



June 18, 2021

To: Columbia Association Board of Directors  
(E-Mail: [Board.Members.FY22@ColumbiaAssociation.org](mailto:Board.Members.FY22@ColumbiaAssociation.org))  
CA Management

From: Janet Evans, Board Chair

**The Columbia Association Board of Directors Hybrid Meeting will be held on Thursday, June 24, 2021 beginning at 7:00 p.m.**

### **AGENDA**

	<b>5 min.</b>	<b>Page No.</b>
1. Call to Order		
(a) Announce the procedures being used to conduct the virtual meeting		
(b) Roll Call to determine Directors in attendance		
(c) Announce that both audio and video of the meeting are being broadcast. Anyone using the link to the meeting on CA's website will be able to see and hear the proceedings.		
(d) Timekeeper – Alan Klein		
2. Announcement of Closed/Special Meetings Held/To Be Held	<b>1 min.</b>	
3. Approval of Agenda	<b>1 min.</b>	
4. Verbal Resident Speakout will be available to individuals who submitted the Resident Speakout form on CA's website by the specified due date. Residents may also send written comments to CA's Board of Directors at <a href="mailto:Board.Members.FY22@ColumbiaAssociation.org">Board.Members.FY22@ColumbiaAssociation.org</a> . Please note that, due to time constraints, it may be necessary to limit the number of people at Verbal Resident Speakout.		
5. Consent Agenda	<b>1 min.</b>	
(a) Approval of Minutes      May 13, 2021                      May 27, 2021		<b>3 - 7</b>
(b) Utility Request – BGE – Hickory Ridge		<b>8 - 15</b>
6. Board Votes	<b>10 min.</b>	
(a) Limits on Speaking Time for CA Board Members	<i>(5 min.)</i>	<b>16</b>
(b) Revised Howard County General Plan Update Summary	<i>(5 min.)</i>	<b>17 - 18</b>
7. Board Discussion	<b>90 min.</b>	
(a) President/CEO FY 2022 Goals and Objectives	<i>(30 min.)</i>	<b>19 - 24</b>
(b) Board Priority Review	<i>(30 min.)</i>	<b>25 - 29</b>
(c) New Town Charrette – Subcommittee Update	<i>(30 min.)</i>	<b>30</b>
8. Questions Only	<b>15 min.</b>	
(a) Chair's Remarks		<b>31</b>
(b) President's Report		<b>32 -34</b>
(c) Report from the CA Representatives to the Inner Arbor Trust Board of Directors		<b>35 - 39</b>
(d) Tracking Forms		
(i) Board Requests		<b>40</b>
(ii) Resident Requests		<b>41</b>
9. Reports/Presentations - None		
10. Proposed New Topics	<b>5 min.</b>	
11. Adjournment – Anticipated Ending Time: Approximately 9:45 p.m.		

**Upcoming Scheduled Hybrid Work Sessions and Meetings**

**Thursday, July 8, 2021 – Board of Directors Work Session – Beginning at 7:00 p.m.**

**Thursday, July 15, 2021 – Board of Directors Work Session-Advisory Committees –  
Beginning at 7:00 p.m.**

**Thursday, July 22, 2021 – Board of Directors Meeting – Beginning at 7:00 p.m.**

**Thursday, July 29, 2021 – Board of Directors Special Work Session –  
Beginning at 7:00 p.m.**

**CA Mission Statement**

Engage our diverse community, cultivate a unique sense of place, and enhance quality of life

**CA Vision Statement**

CA creates and supports solutions to meet the evolving needs of a dynamic and inclusive community.

***DRAFT***  
**Minutes of the**  
**ORGANIZATION MEETING OF**  
**COLUMBIA ASSOCIATION'S**  
**BOARD OF DIRECTORS**  
**Held: May 13, 2021**

To be approved: June 24, 2021

The organizational meeting of Columbia Association's Board of Directors was held virtually on Thursday, May 13, 2021. Participating in the meeting were Dick Boulton, Lakey Boyd, Renee DuBois, Jessamine Duvall, Lin Eagan, Janet Evans, Tina Horn, Alan Klein, Andrew Stack, Virginia Thomas, and Shari Zaret.

**1. Call to Order:** The Board of Directors Meeting was called to order at 7:28 p.m. by Columbia Association (CA) Board Chair Andrew Stack.

**2. Approval of Agenda:**

**Action:** Ms. Thomas moved to approve the agenda; Ms. Horn seconded the motion. Hearing no objections, the agenda was approved.

**3. Election of Chair and Vice Chair of the CA Board of Directors**

Ms. Eagan nominated Ms. Evans to be Chair of the Board of Directors. Ms. Zaret seconded the nomination. Hearing no additional nominations and no objections, Ms. Evans was elected Chair of the FY 2022 CA Board of Directors.

Mr. Boulton nominated Ms. Thomas to be Vice Chair of the Board of Directors. Ms. DuBois seconded the nomination. Hearing no additional nominations and no objections, Ms. Thomas was elected Vice Chair of the FY 2022 CA Board of Directors.

**4. Appointments to Committees**

**Audit Committee:** Messrs. Boulton and Stack and Ms. DuBois volunteered to be members of the Audit Committee. Hearing no other nominations, they were appointed to serve on the Committee in FY 2022.

