

June 15, 2021

Board of Directors
Hot Springs Village Property Owners' Association
895 DeSoto Blvd
Hot Springs Village, AR 71909

RE: General Manager Position

Dear Board Members,

This letter and the attachments hereto are my official request for employment by Hot Springs Village Property Owners' Association as **General Manager**.

I am a Village Property Owner, former Board member and Board Chairman. As such I possess experience and insights which are unique, and would be useful to the POA BOD. My selected accomplishments (Attachment 2) also demonstrates that I have held similar (in fact greater) positions in my 40+ year career.

I also have formulated a Framework (Attachment 1) to guide the Property Owners' Association forward. I look forward to the opportunity to discuss this matter further at your convenience.

Regards,

L.E. Sherman

Lloyd E. Sherman
7 Pasillo Way
Hot Springs Village, AR 71909
Cell – 501-204-xxxx
Land – 501-226-xxxx
Lesherman1948@gmail.com

Attachments:

- 1) Framework and Plan
- 2) Selected Achievements of Lloyd E. Sherman

Attachment 1 Framework and Plan

The Village has embarked on a path towards increasing revenues and improving operations. A permanent General Manager should be in place prior to any assessment votes or operational changes. No outside hire can 'hit the ground running' to shepherd and guide such efforts. Unfortunately, there is also no current staff member, in any position with the skill sets or experience needed and required.

Offer:

- I am available for as long as the Board deems necessary. This includes thoroughly training an eventual replacement.
- I will accept a base salary of \$80,000, plus standard POA benefits.
- I will be eligible for a 50% upside bonus based upon specific financial and member satisfaction goals – to be determined.
- I will select a **Senior Management Team** through an application process.
- My **Senior Managers** will all be required to accept similar packages to mine with a lower starting base salary with the same bonus and benefit arrangement. Current staff will be invited to submit their applications for these positions.

Tasks:

The following is only a partial list.

- Within the first 90 days, Reformat all P & L Statements down to the lowest level possible. This is to ensure financial goals can be established and measured down to the appropriate level for tracking and bonus payments to be developed.
- Immediately organize and lead a full evaluation into all operations to ensure optimum performance and cost savings. Please note that this evaluation is needed to support any assessment vote increase. ***Without this evaluation any assessment increase vote will likely fail.***
- Implement (with Board approval) a Compensation Committee comprised of five property owners and one board liaison. These members would be required to have hands on experience in the discipline of compensation management.
- Implement (with Board approval) a Job Description Committee comprised of up to nine. (Seven property owners, the current HR Manager and a board liaison). These members should all have experience in writing job descriptions in the corporate world.
- Implement (with Board approval) an Employee Input Committee tasked with creating, distributing and gathering data via a questionnaire from all employees, part time and full time. There would be no Board or Staff liaison in order to protect the employee's identity and allow them to express themselves freely. If used effectively, this questionnaire should provide valuable insight as to what the employees are feeling about the place they work.
- Following completion of job descriptions, benchmarking and bonus arrangement for each management/supervisor related job, a new comp structure will be developed. A goal would be to keep employees whole against current compensation, but focus would need to be on the delta between prior compensation and what the new compensation will be comprised of: **Bonus Against Goal Achievement.**

Conclusions:

- This is only a partial list of what needs to be on “The List” but if accomplished within the timeframe of the first 90 days, the whole culture of the POA is now driven by results, plus you will have success stories and improvements to report to the property owners that will support an assessment increase at a rate that will at least be tolerable to the majority.
- The goal of completing the organization chart, job descriptions and resulting comp plans, along with the reformatting of Profit and Loss statements will be targeted for the first 90 days of my employment.
- This is an aggressive goal but can be done with the proper management and direction. I can provide both.

Attachment 2

Selected Achievements of Lloyd E. Sherman

I have held numerous titles as a General Manager and/or higher responsible for managing, planning, delegating and decision making to attain desirable profit-making results for organizations. Many were just as (and frankly more) complex than our organization. A General Manager function is not to have expertise in all of the disciplines that make up an organization, but the person in that position MUST have a proven track record of managing complex organizations and guiding them to operate more efficiently and better. This means: Financial Welfare and the Quality of Services Delivered to the Customers (Members). It all starts at the top and must be instilled all the way through the organization. This is the Culture Change I have written about previously.

Selected relevant accomplishments follows below. However, the actual details of my lifetime of accomplishments can only be learned by direct interaction. I request an opportunity to provide the voting board with such a presentation.

Washington Mutual Savings Bank – (Employee-AVP) – Asst. Vice President in charge of 10 separate and distinct operating units.

Southern Vital Records Center – (Employee-VP) Recruited as part of a six-person team, who became operator/owners. Renamed and rebranded the organization to **Dataplex**. Grew the reinvigorated organization from \$1.5 mil a year to \$59 mil in 8.5 years. Personally designed, developed, and marketed two flagship products that spurred the growth rate. Managed 250 operations and sales employees across a region and within central operations.

Dataplex – (Employee-SVP) – Acquired by ACS. Turned around underperforming ACS/Dataplex division, increasing revenues from \$10.5M to \$22M. This region (4 states with 14 offices and 500+ employees) had been losing money since its acquisition. Established and monitored processes that were time-proven. Increased level of service to customers. Revamped sales staff quotas and training, and measured results. Increased PTP from a **negative \$765K** to a \$2.2M profit. Set up & managed customer service.

Benefit Partners – (Consultant/GM) Established and grew new imaging division (The Paper Chase). Designed all processes, procedures and form reporting. Hired and trained all personnel. Built division into viable ongoing part of organization's operation with cross-selling in all disciplines. Managed company customer service department.

DSI Document Solutions (Consultant/GM) Grew revenues from zero to \$1.8M in revenue in less than a year. Built this startup digital litigation support firm. Developed all processes and procedures. Designed forms /systems to support daily operations. Trained sales staff and assisted with sales calls. Established company as leading firm in litigation support in Dallas area.

TechLaw – Consultant/GM) Revitalized operations, increasing sales revenue and captured major account. Twenty-year-old company had lost presence in Dallas area. Evaluated existing management team and made changes. Revamped sales staff and sales processes. Streamlined operations, increasing efficiency and productivity

Altep Litigation Services – (Consultant) Engaged by Altep to develop a Sales Model for them, and then staff and manage these resources to support their branch operations. Developed and wrote the overall sales plan, developed sales compensation model, and then hired resources in the Dallas and Houston marketplaces.

Odyssey Document Services (Consultant) Worked with this group to bring them from a "copy company" to a document management organization to include digital as well as analog. Designed and set-up procedures for imaging operations. Re-vamped all marketing materials and designed their website.