers.</i>	Y N
39	<p>4. The Board ensures the timely publication of agendas, minutes, financial returns, audit reports and any other materials required by laws and/or by-laws to promote cooperative accountability and transparency.</p> <i>This job is done by the property manager. Generally, everyone is informed and so far, there were no complaints.</i>	Y N
40	<p>5. The Board is composed of elected members and/or limited numbers of non-elected or advisory members appointed under by-law guidelines. (Government officials do not serve on the board).</p>	Y N
41	<p>6. Board meetings are announced well in advance, are conducted in accordance with cooperative by-laws and are open to members.</p> <i>Every condo member is welcome to participate in management board meetings. The Condo is open to the participation of regular condo owners within every-day decision making-processes (even more so than required by UWL!).</i>	Y N
42	<p>7. Board members do not engage in business or activities placing them in direct competition with any business unit or service offered by the cooperative.</p>	Y N
43	E. Board Officers	
44	1. Chairman	
45	<ul style="list-style-type: none"> Sets meeting agendas 	Y N
46	<ul style="list-style-type: none"> Ensures information needed by the Board is available 	Y N
47	<ul style="list-style-type: none"> Facilitates deliberations of the Board 	Y N
48	<ul style="list-style-type: none"> Ensures that decisions are taken and recorded in meeting minutes 	Y N
49	2. Treasurer	

	<i>There is no treasurer among the members of the management board. Financial work is done by the management company and is approved by the president of management board.</i>	
50	<ul style="list-style-type: none"> Ensures that cooperative accountants keep accurate, up-to-date records of all financial activities and provides written financial reports each month to the Board and annually to cooperative members. 	Y N
51	<ul style="list-style-type: none"> Oversees the compliance of financial records to audit procedures and guidelines. 	Y N
52	3. Secretary	
53	<ul style="list-style-type: none"> Keeps thorough minutes of cooperative meetings (records of members present, date, place, who presided, conclusions, reports) 	Y N
	<i>There is no secretary in this condo (it is too small). Meetings, etc. are organized and information managed by the outside management company.</i>	
	F. Management	
54	<i>This Condo hired a third party property management company (called "PATPOL"). Until 1995, PATPOL had the status of gmina's organizational unit but when the city of Sopot went through the first part of its restructuring process, communal housing stock management was privatized. Then PATPOL won the bid and now operates as one of 3 private property management companies that provide managerial services to communal properties (i.e. buildings owned 100% by gmina). PATPOL also manages condominiums in which gmina has only a share. Usually, gmina prefers to have such properties managed by the same company that manages its units in condominiums.</i>	
55	1. Manager formulates both short- and long-range operational plans in compliance with cooperative goals and objectives.	Y N
	<i>There is only a single year operational budget (attached separately for 2002). It is developed by PATPOL, as condo's property management company.</i>	
56	2. Manager facilitates and ensures that employees perform their functions as described in job descriptions.	Y N
57	3. Manager has drafted written policies and procedures for employee conduct and performance; policies and procedures are made readily available to coop members and staff.	Y N
	<i>No formal written procedures were developed so far. CHF consultants introduced the idea of Total Quality Management system during a property management conference held in Sopot back in late 1999. So far, such procedures were not developed.</i>	
58	4. Manager ensures that cooperative employees are adequately paid within cooperative guidelines.	Y N
	<i>Compensation received by employees of the management company seems satisfactory to them.</i>	
59	5. Manager establishes and communicates clear standards of performance and regularly evaluates employees according to these standards.	Y N

	<i>Too demanding for the level of development of Polish property management companies.</i>	
60	6. Manager is clearly accountable to the Board with respect to organizational policies, planning, etc. Manager attends Board meetings and presents detailed operational and financial reports.	Y N
	<i>Board meetings usually take place at the property manager's office.</i>	
61	7. Manager is entrepreneurial and provides leadership for group-based business activities. Condo members seem satisfied with the firm.	Y N
62	8. Manager has procedures and processes for managing risk. <i>These are informal (not written), since the condo is small. We are talking about basic procedures that enable property manager to manage risk related to property management.</i>	Y N
63	9. Manager is accessible to cooperative employees and ably addresses individual employment concerns (e.g., educational and career development, relations with other employees).	Y N
64	10. Can the Manager get the Job Done? <i>In most of cases, yes. There are few problems pending, mostly legal issues, and the manager should get advice from a lawyer to resolve them. He does not, and excuse is: he cannot afford it!</i>	Y N
65	II. Finance	
66	<i>A. Planning</i>	
67	1. Annual Budgeting	
68	<ul style="list-style-type: none"> A regular budget process is developed and integrated into annual operating plans. <i>The property manager (PATPOL) is responsible for developing drafts of annual operational budgets. They do it in a proper manner: a copy of financial statement for year 2002 is attached to the report.</i>	Y N
69	2. Long-Term Financial Planning	
70	<ul style="list-style-type: none"> The cooperative's long-term financial planning addresses sources and allocation of capital that is consistent with competitive strategy (i.e., planning favors increases in cooperative's net worth and the volume of cooperative business). <i>The condo manages its housing stock but does not carry out other economic activity.</i>	Y NA
71	<ul style="list-style-type: none"> A business plan whose sophistication is correlated with the significance of the investment of individual members has been prepared. 	Y NA
72	<ul style="list-style-type: none"> Non-member business is handled following guidelines determined by 	Y NA