**Risk Management:** Mmes. DuBois, Duvall, and Horn volunteered to be members of the Risk Management Committee. Hearing no objections, Mmes. Duvall, Eagan, and McCord were appointed to serve on the Committee in FY 2021.

**Board Operations Committee:** The Board Chair and Vice Chair, together with the CA President/CEO, are the sitting members of the Board Operations Committee (BOC), which meets four times per year to set agendas for upcoming Board of Directors work session and meetings. Ms. Evans will send a list of the Board members serving on the BOC at each meeting date. If a Board member cannot serve on a designated date, s/he is asked to find a replacement.

**Board Member Liaisons to Advisory Committees**

Ms. Evans asked Board members to designate the advisory committee on which each would like to serve as Board member liaison. Following is list of advisory committees and each committee's Board member liaison:

Aquatics Advisory Committee	Alan Klein
Climate Change & Sustainability Advisory Committee	Ginny Thomas
Columbia Art Center Advisory Committee	Janet Evans
Golf and Green Advisory Committee	Lin Eagan
Health and Fitness Advisory Committee	Dick Boulton
Information Technology Advisory Committee	Andrew Stack
International & Multicultural Advisory Committee	Ginny Thomas
Millennial Advisory Committee	Jessamine Duvall
Senior Advisory Committee	Renee DuBois
Teen and Middle School Advisory Committee	Tina Horn
Tennis Advisory Committee	Andrew Stack
Watershed Resident Advisory Committee	Shari Zaret

Ms. Evans will send a Google form to Board members asking for their input on how CA can utilize its advisory committees.

**5. Selection of CA Representatives to the Inner Arbor Trust Board of Directors**

Mmes. Eagan and Zaret indicated an interest in serving as CA representatives to the Inner Arbor Trust Board of Directors. Ms. DuBois nominated Mmes. Eagan and Zaret to be selected as representatives of Columbia Association, Inc. to the Inner Arbor Trust, Inc. for the period from May 13, 2021 until their successor(s) is/are selected by Columbia Association's Board of Directors. Ms. Thomas seconded the nomination. Hearing no objections, Mmes. Eagan and Evans were selected as the representatives.

**6. Reappointments of Officers of Columbia Association**

Ms. Thomas moved that the Board of Directors adopt the resolution regarding the officers of Columbia Association. Ms. Eagan seconded the motion. Hearing no objections, the slate of officers as presented was approved.

The officers are:

Lakey Boyd	President/CEO
Susan Krabbe	Vice President and Secretary
Mary Lynn Schwartz	Treasurer
Don Van Deusen	Assistant Secretary

**7. List of Dates for BOD Work Sessions and Meetings in FY 2022**

Ms. Evans reviewed the list of dates for Board of Directors work sessions and meetings in FY 2022. Mr. Klein suggested that an additional meeting be scheduled in August. Ms. DuBois agreed with the suggestion. Discussion centered on whether an additional work session or meeting also should be scheduled in the November-December 2021 timeframe. Ms. Evans called for a vote on whether 1-2 additional meeting(s) and/or work session(s) be added to the schedule of dates, as presented. The vote to approve the addition of 1-2 dates was approved by a vote of 8-1-1.

For: Messrs. Boulton and Klein, and Mmes. DuBois, Duvall, Eagan, Evans, Thomas, and Zaret

Against: Mr. Stack

Abstain: Ms. Horn

Ms. Evans will send a list of suggested dates to the Board members and gather their input. The list of dates for BOD work sessions and meetings in FY 2022 will be updated once the additional date(s) have been decided.

99     **8.     Discussion on Board Operations in FY 2022**  
100         The topic was not discussed.  
101  
102     **9.     Adjournment**  
103         The meeting was adjourned at 8:20 p.m.  
104  
105  
106     Respectfully submitted,  
107  
108     Janet F. Loughran  
109     Executive Assistant to the President/CEO

**Draft Minutes of the  
BOARD OF DIRECTORS MEETING  
Held May 27, 2021**

To be Approved June 24, 2021

A hybrid virtual and in person meeting of Columbia Association's Board of Directors was held on Thursday, May 27, 2021. Present were Chair Janet Evans, Vice Chair Virginia Thomas, and members Dick Boulton, Lakey Boyd, Renee DuBois, Jessamine Duvall, Lin Eagan, Christine (Tina) Horn, Alan Klein, Andrew Stack, and Shari Zaret.

**1. Call to Order:** The Board of Directors Meeting was called to order at 7:05 p.m. by Chairperson Janet Evans.

(a) The meeting was being held in a hybrid format, both virtually and in person at the CA Headquarters.

(b) Ms. Evans took roll of the directors in attendance.

(c) All attendees were reminded that the meeting was being live-streamed and being recorded with links available on the CA website.

**2. Announcement of Closed/Special Meetings Held/To Be Held**

CA's **Board of Directors** held a closed virtual meeting on May 13, 2021. Members present were Chair Janet Evans, Vice Chair Virginia Thomas, Dick Boulton, Lakey Boyd, Renee DuBois, Jessamine Duvall, Lin Eagan, Tina Horn, Alan Klein, Andrew Stack, and Shari Zaret. The vote to close the meeting was 10-0-0.

