



***Green Text indicates goal or objective is associated with Communications content.**

FOCUS AREA 1: FINANCIAL STABILITY, INTEGRITY, AND TRANSPARENCY

GENERAL STRATEGIES

- FA1-GS1: Ensure that sufficient financial resources are available to fund the Association's annual operations and repair and replace Fairlington Villages' major physical assets.
- FA1-GS1: Ensure that the Association's financial records are routinely audited for accuracy and comprehensiveness.

OBJECTIVES

- FA1-OBJ-1: Prepare and approve the annual budget by August 7 of each year using input provided by Board members, committees, Management, and homeowners together with information contained in other sources, including reserve studies, property inspections, professional and maintenance service contracts, and insurance and utility rates.
- FA1-OBJ-2: Disseminate annual budget to owners of record for each unit no later than August 31 of each year.
- FA1-OBJ-3: Complete previous fiscal year's annual financial audit no later than January 31 of each year, and report audit findings to the community within 45 days of annual audit's completion.
- FA1-OBJ-4: Address or develop a plan to mitigate any findings in the annual audit no later than April 30 of each year.
- FA1-OBJ-5: Invest FV unused operating and accumulated reserve funds in a portfolio of "laddered" CDs and treasuries to maximize income and report the estimated annual return in each fiscal year's budget.
- FA1-OBJ-6: Maintain the total amount of delinquencies to 1.0-1.5% of total annual condominium fees, with a focus on referring large delinquent balances to Association counsel for collection and/or resolution.

FOCUS AREA 2: COMMUNITY GOVERNANCE

GENERAL STRATEGIES

- FA2-GS1: Ensure equitable and transparent enforcement of the Condominium's policies and procedures.
- FA2-GS2: Prepare and maintain best practices and case studies of the rights and responsibilities of owners and tenants for publication in the *North Fairlington News* and on the FV website (e.g., legacy trees, variances).

OBJECTIVES

- FA2-OBJ-1: Review and revise FV Handbook policies biannually by March 1 of odd years.
- FA2-OBJ-2: Review the list of committees, working groups, task forces and charters annually, by May 1 of each year to identify if new committees should be chartered, reconfigured, or sunsetted.
- FA2-OBJ-3: Conduct an annual review of all variance requests and associated Architectural Control Committee (ACC) / Board approvals, denials, or other actions. Modify the Variance form, as required, to reflect required compliance of variance approvals.
- FA3-OBJ-4: Ensure Management conducts a continuous review of all variance work completed to verify that projects were completed in compliance with the variance requirements.
- FA2-OBJ-5: Enforce violations of FV sign policies (e.g., real estate signs) and send notifications to violators to remove non-conforming signs. Management will conduct field visits at least four times each year or greater to determine the level of compliance.
- FA2-OBJ-6: Publish best practices and case studies of the rights and responsibilities of owners and tenants in the *North Fairlington News* and on the FV website semi-annually.

FOCUS AREA 3: INFRASTRUCTURE AND FACILITIES SUSTAINABILITY

GENERAL STRATEGIES

- FA3-GS1: Develop annual and multi-year schedules of operations and reserve projects to ensure the sustainability of FV facilities and infrastructure.
- FA3-GS2: Ensure that any reserve projects and maintenance activities that are postponed are deferred for valid reasons, and that this action will not detract from the sustainability and quality of FV infrastructure. *Once determined, share this information with residents via newsletter and TownSquare*
- FA3-GS3: Ensure that contractors and FV maintenance staff promote environmental sustainability by utilizing economically feasible green materials and procedures when executing reserve projects and maintenance activities.
- FA3-GS4: Ensure that all Association building repair/replacement and maintenance programs and unit owners' renovations do not alter the external appearance of FV's historic buildings, particularly the structures' facades and sides, and ensure that any changes that are made are minimally intrusive and made to the structures' rear elevations.
- FA3-GS4: Replace original building materials (e.g., slate roofs, wooden porch columns, and brick) with like materials during execution of Association reserve and maintenance projects to the greatest degree possible.

