

Steve Ludmerer comments at end of Board Meeting – June 23, 2026

With background in the discussions that formed PBM and as an author of the Mutual Cooperation Agreement, I have a perspective on recent changes to the PBM Operating Agreement as outlined in the Summary in the Agenda item 13 and the discussion today. As you discuss these issues, please recognize the MCA and PBM OA were developed over many months, and crafted with the intent to have both organizations working to serve the homeowners of UP.

UPCAI, our homeowners' association, owns PBM and had the legal right to make the changes.

HOWEVER, the way it was implemented is contrary to every intent of those who designed the system:

- It totally undermined, albeit ignored, the Mutual Cooperation Agreement;
- It shows no semblance of interpersonal cooperation between our organizations, that serve the same homeowners;
- Was an affront to the elected and appointed volunteers, and management responsible to our homeowners, club member, and employees responsible for delivering services and value.

This action has resulted in John's resignation, in my view a major loss to our Club and Community.

So, how can our organizations move forward and overcome the dysfunction that was present both before and after these changes... WE are not working together, are not supporting each other, and are not respecting each other as is necessary to optimize the value of our homes, and lives in UP. This dysfunction is the root cause of our problems.

Yes, the RD can look at a new management company structure, at an outside Management Company, changes in roles and responsibilities.... Those who do so, should consider and incorporate the perspectives that were discussed, debated, developed and deployed in the structure that was established seven years ago. Those who do so should also recognize that these changes are band-aids....and duct tape...they alone will not endure unless we address the root cause.

We serve the same homeowners, the same residents, and the same members, the SAME PEOPLE. We must learn to not only enhance a Mutual Cooperation Agreement, but for both organizations to maintain and enhance the value of our homes and the attractiveness of the Community.