	cooperative by-laws.	
73	B. General Accounting	
	1. The cooperative has a bank account in its own name.	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
74	<p><i>Our condo was obliged to open a bank account in partner bank BBG in order to repay the improvement loan. Polish law (UWL) demands that a condo makes all its financial transactions through a bank account, although it is not clear whether a condo has to have its own account or it is enough that it uses other accounts (e.g. one belonging to its management company).</i></p> <p><i>As is usually the case, there are two bank accounts opened for our condo. The first is used for regular payments by condo owners (e. g. monthly assessments). Amounts gathered are later used by condo management board to pay various maintenance and utilities' expenses. This account is also used for collection of renovation fund contributions/payments. From that account, the loan is being paid off. The other, second account, is opened only for the loan. Into that account the Bank is transferring loan payments upon (1) presentation of invoices by a contractor renovating the building, and (2) approval by the City of Sopot and the condo manager. The bank is the only entity authorized to make a transfer to the contractor.</i></p>	
75	2. A full financial audit of the cooperative is undertaken annually, under the supervision of qualified accountants appointed by the Board.	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N
	<i>This does not apply to Sopot condominiums yet.</i>	
76	C. Resource Mobilization and Management	
77	1. Member Equity	
	<ul style="list-style-type: none"> The cooperative has mechanisms in place to ensure that member equity is proportional to patronage. 	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N
78	<p><i>This follows the law on condominium associations (UWL). A condo member is required to participate in covering expenses of the management, maintenance and renovation, at the level corresponding to the member's share in common property.</i></p> <p><i>There are legally defined procedures (managerial, financial etc.) which implement this legal obligation.</i></p>	
	<ul style="list-style-type: none"> Members continue to own the cooperative. 	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N
79	<p><i>Condominium is not a legal entity. Polish law defines a condo association as a group of physical or legal persons that own unit/s in the same real estate. A Condo cannot be an owner because it is not a legal entity and this causes some problems. If a condo buys anything – it is co-owned by all condo members, with co-ownership share proportional to individual owner's share in the common property.</i></p>	
	<ul style="list-style-type: none"> The cooperative maintains its net worth-to-liability ratio at a level that is consistent with prudent industry norms. 	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N
80	<p><i>The Condo does not perform business activities other than management of its building. It cannot be evaluated using business-related indexes or terms applicable to entities conducting other types of economic activity.</i></p>	

81	<ul style="list-style-type: none"> Equity ownership and voting control should only be held by the current membership of the cooperative, and should not reside with interests external to the cooperative. 	Y	N
<i>This condo keeps voting control within the hands of condo members.</i>			
82	2. Equity Redemption		
83	<ul style="list-style-type: none"> The rate of stock dividends in the cooperative should not exceed the short-term savings rate of the country where the cooperative operates. 	Y	NA
84	<ul style="list-style-type: none"> Allocated equity is distributed to members in proportion to member patronage. 	Y	NA
85	<i>D. Auditing</i>		
86	1. Auditing ensures economically efficient use of cooperative funds.	Y	NA
	<i>It is possible and happens sometimes that a condo hires a third party auditor to survey current management of condo finances by the manager or management board. It does not apply to Sopot vet.</i>		
87	2. Cooperative advis generates information relative to future decision-making.	Y	NA
III. Business Activities			
8	<i>CONSULTANT'S NOTE: Condominiums in Poland are not considered legal entities (as it is under Polish law).do not execute business activities apart from managing their housing stock. Therefore, most of the following items are NOT APPLICABLE (NA). On the other hand, home improvement activities may be understood as "business activity." Therefore, in answering some of business-related questions below, we are providing generic answers rather than Sopot-case study-specific.</i>		
89	A. Cooperative start up or new business activities		
90	Cooperative has:		
91	1. Sound feasibility plan for its economic activities.	Y	N
	<i>When a condo plans to proceed with a renovation project relating to its common areas, the first thing is to have a condo resolution for improvement voted upon. Next step is to find a contractor (through formal or informal bidding) and have him prepare a detailed scope of work and cost calculation. Next step is to develop a financing plan. A condo has to: (1) guarantee an up-front payment of 10% of total renovation costs (TRC), (2) get gmina's approval for the improvement and its promise to repay interests on the loan; (3) the bank needs to approve gmina as partner co-financing the investment.</i>		