OBJECTIVES

- FA3-OBJ-1: Complete the comprehensive five-year reserve studies required by the Virginia Condominium Act (next study needs to be completed no later than March 31, 2024) and incorporate the reports' recommendations into annual budgets and maintenance schedules.
- FA3-OBJ-2: Complete limited special reserve studies focusing on a single capital asset (e.g., the Association's 2018 Masonry Study) as required, and incorporate the reports' recommendations into the Association's five-year reserve study, annual budgets, and maintenance schedules.

- FA3-OBJ-3: Complete annual property inspections no later than May 15 of each year and incorporate the inspections' recommendations into annual budgets and maintenance schedules
- FA3-OBJ-4: Use reserve studies, annual property inspections, owner/tenant work order requests, and additional sources to prepare a comprehensive, prioritized, and updated inventory of FV assets to serve as a basis of annual maintenance and reserve project planning by May 31 of each year and incorporate the inventory's recommendations into the annual budget.
- FA3-OBJ-5: Prepare a schedule of required and recommended maintenance and reserve projects (e.g., roof repair and replacement, exterior building painting, and tree maintenance) for FV Common and Limited Common Elements by June 30 of each year, and periodically update the Board and the community on critical elements of this schedule during budget preparation and at the Association's annual meeting
- FA3-OBJ-6: Educate all unit owners on the Association's variance requirements for internal and external renovations via all appropriate communication venues.
- FA3-OBJ-7: Ensure that the Architectural Control Committee and the Board act on all complete unit renovation applications requiring variances within 60 days of the variance requests' submission.
- FA3-OBJ-8: Maintain hard copies and electronic files of all approved variances in the Association's unit files.
- FA3-OBJ-9: Resolve any previously undocumented unit owner violations of the Association's variance policies prior to sale of a unit.

FOCUS AREA 4: SAFETY

GENERAL STRATEGIES

- FA4-GS1: Promote a culture of resident safety to include pedestrian and vehicular safety, and resident education.
- FA4-GS2: Promote a culture of employee safety to include workspace environment, equipment, procedures and education.
- FA4-GS3: Reduce the opportunity for crime within the community by education, development of partnerships with law enforcement and through landscaping and environmental design.
- FA4-GS4: Educate owners and tenants on emergency preparedness actions.
- FA4-GS5: Maintain open communications with local county/city law enforcement and government organizations involved in county/city safety.

OBJECTIVES

- FA4-OBJ-1: Provide information to residents about how to contribute to neighborhood safety and share the points of contact for relevant incidents.
- FA4-OBJ-2: Provide monthly digital content on a safety issue.
- FA4-OBJ-3: Provide information biannually to owners and tenants about how to contact the Management Office regarding the maintenance of streetlights.
- FA4-OBJ-4: Work with City of Alexandria and Arlington County Police Departments by:
1. Inviting police departments to hold a special meeting for owners and tenants to provide status updates to the Board at least once a year.
 2. Requesting police to monitor speeding throughout the FV community when specific problems become evident.
- FA4-OBJ-5: Link to other websites to provide information on Emergency Preparedness on the FV Website.

FOCUS AREA 5: COMMUNITY ENGAGEMENT

GENERAL STRATEGIES

- FA5-GS1: Expand the ability for owners and tenants to voice concerns and receive responses when appropriate on general community issues via TownSq, Twitter and the FV Facebook page.
- FA5-GS2: Increase the number of active volunteers and recruit new volunteers to support FV committees, task forces and working groups.
- FA5-GS3: Ensure diversity of opinion is given due consideration when balancing the needs of the Community.
- FA5-GS4: Ensure that owners and tenants are connected to and understand what is happening around the community that could impact FV.
- FA5-GS5: Expand interest and participation in community events and recreational facilities to expand resident engagement.
- FA5-GS6: Hold owner/tenant forums to understand community needs.
- FA5-GS7: Track attendance/usage for all events, activities, and meetings.

