



— MEMBER RESOURCE —

# Treasurer Onboarding Packet

*Financial Education*

DOCUMENT	Member Resource
CATEGORY	Financial Education
EDITION	2026
ISSUER	Common Interest Community Standards Council

MEMBER RESOURCE

# Treasurer Onboarding Packet

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PHASE 01

## DAYS 1 TO 30

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SECTION 02

### Gather, Inventory, Read

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The first 30 days are about acquiring documents and access. Do not try to fix anything yet. You cannot fix what you have not yet seen end-to-end.

Governance documents to gather

- Recorded declaration (CC&Rs, master deed, or declaration of condominium) and every recorded amendment
- Bylaws and all amendments
- Articles of incorporation
- Current board-adopted rules and resolutions
- Collection policy
- Fine schedule and enforcement policy
- Architectural rules
- Reserve funding resolution
- Current and prior year annual budget
- Most recent reserve study and any updates
- Most recent audit, review, or compilation report
- Current management agreement
- Insurance declarations pages (property, liability, fidelity/crime, directors-and-officers)
- Current list of board, officers, committees, term-expiration dates

Statutory references to bookmark

Texas associations

- Tex. Prop. Code Chapter 209 -- Residential Property Owners Protection Act
- Tex. Prop. Code Sec. 209.0056 -- Pre-enforcement notice
- Tex. Prop. Code Sec. 209.0064 -- 45-day cure period (NOT 30 days; the 45-day cure is current statute)
- Tex. Prop. Code Sec. 209.00591 -- Board composition
- Tex. Prop. Code Sec. 209.00593 -- Director election procedures for >100-lot subdivisions

- Tex. Prop. Code Chapter 82 -- Texas Uniform Condominium Act (condo associations)
- Tex. Bus. Org. Code Chapter 22 -- Nonprofit corporation meeting/notice/quorum rules

Florida associations

- Fla. Stat. Chapter 720 -- HOA Act
- Fla. Stat. Sec. 720.303(5) -- Records access
- Fla. Stat. Sec. 720.3085 -- HOA collections and lien procedures
- Fla. Stat. Chapter 718 -- Condominium Act
- Fla. Stat. Sec. 718.111(12) -- Records access
- Fla. Stat. Sec. 718.112(2) -- Bylaws, budget, member objection (115% threshold)
- Fla. Stat. Sec. 718.116 -- Condominium assessments and lien procedures

Account inventory

Build a single inventory listing every association bank account in

one place. For each account

Bank name	_____
Account type (op/reserve/other)	_____
Last four digits	_____
Current balance (most recent stmt)	\$ _____
Listed signers	_____
Statement delivery (board email?)	_____
Account purpose	_____

Confirm every listed account appears on the most recent balance sheet. An account on the books but not at the bank -- or at the bank but not on the books -- is a finding to bring to the manager.

Reports to subscribe to

- Add yourself to the standing distribution for the monthly financial packet
- Confirm packet typically contains:
  - Balance sheet
  - Operating income statement
  - Reserve income statement
  - Budget comparison with variance columns
  - General ledger
  - AR past-due report
  - AP check register
- Bank reconciliation for every account
- Request trailing 12 months of historical packets
- Confirm expected packet delivery date each month

Signing authorities to establish

- Confirm bylaws or banking resolution requirements for treasurer signing authority
- Board resolution authorizing new signers (if required)
- Bank signature cards updated at every association bank
- Confirm dual-signature threshold (if your community has one)
- Confirm the bank's signature card enforces the threshold
- Confirm electronic-payment dual-approval workflow at the management company's payment platform

People to meet

- Introductory meeting with your assigned account manager at the management company
- Introductory meeting with the management company's accounting contact for your community
- 30-minute introduction with the association's CPA (if one performs the annual audit, review, or compilation)

Phase 1 sign-off (Day 30)

- Complete current set of governing documents in one folder
- Account inventory complete and reconciled to balance sheet
- On the standing distribution for the monthly packet
- Bank signature cards updated
- Introductory meetings completed
- Read the assessment article of the declaration

PHASE 02

## DAYS 31 TO 60

SECTION 04

## Read The Last Year, Find The Rhythm

Walk the trailing 12 months of packets

For each month, capture

Cash on hand (operating)	\$ _____
Total AR past-due	\$ _____
Over-90 AR total	\$ _____
Operating fund change (period)	\$ _____
Reserve transfer (if any)	\$ _____
Capital projects executed (if any)	_____
Notes on outliers	_____

By the end of this exercise you will know what a quiet month looks like for your community, what a project month looks like, and what an outlier looks like.

