

LAKEMOOR COMMUNITY CLUB

# Report to the Board

## *Review of Community Bylaws*

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*Presented by the Governance Committee*

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March 24, 2026

*Special Board Meeting · April 2, 2026*

# What We'll Cover Today

01

## Executive Summary

*The why & who behind this report*

02

## Governing Documents

*What we have and what's in scope*

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## Legislative Imperative

*WUCIOA and the 2028 deadline*

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## Accountability & Process

*Checklist for success, two-tier process*

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## Two-Tier Process

*Involving independent subject matter experts*

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## High-Level Road Map

*Integrated workplan for the committee*

07

## Board Actions

*Essential decisions & approvals*

07

## Committee & Community

*Establishing roles for volunteers & members*

# Executive Summary & Goals

**An effective process will result in restated bylaws that are**

## **Lawful**

*Aligned with WUCIOA and Washington State law by 2028*

## **Clear**

*Governance that every member can read, understand, and rely on*

## **Ours**

*Reflecting the needs of the Ken Lake community*



# Governance Committee Members

*Composed of LCC homeowners serving in an advisory role to the board – with backgrounds in law, public policy, community engagement, and business leadership.*

**Fred Yancey**

*Board Member & Chair*

**Elle Burger**

*Bylaws Lead*

**Chris Meserve**

*Covenants Lead*

**John Smee**

*Homeowner*

**Allen Hatten**

*Homeowner*

**Evan Clifthorne**

*Homeowner*

**Craig Burger**

*Homeowner*

**Chuck Szurszewski**

*Homeowner*

**Shivonne Byrne**

*Homeowner*

# LCC Governing Documents

*Three documents govern our community. Only one is in scope for this review.*

## Articles of Amendment

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A corporate filing recording our association's place in local government records.

**Out of Scope**

## Association Bylaws

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The operational procedures by which the LCC operates daily — the "how" of how the association works.



**In Scope**

## CC&Rs

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The "what you can do" document — largely reflective of community preference but guided by legislative restrictions.