The closed meeting was authorized under the Maryland Homeowners Association Act, Md. Code, Real Property §11B-111(4)(i), Discussion of matters pertaining to employees and personnel. The meeting was closed from 8:27 p.m. until 9:27 p.m. for a meeting to discuss personnel separations.

**3. Approval of Agenda**

**Action:** Ms. Thomas moved to approve the agenda, seconded by Ms. Zaret. The agenda was approved unanimously.

**4. Verbal Resident Speakout**

1) Nina Basu, Inner Arbor Trust, spoke about reopening after the pandemic.

**5. Consent Agenda**

(a) Approval of Minutes – April 22, 2021 Board Meeting - Approved by consent

(b) Approval of Appointments to CA's Architectural Review Committee – Approved by consent

**6. Board Votes**

None

**7. Board Discussion**

(a) Discussion of Board Operations in FY 2022

Ms. Evans asked for discussion and suggestions for the BOD, such as a new timekeeper. Others asked for Board discussion summaries, resident speak out time limitation enforcement, challenge of and rules for hybrid meetings and raising hands, actions items, reduced lists of what to discuss, better use of the Unfinished Business List, closer evaluation of priorities and key issues, higher level discussion and policies, advanced meeting preparation, and timelines for important items.

(b) New Town Charrette

A presentation was made by Kristin Russell.

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**8. Chair’s Remarks**

Ms. Evans provided a written report.

**9. Reports/Presentations**

- (a) President’s Report  
The report was provided in writing. Questions centered on funding from Howard County and whether School Age Services will reinstate before and after school programs in September.
- (b) CA Representatives to the Inner Arbor Trust Board of Directors provided a written report.  
A written report was provided.
- (c) Financial Reports and Updates - None
- (d) Development Tracker  
Mr. Boulton mentioned the hearing on Lakeview Development with compliments about CA Staff
- (e) Capital Projects and Open Space Updates  
Mr. Matthey spoke about a possible landing page on the website for volunteer recruitment.

**10. Tracking Forms**

No new items were provided.

**11. Possible New Topics**

None.

**12. Talking Points – Deferred.**

**13 Adjournment –** The meeting was adjourned at 8:35 p.m.

Respectfully submitted,  
  
Bonnie Butler  
Recording Secretary

AGENDA ITEM 5(b)

# Easement Requests

JUNE 10, 2021

**Columbia**  
Association





# **Hickory Ridge: BGE Utility Easement**

# BGE Utility Easement

## Request Details

### Easements

- BGE is requesting to relocate a utility easement by Clemens Crossing Pool

# Easement Request

## Easement Request Form

Date: 6/10/2021

Easement Grantee: Baltimore Gas and Electric (BGE)

Project Name: BGE Utility Easement

Proposed Easement Location:

Village of Hickory Ridge, Section 1, Area 2, Open Space Lot 330

Purpose of Proposed Easement:

BGE is requesting to relocate their utility easement at Clemens Crossing Pool

Alternatives to Proposed Easement:

BGE would have to relocate the utility to the Clemens Crossing Elementary School property. If not granted, CA would have to ask BGE to relocate the utility eventually in order to renovate the Clemens Crossing Pool.

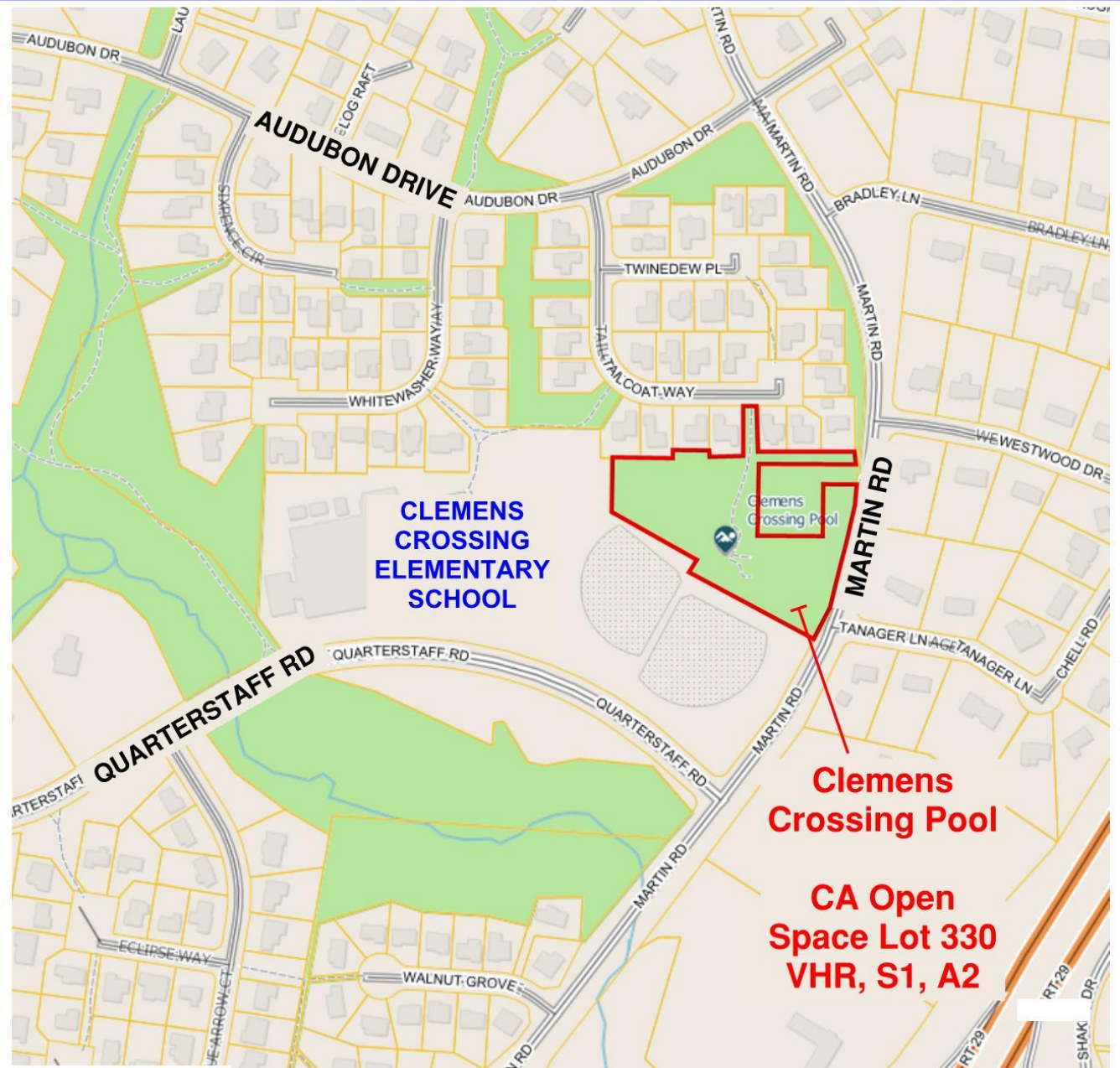
Briefly describe who will be impacted and how they will be impacted:

Adjacent neighbors in the vicinity of the project will see construction activity during construction. Temporary pathway closure. Construction will be planned in order to avoid conflicts with the school and pool properties.

Additional Notes:

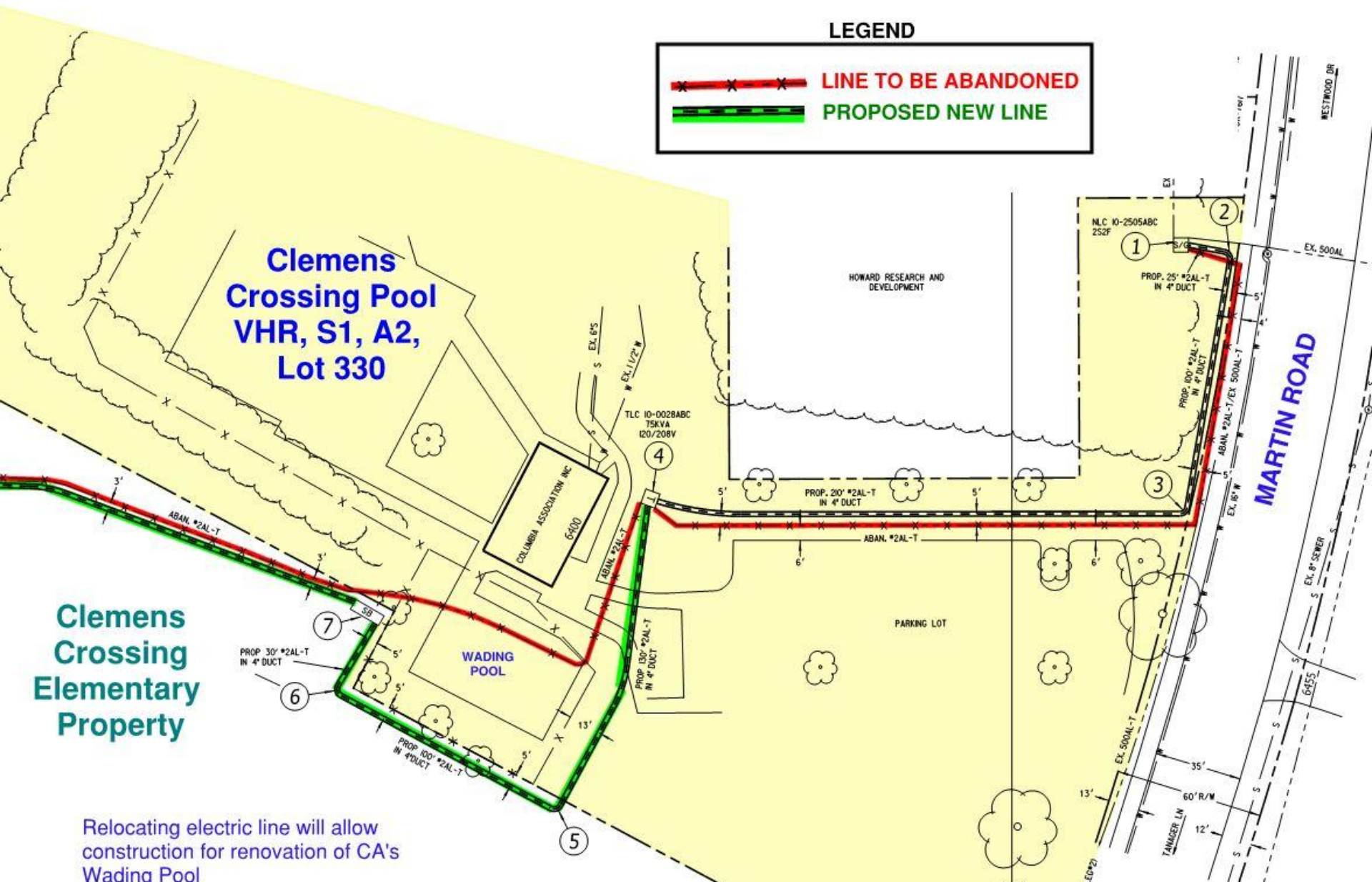
Recommend approval, no consideration easement, subject to staff review.