	2. Marketing/member recruitment plan for its business.	Y N
92	<p><i>When a condo develops a financing plan for a contemplated investment, there are a few options to choose from. One option is to finance improvements through so called special assessments (an owner pays his/her share in the investment with cash). The other option is to take a loan and pay it off with regular renovation fund assessments. Gmina acts differently and usually pays off its loan portion through a direct transfer to bank (in another words: the money does not go through condo's bank account but directly between gmina and bank). In order to use a home improvement tax shelter, condo owners who are physical persons have to have proof of transfer of money specifically into condo's bank account, not contractor's or bank's account.</i></p> <p><i>In case of this condo: two owners (out of a total of 8) decided to take a loan in a bank other than BBG. According to the President of the Board, both of them refused to participate in BBG loan program and preferred another bank. One of the reasons given by them was that BBG did not treat them as professionally and client-friendly as a bank should. The bank claimed that these two owners did not meet bank's requirements and would not be eligible for a loan anyway.</i></p>	
93	3. Comparative advantage over its competitors.	Y NA
	<i>Condo does not compete on the market. NA</i>	
94	4. Sufficient membership base to operate profitably.	Y N
	<i>In case of this condo, there is a sufficient membership base to operate in an efficient manner. Not many people are willing to become involved as members of the management board, but still, two owners that are currently actively involved do a good job (for the building and the condo).</i>	
95	5. Sufficient business transactions by potential members to operate profitably.	Y NA
96	6. Competitive location.	Y N
	<i>The street where this condo is located is close to the major and Poland-famous street, called Sopot "Deptak" ("the Mall"), in area called "Lower Sopot", close to the Sopot beach. The street was identified by City authorities as a "priority" for renovation and revitalization programs. Commercial space rentals (retail, office etc.) are not as high as on the Mall, but residential units are recognized as valuable and a good place to live. From residential standpoint, the case condo's location is undoubtedly competitive.</i>	
97	7. Capacity to attract investments.	Y N
	<i>Medium, lower than the Mall region with its surroundings.</i>	

98	<p>8. Successfully transitioned from voluntary to professional management.</p> <p><i>Current management firm owner, Mr. JP, used to be Sopot gmina employee until 1995, working in gmina owned organizational unit called ZGM. In 1995 gmina privatized the management of communal housing stock and 3 companies were formed, mostly based on prior communal employees. Out of the three, the company led by Mr. LP was selected to provide the management. So far, unfortunately, not much has changed as far as quality of service is concerned. It is less expensive for the condo, but most of "bad old habits" characteristic for a communal manager still remain unchanged.</i></p> <p><i>Condo Owners currently consider changing the management company once again, and selecting a new one that is not related to "old" structures and quite separate from gmina office.</i></p>	Y N
99	B. Operating cooperative	
100	1. Rate of annual growth in cooperative members.	NA
101	2. Percentage of members doing business with the cooperative:	NA
102	3. Percentage of growth in:	
103	<ul style="list-style-type: none"> • Assets 	NA
104	<ul style="list-style-type: none"> • Business volume 	NA
105	C. The cooperative is significant to the economic sector in which it operates (e.g., 8-15% of turnover in the sector).	Y NA
106	<p>D. The cooperative is improving the local community where it operates.</p> <p><i>Definitely, this condo improves local environment and the community (including improvements to the quality of housing stock and organizational changes in the city's management structures). The condo plans to implement further projects, taking more improvement loans. This contributes to improving the outlook of the building, and further, contributes to the well-being of the city and its residents.</i></p> <p><i>Major improvements to the local community achieved by this Condo have shown that people can take active care of their common properties, can implement renovations, can look for reasonable financing, etc.. All of this can be done not just waiting for the gmina to do everything - like some other condominiums do.</i></p>	Y N
107	<p>E. The cooperative is increasing the economic welfare of its individual members (e.g. increased profit based on business volume).</p> <p><i>This is definitely true when we consider the price at which an owner sells his unit after improvements are completed. It is obvious that the increase in value of the whole property has a positive impact on the value of individual units. Well planned, well organized and completed investment projects increase economic welfare of individual members.</i></p>	Y N
108	G. Cooperative gains solid financial record in a limited number of types of business activities prior to diversification	Y NA