**Out of Scope**

# Legislative Imperative



**RCW 64.38**

**Current law** — Washington Homeowners' Association Act.  
In effect since before LCC's 2008 bylaws.

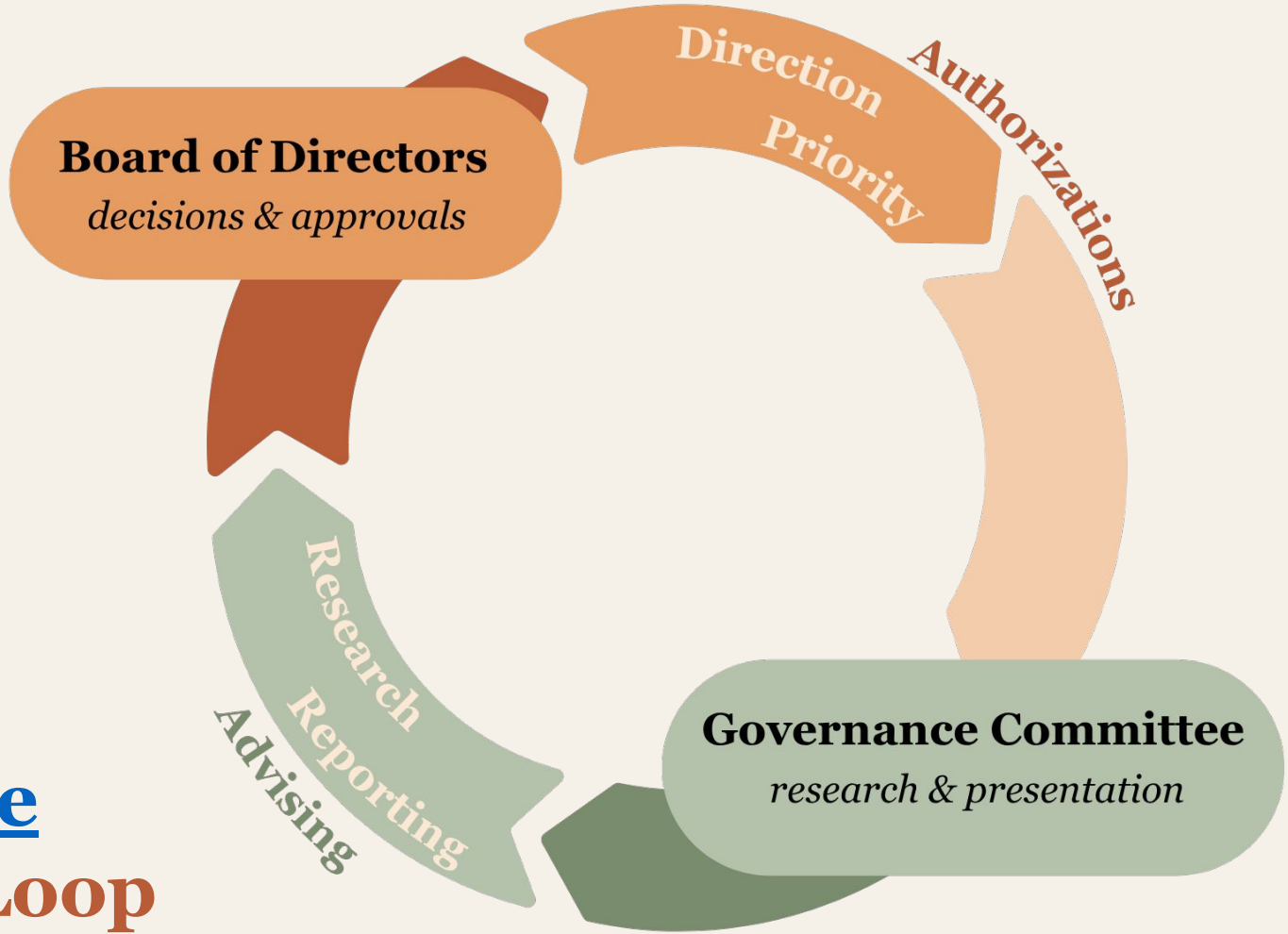
**RCW 64.90**

**WUCIOA** — Washington Uniform Common Interest Ownership Act.  
Passed 2018. Currently applies only to new HOAs.

*Written by HOA United.*

**January 1, 2028**

**WHAA is repealed.**  
All WA common interest communities, including LCC, fall under WUCIOA.



# The Governance Feedback Loop

# Checklist for Success

*We envision bylaws that:*

- ✓ Are easy to read and understand
- ✓ Clearly define roles and authority
- ✓ Build capacity for organizational success
- ✓ Support lawful, ethical governance
- ✓ Remain stable yet adaptable

## The 9-Question Evaluation Framework

*Every bylaws update must answer:*

- 1 Is the language clear and plain?
- 2 What RCWs apply, and is this Article in line?
- 3 Does this protect membership, board, or assets?
- 4 Are the processes repeatable across transitions?
- 5 Should this be easy or hard to change?
- 6 Does this incur responsibility? Is there a backstop?
- 7 Are the processes predictable?
- 8 Is this fair in application?
- 9 How does this enable participation or oversight?

# A Two-Tiered Expert Approach

*Many communities have benefited from separating legislative policy review from legal review — reducing cost and increasing quality.*

## Tier 1

### Legislative & Policy Review

- Subject-matter expertise in new law
- Facilitation sessions with association
- Produces review-ready draft documents
- Reduces total cost for legal phase
- *Bid process recommended*

