

Resolution Worksheet

Date: June 17, 2026

Suggested Motion:

“I move to approve to the proposal from Points North Strategies for 2026 Board of Directors training in the amount of \$4,000.”

2nd:

Vote:

	In Favor	Opposed	Abstained	Absent
Caitlin Counihan				
Robin Davis				
Dan Ebeling				
Lucille Eddy				
Elaine Lawler				
Paula Martori				
Scott Mulrooney				
Jillian Sharples				
Jim Wicker				

Proposal for
Board Planning Work Session Services
Parkfairfax Condominium Unit Owners Association
November 14, 2025



**POINTS NORTH
STRATEGIES**

Cate L. Fulkerson - Principal

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

(703) 999-1204 - cate@pointsnorthstrategies.net

www.pointsnorthstrategies.net

Your organization's GPS



Board Planning Work Session Services
Parkfairfax Condominium Unit Owners Association

Ms. Katie Kight, CMCA
General Manager
Parkfairfax Condominium Unit Owners Association
3360 Gunston Road, Alexandria VA, 22303

November 14, 2025

Dear Ms. Kight:

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

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 (Parkfairfax) desires a half-day board planning work session in 2026. Specifically, Parkfairfax 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.

Work Session Plan & Timeline

The following is a proposed work session proposal to perform board planning services for Parkfairfax and includes a description of methodology and deliverables.

A. Planning & Work Session Assessments

1. Work Session Planning

Meet with 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. Conduct SCIP Assessment (Strengths, Challenges, Ideas, Priorities) by collecting input from the Board through an anonymous Google Forms Survey.
- b. 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, GM Oversight, Board Structure, and Meetings.]*

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

B. Board Planning Work Session

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. Results of SCIP Assessment.
- c. Setting Priority Goals for Next 12 Months.

Deliverables: *Detailed Work Session Agenda.*

2. Work Session

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

- a. Receive results/recommendations from Board Self-Assessment.
- b. Work in collaboration to set priority goals and a related action plan for the next twelve (12) months.

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

Project Budget

Parkfairfax Condominium Unit Owners Association	
Proposed Costs for Board Planning Work Session Services	
November 14, 2025	
ADMINISTRATIVE EXPENSES	FEE
Deposit to Secure Services	\$ 200.00
Supplies & Technology Fees	\$ 500.00
SERVICE ACTIVITY	FEE
A. Planning & Work Session Assessments	\$ 1,650.00
1. Work Session Planning	\$ 150.00
2. Governance & Operational Assessments	\$ 1,500.00
B. Board Planning Work Session	\$ 1,650.00
1. Agenda Development	\$ 150.00
2. Work Session	\$ 1,500.00
TOTAL	\$ 4,000.00

Payment for services will be billed monthly at the completion of each activity outlined above. Payment is due within 15 days of the invoice date. A 3% 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
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CATE L. FULKERSON, CMCA, EBP, MPA
Principal – Points North Strategies LLC



With over 35 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 Board of Directors.

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.

Potomac Green Association, Inc., kathyb@stoneridgehoa.org (703) 327- 5179.

24605 Stone Carver Drive, Potomac Green, VA 20105

Derrick Crawford, CMCA, AMS General Manager.

Riverside Condominium, 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, (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. 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, 703-883-0500.

8200 Gensburg Dr, McLean, VA 22102

Valerie Lykins, Chapter Executive Director.

Community Associations Institute - Chesapeake Chapter, valerie.lykins@caimdc.org, 410-348-1534.

PO Box 683, Columbia, MD 21045

Kimberley M. O'Halloran-Perez, Shareholder.

Rees Broome, PC, kohalloran@reesbroome.com, (703) 790.6277.

1900 Gallows Road, Suite 700 | Tysons Corner, VA 22182

Jeff Stepp, CMCA, AMS, PCAM. General Manager.

Midtown Bethesda North Condominium, pm@midtownbethesda.info, (301) 770-7201

5750 Bou Avenue, N. Bethesda, MD 20852

Karl Stephens, CMCA, AMS, PCAM. General Manager/COO.

The Landings Association, karls@landings.org, 912-598-2520

600 Landings Way South, Savannah, GA 31411

Rick Stone, PCAM, LSM. General Manager.

Brambleton Community Association, rick.stone@brambleton.org, (703) 542-6263

42000 Ryan Road, Brambleton, VA 20148

Mark Walker, General Manager, CMCA, AMS, PCAM.

Ashburn Village Community Association, mwalker@ashburnvillage.org, 703.723.7910 x112 (o)

44025 Courtland Drive, Ashburn, VA 20147

Resolution Worksheet

Date: June 17, 2026

Suggested Motion:

“I move to approve to the proposal from Points North Strategies for 2026 Committee Chair training in the amount of \$3,000.”

2nd:

Vote:

	In Favor	Opposed	Abstained	Absent
Caitlin Counihan				
Robin Davis				
Dan Ebeling				
Lucille Eddy				
Elaine Lawler				
Paula Martori				
Scott Mulrooney				
Jillian Sharples				
Jim Wicker				

Proposal for Training on Committee Operations Best Practices

Parkfairfax Condominium Unit Owners Association

November 14, 2025



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Training on Committee Operations Best Practices
Parkfairfax Condominium Unit Owners Association

Ms. Katie Kight, CMCA
General Manager
Parkfairfax Condominium Unit Owners Association
3360 Gunston Road, Alexandria VA, 22303

November 14, 2025

Dear Ms. Kight:

It is my pleasure to present this proposal to Parkfairfax Condominium Unit Owners Association (Parkfairfax) to provide training on committee operations best practices.

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.

Sincerely,

Cate L. Fulkerson, CMCA, EBP, MPA
Principal

Training Scope

The Board of Directors and General Manager of Parkfairfax desires training for its committee chairs on best practices for committee operations.

Points North Strategies LLC will prepare materials for and deliver a two (2) hour in-person training session to Parkfairfax's Committee Chairs in 2026. The points to be covered during the session will include:

1. Understanding the relationship of committees to the board.
2. Learning VA Code requirements that impact committee operations.
3. Facilitating committee meetings.
4. Recording meeting actions (meeting minutes).
5. Developing annual work plans.
6. Establishing subcommittees and delegating tasks.
7. Tracking, reporting, and receiving board approval for committee expenses.

Cost for Training

Parkfairfax Condominium Unit Owners Association	
Proposed Costs for Committee Training Services	
November 14, 2025	
ADMINISTRATIVE EXPENSES	FEE
Deposit to Secure Services	\$ 200.00
Supplies & Technology Fees	\$ 500.00
SERVICE ACTIVITY	FEE
A. Pre-Training Planning	\$ 1,150.00
1. Planning	\$ 150.00
2. Review Committee Resolutions & Other Documents (minutes, resolutions, etc.)	\$ 1,000.00
B. Committee Training Session	\$ 1,150.00
1. Agenda Development	\$ 150.00
2. Training Session	\$ 1,000.00
TOTAL	\$ 3,000.00

Payment for services will be billed after the training is provided by electronic submission to the General Manager. Payment is due within 15 days of the invoice date. A 3% late fee will be applied to invoices that are 15 days overdue. 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

Scott Mulrooney, President
Parkfairfax Condominium Unit Owners
Association

Date



CATE L. FULKERSON, CMCA, EBP, MPA
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- 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.
- Over 30 years of experience in establishing concise and effective governance policies and processes for boards and committees.
- Effective facilitator of strategy sessions to obtain desired and actionable outcomes, enabling all voices to be heard and perspectives captured.
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