

# Proposal for Board Training Resolution Worksheet

Date: December 18, 2024

## Suggested Motion:

“I move to approve the Proposal for Board Training & Work Session Services provided by Points North Strategies, LLC.”

2<sup>nd</sup>:

## Vote:

	In Favor	Opposed	Abstained	Absent
Scott Buchanan				
Dave Bush				
Caitlin Counihan				
Elaine Lawler				
Jeff Lisanick				
Amanda Mullan				
Scott Mulrooney				
Mike Rothenberg				
Jim Wicker				

**Proposal for**  
**Board Training & Work Session Services**  
Parkfairfax Condominium Unit Owners Association  
November 15, 2024



**POINTS NORTH  
STRATEGIES**

**Cate L. Fulkerson - Principal**

11654 Plaza America Drive, #365, Reston, VA 20190

(703) 999-1204 - [cate@pointsnorthstrategies.net](mailto:cate@pointsnorthstrategies.net)

[www.pointsnorthstrategies.net](http://www.pointsnorthstrategies.net)

**Your organization's GPS**

Scott Mulrooney, President  
Parkfairfax Condominium Unit Owners Association  
3360 Gunston Road, Alexandria VA, 22303

November 15, 2024

Dear Mr. Mulrooney:

It is my pleasure to present this proposal to Parkfairfax Condominium Unit Owners Association (PCUOA) to assist in providing training and work session services to your Board of Directors.

As a tenured leader of nonprofits, I have a deep understanding of the need for and benefit of, holding collaborative work sessions with newly seated boards to ensure all lead the governance effort with the same information, understanding, and goals.

I am expert at quickly identifying relevant patterns and issues and I enjoy leading people and organizations like PCUOA to fully consider all possible paths toward making the organization's vision a reality. I know that while having a roadmap is good, putting the plan into action is better. It can be even more impactful with a board that understands its responsibilities in moving the organization forward.

I am an ideal partner to assist Parkfairfax with board training and facilitating a priority-setting work session.

I started Points North Strategies in 2018 to provide comprehensive strategic planning and leadership development services to navigate communities like Parkfairfax in directions that improve performance.

If you have any questions, please contact me at 703-999-1204. I look forward to the prospect of working with you and your team in developing your Board and setting priority goals that will advance the Parkfairfax Condominium Unit Owners Association over the next twelve months and beyond.

Sincerely,



Cate L. Fulkerson, MPA, CMCA, EBP  
Principal

## Project Scope

---

Parkfairfax Condominium Unit Owner's Association (PCUOA) desires a half-day board training/work session retreat in 2025. Specifically, the PCUOA would like to learn about best practices in board governance and collaborate in setting common objectives to guide Board decision-making over the next twelve (12) months.

## Retreat Work Plan & Timeline

---

The following is a proposed Retreat Work Plan to perform board training services for Parfairfax Condominium Unit Owner's Association and includes a description of methodology and deliverables.

### A. Planning & Pre-Retreat Assessments

#### 1. Retreat Planning

Meet with the Board Leadership and General Manager to:

- a. Set the retreat date, time, and location.
- b. Determine dates to conduct Assessment activities outlined below.
- c. Discuss the desired tone and flow for the training and work session.

**Deliverable:** *Timeline for Retreat Activities.*

#### 2. Governance & Operational Assessments

- a. Examine all current governing documents of PCUOA to include but not limited to the organizational structure, bylaws, committee charters, financial statements, and minutes from Board meetings and committees over the past year.
- b. Conduct SCIP Assessment (Strengths, Challenges, Ideas, Priorities) by collecting input from the new Board through an anonymous Google Forms Survey.
- c. Conduct a Board Self-Assessment through a Google form to determine the overall status of governance operations. [*Self- Assessment is derived from BoardSource and ASAE. The data obtained would be used to facilitate a governance best practices discussion around the key roles and responsibilities of the Board and General Manager in the areas of – Mission, Strategy, Public Image/Advocacy, Board Composition, Program Oversight, Financial Oversight, CEO Oversight, Board Structure, and Meetings.*]