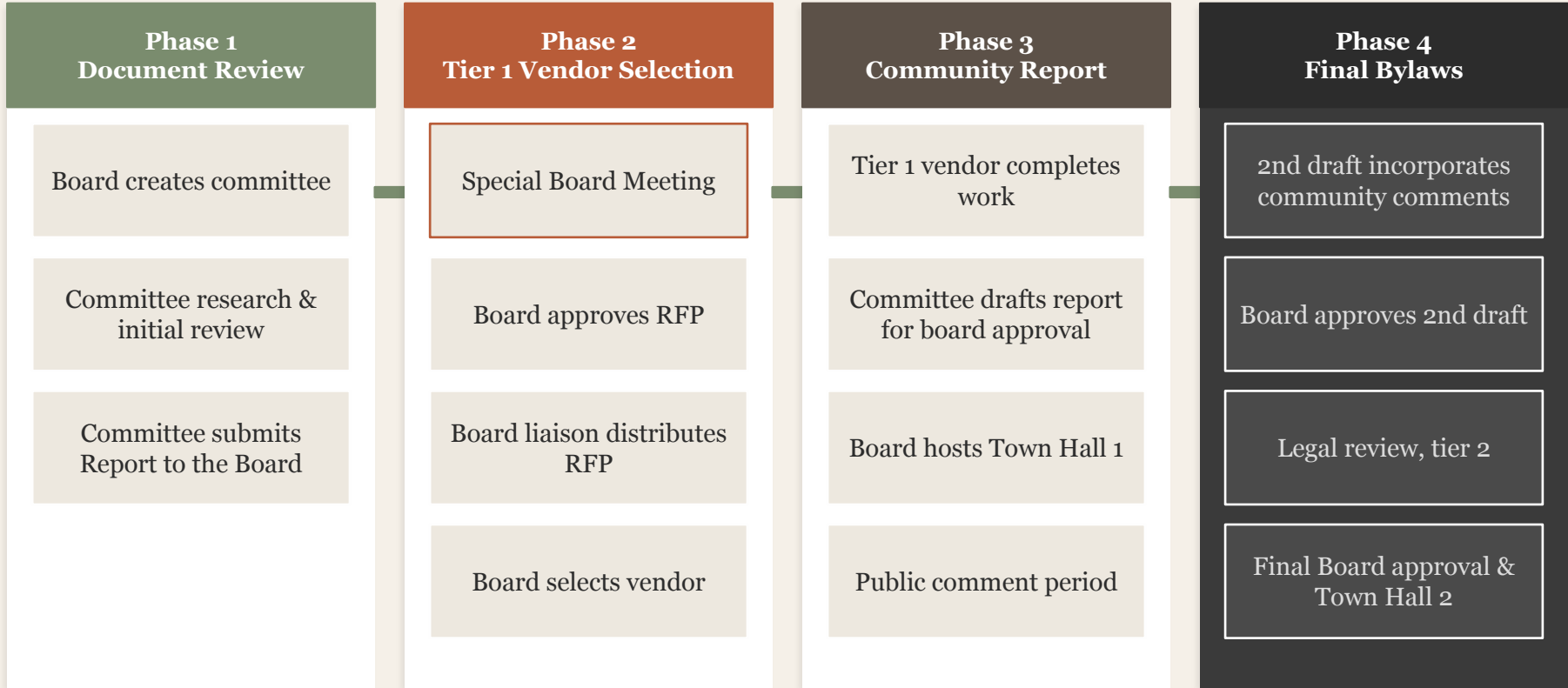
**Draft RFP included in Report**

## Tier 2

### Legal Review by Counsel

- Essential for any bylaws restatement
- Receives review-ready draft from Tier 1
- Focuses on legal compliance & risk
- Reduces total hours (lower cost)
- *Bid process recommended*

# High-Level Roadmap



# Key Board Actions

*Every phase of this process requires board authorization. Nothing moves without it.*

Complete	1. Chartering a Governance Committee — See Appendix A	Upcoming	7. Hosting First Town Hall to Present Community Report to Homeowners
Apr 2, 2026	2. Hosting Special Meeting on Bylaws to Review Report to the Board	Upcoming	8. Reviewing and Approving Second Draft Incorporating Homeowner Comments
Upcoming	3. Reviewing and Approving RFP for Legislative and Policy Analysis Vendor	Upcoming	9. Selecting Vendor for Legal Analysis — Could Use Current LCC Counsel
Upcoming	4. Selecting Final Vendor from among RFP respondents	Upcoming	10. Reviewing Legal Vendor Work Product
Upcoming	5. Reviewing Legislative and Policy Vendor Work Product	Upcoming	11. Reviewing and Approving Final Draft that Incorporates Legal Analysis
Upcoming	6. Reviewing and Approving a Community Report with First Draft of Bylaws	Upcoming	12. Hosting Second Town Hall to Present Final Draft and Build Support