# Vicinity Map





# BGE Utility Easement



## **RESOLUTION AUTHORIZING EASEMENT**

The Columbia Association (“CA”) Board of Directors (the “Board”) has considered whether to grant an easement, subject to staff final review, to Baltimore Gas & Electric relating to the relocation of a utility easement on CA Open Space Lot 330, Village of Hickory Ridge, Section 1, Area 2, a copy of which is attached to this Resolution (the “Easement”). The Board makes the following findings with respect to the Easement:

1. The execution and performance of the Easement is taken exclusively for the promotion of the social welfare of the people of Columbia;
2. The Easement is expected to produce civic betterments or social improvements consisting of improved public amenities; and
3. The Easement produces benefits for the people of Columbia that are necessary incidents to the accomplishment of CA’s purpose to promote the social welfare of the people of Columbia.

Having made these findings, the Board hereby authorizes the execution of the Easement on behalf of CA.

**BE IT SO RESOLVED**

\_\_\_\_\_, 2021



Board Policy on Speaking Limits  
June 2021

In an effort to ensure as many board members have an opportunity to speak as possible and that we are able to adhere to the time allocations indicated on our agendas, the CA Board of Directors will implement the following time limits.

Work Sessions:

- Board members will be limited to three minutes of speaking time, after which they will need to get back in the queue. Answers to questions are not included in the time limit.
- There will be no limit to the number of times a board member can get in the queue, but speaking preference will be given to those who have not yet spoken.
- When the time allocated to the topic on the agenda is up, only those who have not yet spoken will have a final opportunity to speak.
- Board members are encouraged not to repeat what has already been stated but offer additional information or opposing viewpoints.
- Per existing protocol, the majority of the board can vote to add time to an agenda topic.

Board Meetings:

- For items up for a vote, Board members will be limited to two minutes of speaking time and will be able to get in the queue two times per topic. The expectation is that the majority of discussion will have happened at the work session.



**CA Board of Directors Position Statement on the Howard County General Plan**

Over fifty years ago, Columbia was founded on the principles of diversity, valued open space, neighborhood character, and a land use mix that would enable people to live, work, and play locally. As stated in the Downtown Columbia Plan, Columbia's founder, Jim Rouse, *"hoped to make Columbia a new kind of American community that would, through rational planning, avoid the problems associated with the decay that was settling upon America's big cities and the unplanned and often unsightly sprawl that marked its ever-burgeoning suburbs. Though in part motivated by social concerns, Rouse also was a successful business man who knew that Columbia had to be profitable if it was to survive and thrive."* Columbia did survive and thrive, becoming a city in a garden.

James Rouse also remarked that he hoped Columbia would never be finished, that the community would continue to develop and that the residents who would come to call Columbia home would be actively engaged in the process. While he created an active and engaged community born out of the urban planning ideas of that era, 60 years later planning ideas have evolved and Columbia needs to remain a model community responding to the needs and wishes of each successive generation.

Seeking to fulfill this vision of ongoing active engagement, Columbia Association's Board of Directors has considered its priorities and how they align with Howard County's General Plan Update (HoCo by Design) PSET framework – Preserve, Strengthen, Enhance, and Transform.

We offer the following:

**Items to Help Preserve Columbia**

1. The General Plan should recommend development of a community master plan/sector plan(s) for the greater Columbia area, including outparcels.
2. The greater Columbia community should be planned comprehensively, with outparcels and New Town-zoned land ultimately subject to the same standards that embody a complementary aesthetic.
3. The General Plan should recommend a design manual to regulate the character of the greater Columbia area.
4. Open Space preservation
  - a. The existing linked open space system is fundamental to Columbia and its identity.
  - b. The existing civic areas (Lakefront, Symphony Woods, etc.) provide cultural hubs.
  - c. The existing parkways provide green thoroughfares.
  - d. The existing tree canopy provides shelter, increases property values, and connects residents with nature.
  - e. Stream valleys, environmentally sensitive areas, and open space connections should not be interrupted by roadways in traditional village neighborhoods and where they offer connections to destinations.
5. The General Plan should recommend policies and set the stage for a regulatory framework that preserves Columbia's range of full spectrum housing both in type and cost.
6. Retain balance of land use for industrial, commercial, and various types of residential.