**Deliverables:** *Governance & Operational Review; Results of SCIP Assessment; and Results & Recommendations from Board Self-Assessment.*

### B. Board Training & Work Session Retreat

#### 1. Agenda Development

Based on results of Governance & Operational Assessment, develop a detailed agenda that outlines all topics and activities to be covered during the training and work session which will include:

- a. Results & Recommendations from Board Self-Assessment.
- b. Findings from Governance & Operational Review.
- c. Discussion on 10 Key Board Responsibilities.
- d. Methods for Successful Community Engagement & Involvement.
- e. Results of SCIP Assessment.
- f. Setting Priority Goals for Next 12 Months.

**Deliverables:** *Detailed Retreat Agenda.*

**2. Board Retreat**

Facilitate an interactive half-day training and work session retreat to:

- a. Receive Governance Best Practices training based on results/recommendations from Board Self-Assessment.
- b. Learn techniques to engage and involve Owners in special projects or activities under Board consideration.
- c. Work in collaboration to set priority goals and a related action plan for the next twelve (12) months.

***Deliverables: Retreat Presentation; Plan to Address Self-Assessment Recommendations, and Action Plan to Achieve Priority Goals.***

**Project Budget**

<b>Parkfairfax Condominium Unit Owners Association</b>		
<b>Proposed Costs for Board Training &amp; Work Session Services</b>		
November 15, 2024		
<b>ADMINISTRATIVE EXPENSES</b>		<b>FEE</b>
Deposit to Secure Services		\$ 200.00
Supplies & Technology Fees		\$ 500.00
<b>SERVICE ACTIVITY</b>		<b>FEE</b>
<b>A. Pre-Training Planning</b>		<b>\$ 1,650.00</b>
1. Planning		\$ 150.00
2. Review Committee Resolutions & Other Documents (minutes, resolutions, etc.)		\$ 1,500.00
<b>B. Committee Training Session</b>		<b>\$ 1,650.00</b>
1. Agenda Development		\$ 150.00
2. Training Session		\$ 1,500.00
<b>TOTAL</b>		<b>\$ 4,000.00</b>

Payment for services will be billed monthly at the completion of each activity outlined above. Payment is due within 30 days of the invoice date. A 10% late fee will be applied to unpaid invoices. If this proposal meets with your expectations, please sign below, and return this page.

**Proposal Acceptance:**

Ms. Cate L. Fulkerson, CMCA, EBP Principal - Points North Strategies, LLC	Date	Mr. Scott Mulrooney, President Parkfairfax Condominium Unit Owners Association	Date
--	------	--	------

**CATE L. FULKERSON, CMCA, EBP, MPA**  
***Principal – Points North Strategies LLC***



With over 30 years' experience as a leader and CEO in the nonprofit sector, Cate leverages her education in Public Administration, CMCA, and professional experience to expertly guide clients in matters related to board governance and policy development. In addition, she provides comprehensive project management, strategic planning, board training, and leadership structure services with an emphasis on positive and strengths-based leadership.

Cate is a ***keynote speaker, strategic planning, organizational development, and management trainer*** for the ***Washington Metropolitan Chapter of Community Associations Institute*** and serves on their Education and Conference & Expo Committees.

For the largest community association in Virginia, Reston Association, Cate advised the board on matters related to strategic planning; board leadership, conduct, role and effectiveness; committee structure; corporate operations; and, CEO performance. Cate also established and implemented a leadership training program for new board members and committee chairs. Cate holds the designations of Certified Manager of Community Associations (CMCA) and Essential Business Partner (EBP) from the Community Associations Institute, a B.A. from Washington College and a Master of Public Administration from George Mason University. She is a member of BoardSource and holds a Nonprofit Governance Certificate from BoardSource, the Community Associations Institute – serving on the WMCCAI Education and C&E Committees CRCCAI Strategic Planning Committee, and the Business Women's Giving Circle at the Community Foundation of Northern Virginia. She also serves on the Board of her 52-unit HOA in Reston, VA.