OBJECTIVES

- FA5-OBJ-1: Hold six (6) Fairlington-wide social events each year.
- FA5-OBJ-2: Hold two Fairlington-wide Town Halls, workshops or listening sessions each year. These gatherings will be informal where people can come and discuss issues and speak with Board Members and Management.
1. Target 15 people to attend the first and second events in Year 1.
 2. Increase the target attendance by 20% over the prior attendance for the following four years.
- FA5-OBJ-3: Volunteers
1. Prepare a baseline database of volunteers by November 1, 2021. Baseline volunteer levels include people

volunteering for the Board, committees, task forces, working groups and special events.

2. Target increasing number of active volunteers by 10% from the November 1, 2021 baseline by September 30, 2022 and then, by 10% per year, over the next four years.
3. Consider hiring a consultant to provide the Board and other volunteers with training on volunteer management December 31, 2021.

FA5-OBJ-4: Hold Welcome Meetings for new owners and tenants on a quarterly basis.

FOCUS AREA 6: COMMUNICATIONS

GENERAL STRATEGIES

- FA6-GS1: Ensure that the FV Website is updated as often as required to ensure timely and accurate information such as the posting of the Association's Declaration and Bylaws, Board Minutes, Annual Budgets and Fairlington Handbook.
- FA6-GS2: Provide notices and reminders of meetings, town halls, activities, and events through multiple platforms, including but not limited to: TownSq, the FV website, Twitter, Facebook, e-mail, sign boards, and the *North Fairlington News*.
- FA6-GS3: Embrace technology to enhance outreach and communications.
- FA6-GS4: Simplify the information coming from Management to owners and tenants with the objective of reducing complex responses and the time required to develop the responses.
- FA6-GS5: Continue to educate homeowners on the requirements and procedures for home remodeling projects and required variance procedures.

OBJECTIVES

- FA6-OBJ-1: Website:
1. Develop a schedule to refine the information and aesthetics of the website by January 31, 2022 and maintain a monthly schedule of periodic updates.

2. Determine the average number of monthly website hits beginning no later than January 2022.
3. Increase the number of monthly hits by 10% per year and report quarterly website statistics to the Board.

- FA6-OBJ-2: Publish an article in the newsletter at least bimonthly specifying the types of home remodeling projects subject to the Architectural Control Committee’s review and the procedures for that review and approval.
- FA6-OBJ-3: Use every communications channel to publicize the parking decal renewal process at least monthly, beginning October 1 annually.
- FA6-OBJ-4: Pursue the development of email lists for messages by Ward or even smaller groupings, by building or specific interests.
- FA6-OBJ-5: Update and maintain the FV Residents' Handbook, including alerting owners and tenants when updates are provided, and maintaining the most recent version of the Handbook on the FV Website.
- FA6-OBJ-6: Allow owners and tenants to opt in for paper communications, such as the Newsletter—this information should be collected when new owners/ tenants register with the office and when residents come to the Management Office for their parking decals or other needs.
- FA6-OBJ-7: Provide residents with a list of all communication platforms that FV uses to disseminate information when parking and pool passes are issued.
- FA6-OBJ-8: Provide all unit owners with quarterly communications on the Association’s variance requirements for internal and external renovations that do and do not require Architectural Control Committee approval and board action.
- FA6-OBJ-9: Prepare one-page FV Handbook summaries on the website and in the Newsletter at least biannually.
- FA6-OBJ-10: Include safety community messaging -- *“If you see something, say something”* -- in all applicable communication venues at least twice a year.

- FA6-OBJ-11: Educate owners and tenants about the health issues associated with pet feces that are not picked up in all applicable communications venues at least twice a year.
- FA6-OBJ-12: Educate owners and tenants about the health issues associated with rodents and other wildlife in all applicable communications venues at least twice a year.
- FA6-OBJ-13: Communicate service-level standards for various work order types through all communications venues annually.
- FA6-OBJ-14: Publish information (articles, posts on website, twitter) on sustainable landscaping practices at least quarterly.

FOCUS AREA 7: MANAGEMENT AND OPERATIONS

GENERAL STRATEGIES

- FA7-GS1: Review and update procedures governing the management of major community services and policies (e.g., maintenance and repair, landscaping, trash, parking, pool and other amenities) on a periodic basis.
- FA7-GS2: Employ industry standards, best practices, and Association policy in the bidding and execution of operations and professional services contracts.
- FA7-GS3: Ensure applicable elements of Strategic Plan are incorporated into the policies and procedures governing property maintenance, capital asset repair and replacement administration and delivery of resident services.
- FA7-GS4: Recruit, develop and retain an excellent staff.