**Items to Help Strengthen Columbia**

1. The General Plan should recommend the establishment of new environmental standards prioritizing bio-diversity strategies (reforestation, habitat enhancement, erosion control, green building, etc.) for all new and existing open space areas, wildlife corridors, dark sky lighting, etc.
2. New and redevelopment projects need to ensure that they link (landscape, sidewalks/pathways,

- parking lots, etc.) to neighboring parcels.
3. The General Plan should recommend a holistic and robust transportation study for the greater Columbia area with the goal of reducing vehicle dependence and transforming the transit system.
  4. Strengthen the housing market via mixed-income development.
  5. Identify and prioritize opportunities to strengthen existing transit and multi-modal options, connecting neighborhoods and activity centers.

### Items to Help Enhance Columbia

1. Open Space enhancements
  - a. New open space (including in outparcels) should be linked into the existing system.
  - b. Repurpose underutilized land to enhance the open space system.
2. Enhance the existing pathway system by linking it to County and other pathways.
3. Implement the Walk Howard and Bike Howard plans; update these plans on a regular basis (5 to 10 years).
4. Enhanced mobility options and a robust transit system should be prioritized, particularly around new developments/redevelopments in Downtown, Gateway, and activity centers.
5. Enhance full spectrum housing by ensuring that it is spread across the entire Columbia area and wider County, without concentrations in any particular neighborhood.

### Items to Help Transform Columbia

1. The General Plan should recommend the establishment of “focus area” plans for aging commercial centers and Gateway.
2. Village Centers need to be transformed into mixed use communities over time to ensure they remain viable.
3. The General Plan should recommend a holistic and robust transportation study for the greater Columbia area with the goal of reducing vehicle dependence and transforming the transit system.
4. Streets should be designed under the Complete Streets philosophy to better meet future community needs.

As Howard County and Columbia move into the next 50 years, it is our priority that Columbia retain the characteristics that make it special. While the General Plan is a broad-sweeping document, the values outlined above include several other studies that will focus on topics or geographic areas. We encourage the County to include recommendations for the creation of these documents in the General Plan, setting the stage for their development in the coming months and years. This includes a Design Manual, Area or Sector Plans, and Environmental Studies. Each of these more focused undertakings will be useful in establishing standards geared toward preserving, strengthening, enhancing, or transforming Columbia.

In short, we believe that good design is critical to retaining the aesthetic of Columbia; we seek to prioritize the preservation of our open space network and the connectedness it affords; we aim to reflect the importance of our village centers as hubs of community activity and commerce; we believe it is critical to ensure that the provision of housing meets the needs of all people and spreads benefits and impacts equally throughout the community; and, we endeavor to make traveling to and through Columbia easy through a variety of transit modes and options.

We ask you to consider these values and priorities as you prepare the HoCo by Design General Plan Update, and to incorporate them into your document as a reflection of our collective community vision.

# FY22 Goals + Objectives

Columbia Association President / CEO: Lakey Boyd



June 21, 2021



# CA's Stewardship of Resources

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## **Update CA's resource allocation process to enhance understanding.**

- Continue CA's responsible and responsive fiscal stewardship of resources established while navigating pandemic.
- Reframe budget discussions to communicate trade-offs and provide scenarios to facilitate understanding during decision making.
- Engage residents and commercial property owners to better understand community priorities around CA's services and resource allocation.
- Conduct ongoing assessment of CA program/service relevance and impact.



# CA's Relevance as Key Partner

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**Re-establish CA as progressive community organization and leader.**

- Build connections with community stakeholders and organizations, both long-established and those not historically engaged, for Columbia's benefit.
- Join forces with respected partners around understanding, improving, and enhancing diversity, equity, and inclusion within CA and across community.
- Ensure the complexity of CA is easy to navigate for our stakeholders.
- Leverage hiring as strategic positioning for CA's identify and future.



# CA's Role in Community Engagement

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**Increase CA's engagement directly with our community stakeholders.**

- Improve CA's digital experience for all stakeholders across existing and new platforms and channels.
- Increase CA's engagement in Howard County planning processes in public forums and support resident awareness.
- Frame-out, vet, and pilot Columbia Association 101 citizen sessions.
- Build out interactive sessions around important community topics that CA has a role in and conduct in all 10 villages for citizen education.



# CA's Next Normal in Operations

**Create CA's next business model instead of "back to normal."**

- Work with Senior Leadership Team to ensure streamlined operations are functioning well and team structure / positions align with outcomes.
- Find opportunities to express gratitude and support for employees that shepherded CA through the pandemic.
- Ensure all operations and services decisions are filtered through stop | start | change assessment as we move forward.
- Incent cross-functional and collaborative initiatives across departments.





## HOW TO USE THIS WORKING DRAFT DOCUMENT

The following is a compilation of notes developed during a Columbia Association Board of Directors (CA BOD) retreat on June 12, 2021 related to priorities.

This content is the result of a Strategy Priority Canvas exercise. The following is an outline of how the CA BOD developed the content.