- Effective facilitator of strategy sessions to obtain desired and actionable outcomes, enabling all voices to be heard and perspectives captured.
- Highly skilled in establishing concise and effective governance policies and processes for boards and committees.
- Experienced with navigating board and staff planning meetings and retreats that deliver achievable action plans.
- Expert at evaluating organizational performance and ability to achieve planned goals and objectives.
- Passionate about providing comprehensive project management and strategic planning services that meet a client's mission and vision.
- Skilled at surveying, assessing organizations, and identifying restructuring opportunities to improve governance and operations.
- Understands the importance of establishing written processes that are explicit, concise, and implementable.



## Client References

---

**Kathy R. Beaulne**, LSM, PCAM, General Manager.  
Stone Ridge Association, Inc., [kathyb@stoneridgehoa.org](mailto:kathyb@stoneridgehoa.org) (703) 327- 5179.  
24605 Stone Carver Drive, Stone Ridge, VA 20105

**Buena Peacock Brown**, Board Director.  
St. George Plantation Owners Association, [bjpeacock1@gmail.com](mailto:bjpeacock1@gmail.com) , (757) 621-3000.  
1712 Magnolia Road, St. George Island, FL 32328

**Derrick Crawford**, CMCA, AMS General Manager.  
Riverside Condominium, [manager@riversidedc.net](mailto:manager@riversidedc.net), (202) 554 4019  
1425 4th Street SW, Washington, DC, 20024

**Jessica M. Knutsen**, CIC, EBP, CIRMS® Vice President, Community Insurance & Risk Management Specialist  
USI Insurance Services LLC - Community Associations Division, [jessica.knutsen@usi.com](mailto:jessica.knutsen@usi.com), (703) 340-0716.  
3190 Fairview Park Dr Ste 400, Falls Church, VA 22042

**Candace Lewis**, CMCA, AMS, PCAM, Director of Marketing.  
Cardinal Management Group, Inc., [c.lewis@cardinalmanagementgroup.com](mailto:c.lewis@cardinalmanagementgroup.com). 703-565-5244  
4330 Prince William Pkwy, Suite 201, Woodbridge, VA 22192

**Crishana Loritsch**, CMCA, AMS, PCAM. Relationship Manager.  
Sahouri Insurance, [cloritsch.work@gmail.com](mailto:cloritsch.work@gmail.com), 703-883-0500.  
8200 Grensboro Dr, McLean, VA 22102

**Valerie Lykins**, Chapter Executive Director.  
Community Associations Institute - Chesapeake Chapter, [valerie.lykins@caimdches.org](mailto:valerie.lykins@caimdches.org), 410-348-1534.  
PO Box 683, Columbia, MD 21045.

**Jeff Stepp**, CMCA, AMS, PCAM. General Manager.  
Midtown Bethesda North Condominium, [pm@midtownbethesda.info](mailto:pm@midtownbethesda.info), (301) 770-7201  
5750 Bou Avenue, N. Bethesda, MD 20852

**Rick Stone**, PCAM, LSM. General Manager.  
Brambleton Community Association, [rick.stone@brambleton.org](mailto:rick.stone@brambleton.org), (703) 542-6263  
42000 Ryan Road, Brambleton, VA 20148

**Mark Walker**, Executive Director.  
Potomac Green Community Association/Potomac Green Condo, [mark.walker@fsresidential.com](mailto:mark.walker@fsresidential.com),  
(703) 723-8157.  
44499 Oakmont Manor Sq, Ashburn, VA 20147

**Brent Weston**, Board Director.  
River Creek Owners Association, [Brent.Weston@rivercreekowners.com](mailto:Brent.Weston@rivercreekowners.com) (703) 669-4350.  
43800 Olympic Blvd, Leesburg, VA 20176