Map the annual financial calendar

Fiscal year start	_____
Fiscal year end	_____
Annual budget preparation window	_____
Budget adoption deadline	_____
Member notice of new assessment rate	_____
CPA audit/review/compilation window	_____
Year-end close completion target	_____
Annual meeting date	_____
Insurance renewal date	_____
Reserve study update cycle	_____
Tax return filing deadline (1120-H or 1120)	_____

Confirm the reserve picture

- Pull the most recent reserve study
- Percent funded per the study: \_\_\_\_\_%
- CICSC adequacy benchmark: 70%
- Annual reserve funding recommended: \$ \_\_\_\_\_
- Annual reserve contribution in adopted budget: \$ \_\_\_\_\_
- If under-funded: note for next budget cycle conversation

Understand the collection process

- Open the most recent AR past-due report
- Count over-90 accounts and total over-90 dollars
- Ask manager to walk you through each major delinquent account by collection step
- Confirm the association's collection policy reflects current statutory cure periods:  
- Texas: 45 days under Sec. 209.0064 (NOT 30) - Florida HOA: Sec. 720.3085 procedures - Florida condo: Sec. 718.116 procedures
- Confirm any account at attorney-referral or intent-to-lien stage has documented compliance with notice and cure period

Phase 2 sign-off (Day 60)

- Trailing 12 months of packets walked
- Annual financial calendar built
- Reserve percent funded identified; gap to recommended funding documented
- AR past-due report walked account by account
- Statutory cure period framework confirmed

PHASE 03

## DAYS 61 TO 90

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SECTION 06

### Build And Run The Routine

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The 30-minute monthly review

Run the routine once before day 90, end to end, on the most

recent packet. The order

Minutes 0-3 The tie. Fund balance walk-forward should match this period's ending balance.

Minutes 3-8 Three headlines: cash, AR, fund change. Compare to last month and to budget.

Minutes 8-15 Income statement against budget. Mark any variance over 10% or a few thousand

dollars. Minutes 15-20 AR past-due. Top five accounts, over-90 column, collection-step

confirmation. Minutes 20-25 Bank reconciliations. Confirm each ties. Outstanding items over 60

days. Minutes 25-30 Variance notes. One sentence per top variance.

Keep a three-column notepad open: Question, Finding, Action.

The board financial section

Structure your monthly board financial conversation around three

questions

- 01 Are we okay this month? Cash, AR, fund balance. Three numbers. One sentence each.
- 02 Are we on track for the year? YTD against budget. Three numbers. One or two variances.
- 03 Is anything about to change? Next 90 days: capital projects, special assessments, audit, vendor renewals, insurance renewal.

Manager Q&A script

Send the following in writing to your account manager. The last question is the most important.

- 01 Who at the management company prepares each piece of the monthly packet, and who do I contact for what kind of question?
- 02 When does the packet typically arrive, and how do I follow up if it is late?
- 03 Are all the association's bank accounts represented on the balance sheet?
- 04 Which reserve cash positions are held at which institutions, and what are the maturity dates on any CDs or CDARS?
- 05 What is the operating-to-reserve transfer cadence and how is the amount calculated?
- 06 Walk me through one delinquent account at each major stage of collection so I understand the status codes in practice.
- 07 Are any vendor accounts on the AP register that we have not used in the last 6 months but are still active in your system?

- 08 What does the year-end close cycle look like, and when will the CPA begin fieldwork?
- 09 What does the association currently spend on the management company's billable services outside the base contract?
- 10 What governance or financial issue do you think the board is not paying enough attention to?

#### Phase 3 sign-off (Day 90)

- 30-minute monthly review run end to end at least once
- Three-section board financial summary delivered at one meeting
- Manager Q&A list sent and replies reviewed
- Treasurer binder built (documents, calendar, account inventory, running notepad)
- Next 3-4 financial issues for the next two meetings identified

#### SECTION 07

## What To Avoid In The First 90 Days

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- Trying to be the accountant. You are not. The management company or third-party bookkeeper is doing the entries.
- Changing the budget mid-year before you have a full picture.
- Talking directly to owners in attorney or third-party collection status.
- Skipping the reserve study.
- Promising owners that assessments will not go up.

#### SECTION 08

## What Comes After Day 90

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The routine you built in the first 90 days is the routine you will run for the rest of your term. The harder financial conversations

- the next budget cycle, the next reserve study update, a difficult assessment increase, a vendor change, an audit finding
- will arrive on schedule. When they do, you will have the picture, the records, and the credibility to lead the board through them.

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