# Committee Deliverables

*Key materials produced for board review & approval.*

<b>1</b>	<b>Report to the Board</b> <i>Overview of the review process</i>	<b>Current</b>	<b>4</b>	<b>Final Draft Following Legal Review</b> <i>After counsel review; for board consideration and approval</i>	<b>Tier 2</b>
<b>2</b>	<b>Community Report + Draft Language</b> <i>Incorporating vendor work; for board approval before community distribution</i>	<b>Tier 1</b>	<b>5</b>	<b>Action Plans for Town Halls</b> <i>Support for board preparation, presentation, and volunteer coordination</i>	<b>Ongoing</b>
<b>3</b>	<b>Incorporation of Homeowner Comments</b> <i>2nd draft with feedback from town hall and public comment period</i>	<b>Tier 1</b>			

# Building Community Support

*5 Key Opportunities for the Board to Engage Homeowners*

**1** Approve & distribute Community Report with Draft Bylaws prior to First Town Hall

**2** Host First Town Hall — present report and solicit feedback

**3** Collect additional feedback through a Public Comment Period

**4** Incorporate homeowner comments into Second Draft Bylaws

**5** Host Second Town Hall — present Final Bylaws and build support for adoption

# Next Steps & Recommendations

## Action Items for the Board:

**1** Discuss this Report & identify Board priorities

**2** Adopt the High-Level Roadmap (or an amended version)

**3** Approve Tier 1 Legislative & Policy RFP

## Committee Recommendations:

### Distribute the Roadmap

Give homeowners clarity on the plan for moving forward

### Two Vendors

Consider separate vendors for legislative review and legal counsel — reduces cost, increases quality

### Expand the RFP

Consider including CC&Rs in the legislative RFP to consolidate costs

# Whether our bylaws are drafted for us or by us, we will have to live with them.

*The high level roadmap and processes described in this report are our tools for ensuring that the future of Ken Lake is protected by a robust set of bylaws that protects the membership, the board, and our common assets.*

# Appendix: Best Practices for Governance

*Five conditions that governance research consistently shows lead to organizational success.*

## 1 Clear, Predictable Processes

Rules are most effective when stable, known in advance, and applied consistently.

*Ostrom, Governing the Commons (1990)*

## 4 Psychological Safety

Teams learn faster and perform better when members feel safe to speak up and disagree.

*Edmondson, Psychological Safety and Learning (1999)*

## 2 Feedback Loops

Learning organizations rely on feedback to adapt; without it, decision-making becomes brittle.

*Argyris & Schön, Organizational Learning (1978)*

## 5 Capacity Building

Strong boards plan for leadership development, not just leadership control.

*Carver, Boards That Make a Difference (1997)*

## 3 Volunteer Support

Volunteers require support, clarity, and respect to remain effective — they are not free labor.

*BoardSource, Ten Basic Responsibilities of Nonprofit Boards*

# Appendix: A Proven Democratic Structure

*The LCC Governance Committee mirrors the advisory model used by the City of Olympia Planning Commission  
 Planning Commission est. 1935 · An advisory body model in continuous democratic use for nearly 100 years*

<b>CITY OF OLYMPIA</b> <i>Planning Commission</i>	<b>DIMENSION</b>	<b>LAKEMOOR COMMUNITY CLUB</b> <i>Governance Committee</i>
Advisory board to City Council	<b>Role</b>	Advisory committee to Board of Directors
Established by city charter & ordinance	<b>Authority</b>	Chartered by board resolution (Appendix A)
Researches land use, zoning & policy	<b>Core Work</b>	Researches bylaws, governance & legislation
Formal recs to City Council	<b>Output</b>	Formal recommendations to Board of Directors
Presents findings at Council meetings	<b>Presentations</b>	Presents reports at board meetings
Facilitates public testimony & comment	<b>Public Voice</b>	Facilitates town halls & public comment periods
City Council makes all final approvals	<b>Approval</b>	Board of Directors makes all final approvals
In continuous operation since 1935	<b>Track Record</b>	Formed 2025 for WUCIOA legislative transition