1. Each board member listed up to six priorities for the remainder of Fiscal Year 2022 (through April 30, 2022).
2. Board members posted their notes and reviewed each other's priorities.
3. The group then themed the priorities by clustering priorities that were similar.
4. Each board member then used dot stickers (four total) to indicate the most important priorities to them for Fiscal Year 2022.
5. Each of the top four priorities then became a focus for breakout groups. The CA BOD members selected the priority they wanted to work on. Each breakout group was comprised of two CA BOD members, with one group having three members.
6. Each breakout group was tasked to move through all the same key milestones and questions to answer using the Canvas tool (noted in each following section) in order to develop an initial framework to begin to move towards actionable and measurable outcomes.
7. Each breakout group then reported back to the full CA Board of Directors group and clarifying questions, modifications, and additions were made that the full group agreed with.

The result is this document. This is NOT meant to be a final document or full roadmap to successful execution. It is meant to be the beginnings of defining clear priorities, finding points of agreement, defining a decision framework, and identifying early actions.

More work is still to be done in fleshing out details, breaking bigger ideas into smaller pieces of work, and defining reasonable timelines. This Working Draft is meant to be just that.

## **PRIORITY: Community Engagement**

### **Vision**

*What is the vision for this priority?*

- An engaged, informed populace and an effective two-way feedback loop (CA/Community).

### **Importance**

*Why is this priority important to CA?*

- We need to know what the community wants, including the previously continuously unheard.
- Building trust with the community to help create the preferred future.
- To clarify CA's roles in the community.

### **Success Measurements**

*How will we measure success?*

- Increased community engagement
- More diverse community engagement

### **Progress Measurements**

*How will we show progress towards our vision?*

- More and different people at the table
- Greater responsiveness in both directions

### **Who and What is Affected?**

*What teams, services, and processes need to change in order to realize our vision?*

- CA and the Community
- Meeting people where they are and making it easier for them to come to us

### **How Will We Support People?**

*What action will we (CA BOD) do to support CA through any needed changes?*

- Provide adequate resources (money, human, time)
- Clear strategic vision and parameters (expectation, limits, and focus on transparency)
- Identify audiences to engage

### **What is Our Plan?**

*List potential action / options / "experiments."*

Roadmap of action items being drafted, refined, and adjusted in Board work sessions and meetings.

## **PRIORITY: Symphony Woods**

### **Vision**

*What is the vision for this priority?*

- Clarify CA-IAT relationship
- Define control over Symphony Woods
  - Development
  - Maintenance
  - Programming
  - Access

### **Importance**

*Why is this priority important to CA?*

- Stewardship for community of CA's land
- Protect resident / public usable access
- Avoid future lawsuits

### **Success Measurements**

*How will we measure success?*

- Completed agreement between CA and IAT
- Clearly defined, structured, formal relationship between CA and IAT

### **Progress Measurements**

*How will we show progress towards our vision?*

- Meetings
- Proposals
- Agreements

### **Who and What is Affected?**

*What teams, services, and processes need to change in order to realize our vision?*

- Asset ownership
- Open space
- Legal counsel

### **How Will We Support People?**

*What action will we (CA BOD) do to support CA through any needed changes?*

- Ad hoc committee of sub-set of CA Board members and IAT Board members

### **What is Our Plan?**

*List potential action / options / "experiments."*

Roadmap of action items being drafted, refined, and adjusted in Board work sessions and meetings.

## **PRIORITY: Howard County General Plan Update**

### **Vision**

*What is the vision for this priority?*

- Preferred future of Columbia

### **Importance**

*Why is this priority important to CA?*

- Sustain Columbia vision
- Represent all 10 Villages

### **Success Measurements**

*How will we measure success?*

- Our input / influence is accepted by the County

### **Progress Measurements**

*How will we show progress towards our vision?*

- Board work group and staff
- Create framework for influencing County and consultants
- Testify at County level

### **Who and What is Affected?**

*What teams, services, and processes need to change in order to realize our vision?*

- Everyone
- Columbia can't stay exactly the same
- CA will need to evolve to ensure Columbia's quality of life

### **How Will We Support People?**

*What action will we (CA BOD) do to support CA through any needed changes?*

- Educate community
- Support CA President and staff as they deal with County
- Keep villages informed / solicit input from Villages
- Connect with County Council members
- Encourage other groups to support CA position
- Identify specifics about Columbia to preserve since changes will continue
- Take position to support affordable and inclusive housing

### **What is Our Plan?**

*List potential action / options / "experiments."*

Roadmap of action items being drafted, refined, and adjusted in Board work sessions and meetings.

## **PRIORITY: CA President / CEO Evaluation**

### **Vision**

*What is the vision for this priority?*

- Create a process for fair, consistent, balanced, and clear evaluation

### **Importance**

*Why is this priority important to CA?*

- Incentives
- Align with performance
- Procedures for execution of policy
- Align evaluation with CA mission and vision

### **Success Measurements**

*How will we measure success?*

- Tool provides concrete and actionable feedback to CEO
- Each board member rating given equal value
- Able to be applied consistently

### **Progress Measurements**

*How will we show progress towards our vision?*

- Document
- Compilation to guarantee equal weight to responses
- Mid-year “test” of evaluation and feedback tool
- Make any adjustments to tool based on mid-year “test”

### **Who and What is Affected?**

*What teams, services, and processes need to change in order to realize our vision?*

- CA President/CEO
- CA Human Resources
- CA BOD

### **How Will We Support People?**

*What action will we (CA BOD) do to support CA through any needed changes?*

- Create tool
- “Test” tool
- Adjust tool

### **What is Our Plan?**

*List potential action / options / “experiments.”*

Roadmap of action items being drafted, refined, and adjusted in Board work sessions and meetings.