109	H. Primary cooperatives are linked through secondary or other structures to increase business volumes and efficiencies	Y NA
<i>There is no need for dividing the Case condo into a number of condos regarding the small size of the building and few owners grouping the condo.</i>		
110	IV. General Measurements	
111	1. Are Members Satisfied? <ul style="list-style-type: none"> • Value of Cooperative • Willingness to Commit (patronage, equity, products, serve) • Leadership • Direction 	Y N
<i>Today, every condo member but one is actively involved in the management process. The one who is not, is always 'against' something or other and by now condo owners got used to it.</i>		
112	2. Trust <ul style="list-style-type: none"> • Between Board & Management • Among Members • Between Members & Management Team 	Y N
<i>Definitely there is a degree of trust between condo members and the management board. The well planned and organized improvements prove it.</i>		
113	3. Transparency in Governance: <ul style="list-style-type: none"> • Decision Process and Rules are Clear • All Players Understand Process and Their Respective Roles 	Y N
<i>Since the condo does not perform other business activity, management of the condo association and of common property is not overwhelmingly complex. There is also valuable assistance of the City officers when implementing improvement investment projects.</i> <i>The management board members understand their roles well and there are presently no conflicts within the organization.</i> <i>There is some friction between the Condo management board and Sopot City officers responsible for housing. An example of such conflict area is the responsibility for cleaning the green belt surrounding the building. As this is gmina's land, not condo's, the condo requested that gmina bears the costs related to cleaning and maintenance of the area. However, Gmina tells the condo owners that they are the ones using the land so they should cover the costs related to this piece of land.</i>		

	<p>4. Collaboration Across Cooperatives</p> <ul style="list-style-type: none"> • Coop Associations • Ability to Learn from Each Other 	<p>Y N</p>
<p>114</p>	<p><i>Manager, Mr. PL, complained that there is not much assistance available to condominium members, especially free-of-charge assistance. Indeed, there is no formal condo association in Sopot. The CHF-CDP consultant encouraged condo members to participate in an internet forum focusing on practical problems of condominium associations. This consultant himself is often present as one of experts. The address of the forum is: http://www1.gazeta.pl/forum/790620,30353,790602.html?f=523</i></p> <p><i>On the other hand, good advisory job is being done by the City of Sopot Housing Department providing legal and organizational assistance to any and all condo members willing to come and present their problems. However, using assistance provided by gmina might be problematic in cases where there is friction between both parties (which indeed, is the present situation; see comments above under 113).</i></p>	
	<p>5. Organization "Culture" or Philosophy</p> <ul style="list-style-type: none"> • Open • Supports Learning at All Levels • Need for Ongoing Education: Managers, Directors, Members, Staff 	<p>Y N</p>
<p>115</p>	<p><i>Members of condo management board are always willing to share their experiences with other condos in Sopot and all over Poland. CHF's consultant was hosted and treated in a friendly manner and could easily find a person deeply involved in the management process to talk to.</i></p> <p><i>Management Board members seem to be willing to hear and learn about new techniques and management tools. CHF's consultant was asked many technical questions and was pleased to answer them.</i></p>	
<p>116</p>	<p>6. Operates within best practices in its sector</p> <p><i>In 1999 members of the Condo Management Board participated in a conference organized in Sopot under USAID sponsorship. The event was focused on how to provide quality and cost effective property management services, on management privatization issues and on various revitalization tools. Experts (including earlier CHF-CDP staff member) planned the conference agenda to be the most successful educational event. Many Polish experts presented their programmatic experiences. There were also foreign experts invited (e.g. from the Institute of Real Estate Management, Chicago IL, from IREM Polish Chapter and its faculty members) and they made the conference even more valuable to those enrolled. Practical improvements made in managing the case study property, as well as many other Sopot condos prove that CDP and other USAID-funded activities in Sopot had, indeed, disseminated the best practices of the property management industry.</i></p>	<p>Y N</p>