Appendix III

2024 Strategic Actions

Priority A:

Employ appropriate and reasonable measures to ensure the safety and security of the people in Glenmore.

Actions for 2024:

1. Complete the implementation of the gatehouse access and monitoring systems with the following:
    - Shift oversight of Securitas to Associa
    - Securitas and TekWave Management Systems completed - Assessing alternative options for single source system (2024-2025). Computers & peripherals completed. \

2. Continue to focus on resident safety, traffic calming and controlling excessive speeding utilizing a phased approach of intervention implementation and subsequent data evaluation for each phase to determine if proceeding to the next phase is required.
    a. Build on success of 2023 in reducing number of recorded offenders through passive speed calming measures. Create awareness by continuing to compile and publish speed violation counts in the community newsletter. Continue to maintain and assess where Increased visible signage for pedestrian crossing, speed limits, stop signs, etc.is required to improve safety. Board recommendations pending: Stop signs on Piper Way to create 4-way stop. 2024 decision by board?
    b. Additional mitigation: Automated notification for speed violations. Pending full assessment of costs and implementation. 2024.
    c. Improve visibility of roadway markings for crosswalks, stop lines and boundary lines.
    d. Determine if passive or physical calming devices are needed.
    - Address the pedestrian and vehicular safety concerns due to line-of-sight on Newbridge and Farringdon.
    - Address areas where water/ice accumulates on the walking paths due to run-off and inadequate drainage collection. .
    - Replace guardrail on Equestrian Center entry road. Tied to 2024 Capital Budget item #9.
3. Complete the Glen Lochan Alteration Plan scope of work, as developed by The Timmons Group and approved by the VA DCR, to comply with VA State Critical Structure Requirements for the Glen Lochen Dam.
4. Consider necessary security measures due to the porous nature of Glenmore's property boundaries.
5. Develop an Emergency Action Plan, including preparedness and management procedures, for the Glenmore Community.

Strategic Priority B:

Foster a high standard of fiscal responsibility and governance using best practices and complying with all applicable laws and statutes.

Actions for 2024:

1. Continue to migrate from an operating board to a governing board while ensuring continuity in carrying out policies, procedures and strategic goals by:
    a. Creating position descriptions for officers of the GCA Board
    b. Implementing an ongoing training program for new Board members
    c. Creating a comprehensive calendar of Board, Committee and Management company activities.
    d. Completing a review of governing documents, regulations and developing a plan to make them more accessible, searchable.
2. Update the 5-year forecast in the 2020-2025 Strategic Plan. Re-evaluate the gap in the current level of reserves based on the independent reserve studies completed in November 2021. Determine the necessary

future reserve requirements required to maintain Glenmore as a preeminent residential community in central Virginia, and the potential impact on resident assessments.
3. Utilize the Investment Committee to provide an independent review of all proposed investments in the GCA reserve funds, monitor the performance of the investment advisor, and make any recommended changes to the GCA Board.
4. Work with the Finance Committee to maximize interest income on operating account in accordance with VA statutes and the GCA investment Policy.
5. Optimize the use of the community management company by reviewing its performance on a quarterly basis.
6. Working with the County and the Developers, ensure that all assets transferred from any Developers to the GCA meet expectations, including required standards and codes, and have been maintained to affect a smooth transition.
7. Proactively work with Associa, the management company, to reduce the delinquent payments due to the Association.

Strategic Priority C:

Improve the appeal of Glenmore.

Actions for 2024:

1. Maintain the natural beauty of Glenmore.
    - Continue to implement the CARB action to plant new trees annually. In 2024 this includes the planting of 15 new trees within Glenmore in order to ensure the desired landscape in future years.
    - Continue to prioritize and address the incursion of invasive species throughout Glenmore.
    - Evaluate and address any fire threat due to piles of debris in wooded common areas.
2. Continue to implement the road maintenance recommendations of The Applied Pavement Technology Group (APT), and adjustments made by SL Williamson as necessary. Incorporate road striping and markings as part of the annual road maintenance plan.
3. Continue the maintenance program for street signs while evaluating more cost-effective options associated with materials used.
4. Confirm all remaining parcels of common areas and roads to be deeded to the GCA meet conditions specified in the purchase agreements, proffers and/or county bonding requirements.
5. Survey and prioritize storm water infrastructure for maintenance, repair and replacement.
6. Maintain a linkage between the GCA and the Village of Rivanna Action Committee in order to understand and influence the County's development plans for the Village of Rivanna.
7. Continue to maintain the walking trails.
8. Enhance the appeal and use of green spaces and the sports field:
    - Install playground equipment at the sports field.
    - Install a permanent picnic table at The Highlands Park.
9. Improve compliance with the C&Rs, and supporting Guidelines and Regulations:
    - Review for obsolete or unclear criteria.
    - Develop strategies to discourage residents for repeating violations.
    - Consider communication and engagement strategies to help new owners/residents understand the requirements of the community.

Strategic Priority D

Enhance the Sense of Community

Actions for 2024:

1. Redesign and update the GCA web presence to provide a secure website and facilitate GCA communications among residents, GCA and Association Management.
2. Update communications methods to improve accessibility to GCA information and communications via smart phones and tablets, and through multiple formats, e.g., email, SMS,
    - Increase owner/resident use of e-communication as primary means of communications.
3. Refine on-boarding procedure for new residents and exiting procedures for departing residents.
4. Via the Community Engagement Committee, identify and recommend community outreach and engagement opportunities.

Strategic Priority E

Implement information technology (IT) systems and tools that enhance and simplify current processes and ensure data security. Mitigate risk and eliminate multiple systems by moving toward commercially available and vendor supported tools.

Actions for 2024:

1. Ensure that all IT systems and tools currently implemented and put in place in 2024 mitigate risk, eliminate duplicative systems and provide for the security of GCA data.

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