OBJECTIVES

- FA7-OBJ-1: Review draft standard operating procedures for areas such as financials and website, maintenance schedules and office in-person engagement of residents by November 1, 2021.
- FA7-OBJ-2: Develop and approve an Annual Work Program based on the Spring property inspection by June 1 starting with 2022.
- FA7-OBJ-3: Review the trash collection and recycling policies at least every two years and update, as required.
- FA7-OBJ-4: Parking:
1. Conduct an analysis of resident vehicle types and parking requirements by the 3rd Quarter of FY 2022.
 2. Reevaluate the FV parking policies and determine if any changes should be implemented at least, biennially.
- FA7-OBJ-5: Recreation. Evaluate tennis, pool and community center and requirements by the 2nd Quarter of FY 2022.
- FA7-OBJ-6: Management. Provide a management responsiveness-satisfaction survey to owners and tenants after each interaction beginning in 2nd quarter 2022.

FA7-OBJ-7: Strategic Plan.

1. Ensure that Management provides the Board with quarterly updates on progress in implementing the Strategic Plan.
2. Revise and update the Strategic Plan biennially.

FA7-OBJ-8: Contracts

1. Develop a Contract Actions Report (CAR) at the beginning of each FY (October 1) that specifies contracts executed, period of performance and contract value, and whether the contract was competitively bid.
2. Develop Procurement Guidelines, including criteria for sole source contracts by December 1, 2021. recommendations, for contracts recommended to the Board of directors for Approval beginning in FY 2022.
3. Publish an annual schedule of contracts for procurement for contracts with a value of \$20,000 or greater at the beginning of each fiscal year.
4. Evaluate each contract before renewal is due to ensure that technologies, if applicable, adequately support delivery of services. Negotiate for improved technology, services, and reduced costs at renewal opportunities.

GOAL 8. APPEARANCE OF THE COMMUNITY’S GROUNDS AND BUILDINGS

GENERAL STRATEGIES

- FA8-GS1: Ensure and enhance the maintenance of FV grounds in an environmentally sustainable manner and that is economically viable that maximizes preservation appearance and health of the soil, tree canopy, and native and designed landscapes.
- FA8-GS2: Ensure that FV grounds are maintained in harmony with the community’s historic architecture and streetscapes
- FA8-GS3: Enhance the sustainability, safety and appearance of the Community’s grounds.

OBJECTIVES

- FA8-OBJ-1: Develop an environmentally sensitive sustainable landscaping Best Practices Guide including **economically viable** policies for management in common areas (addressing erosion, standing water, historic Williamsburg aesthetic, tree canopy) and residents' gardening in patios and common areas by 2nd quarter of FY 2022 (Jan-Mar 2022).
- FA8-OBJ-2: Identify gaps, if any, in FVs environmentally sensitive sustainable landscaping practices and develop a plan to mitigate those gaps (e.g., additional budgets, technology, product use) by 3rd quarter of FY 2022 (Apr-Jun 2022).
- FA8-OBJ-3: Organize annual or more frequent community walks with owners and tenants to increase community engagement on FV landscaping and streetscape policies and identify a Needs List based on community input.
- FA8-OBJ-4: Publish information (articles, posts on website, twitter) on sustainable landscaping practices at least quarterly.

- FA8-OBJ-5: Include language holding contractors and service vendors responsible for preventing and restoring damage to landscaping in all service agreements and contracts let after November 1, 2021.
- FA8-OBJ-6: Commission an independent professional evaluation of FV's largest trees by the end of FY 2022 (Sept 30, 2022) to guide decisions on timely pruning, removal and replacement.
- FA8-OBJ-7: Continuously evaluate FVs security contractors to determine if adequate decorum, respect for the property and reporting is in accordance with the standards set in the contractor agreement.
- FA8-OBJ-8: Survey owners and tenants biennially to identify if the right content and level of information is provided on the FV website.