**To:** Columbia Association Board of Directors  
**From:** Kristin Russell, AICP, Office of Planning and Community Affairs  
**Subject:** Howard County – HoCo by Design updates  
**Date:** June 17, 2021

There have been no HoCo by Design NT Charrettes since OPCA reported to the BOD.

However, the HoCo by Design website now announces a series of workshops on **July 1**. These appear to run in 45-minute increments from 2:30 in the afternoon through 7:30 in the evening. Registration is available at: [https://www.hocobydesign.com/1new-town-columbia-design-discussions/widgets/32453/key\\_dates#14810](https://www.hocobydesign.com/1new-town-columbia-design-discussions/widgets/32453/key_dates#14810)

OPCA is seeking additional information and will provide it as it is made available.

## Chair's Remarks

### June 24, 2021 CA Board Meeting

On my mind:

- Board retreat provided a good starting point for identifying our targeted priorities for the year - Thank you to Alan, Jess and Lakey for facilitating and to all board members for your engagement, as well as to Nick and Ray from Open Space for helping set up and break down.

<u>Date</u>	<u>Activity</u>	<u>Time</u>
June 20, 2021	CA Lakefront Summer Festival <a href="#">Programming</a> Resumes – concerts and movies	Varies
June 21, 2021	HoCo by Design – <a href="#">Schools Strategic Advisory Council</a>	5:00-7:00PM
June 24, 2021	HoCo by Design - Housing Strategic Advisory Committee	5:00-7:00PM
June 26, 2021	Weed warriors pull and plant – Jackson Pond	9-11AM RR
June 29, 2021	HoCo by Design - Environment Strategic Advisory Council	5:00-7:00PM
July 4, 2021	Columbia Lakefront Fireworks (programming starting at 3PM)	Approx. 9:20PM
July 10, 2021	Weed warriors invasive plant clean-up near Stonecutter Road	9-11AM RR

RR = Registration Required or there is a Cost associated with this Activity

CA publishes a number of e-notifications to help keep the community informed. You can sign up for various CA e-notifications at [www.columbiaassociation.org/e-notifications/](http://www.columbiaassociation.org/e-notifications/)

CA Board regularly scheduled work sessions and meetings are now live-streamed on YouTube. Please see [www.columbiaassociation.org/about-us/leadership/board-of-directors/live-recorded-ca-board-meeting-videos/](http://www.columbiaassociation.org/about-us/leadership/board-of-directors/live-recorded-ca-board-meeting-videos/) .

If you wish to speak at one of the CA Board's meetings, please see <https://www.columbiaassociation.org/about-us/leadership/board-of-directors/resident-speakout/> .



# President's Report

*This is a new format for the President's Report for Columbia Association. This format is striving to distill a lot of work into a quickly digestible format that is an easy-to-understand snapshot of a complex community organization. Included are key points about what we are busy doing at CA to better serve Columbia in a wide variety of ways, a celebration of our CA points of pride, and the sharing of some of the content that is shaping CA's President/CEO's perspective.*

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## From Lakey Boyd's Desk:

### Looking Forward

"Change is the law of life and those who only look to the past or present are certain to miss the future." -John F. Kennedy

### Professional Reading

["4 Strategies to Simplify the Customer Journey," Harvard Business Review,](#)  
Richard L. Gruner (2021 May 14).

### Personal Reading

[\*You Are Your Best Thing: Vulnerability, Shame Resilience, and the Black Experience -- An Anthology.\*](#)  
Edited by Tarana Burke and Brené Brown, 2021.

### Visiting the Archives

"What we really are able to do together about youth depends upon people. And what we find... and how we find to work together, not upon just space. And so with recreation and arts and crafts and with older people and with people with all kinds of interests and hopes and gifts and encumbrances in their life, how we are able as community to deal with it... this is the task we have ahead if we really make Columbia an effective place for the growth of people."

-Transcription of Town Meeting, 1967, page 9 (RGI JWR Papers-S3-b13-f Columbia Association, 1967-1968)





## Last Month at CA:

- Customer Care Team (CMSC) has managed a very large surge in customer inquiries and communications, averaging over 300 customer interactions (phone and email) per business day.
- Open Space initiated a climate vulnerability assessment (CVA) to determine future risks posed by climate change on CA's assets and community, and to identify possible mitigation strategies for planning purposes.
- Sport and Fitness saw 855 new memberships sold as compared to a 5-year (FY16-20) average of 560 and opened 15 outdoor pools, which saw over 6,800 visits the first nice weather weekend.
- Finance worked collaboratively on initial restructuring of the FY22 operating budget towards a more public-focused presentation with the assistance of the Department of Open Space and Facilities Services.
- Planning has continued to participate in Planning Advisory Committee meetings for Howard County's General Plan Update and the ongoing New Town design charrettes.
- Human Resources hosted training meetings to give managers tools to engage with employees for performance feedback sessions focused on gratitude of service during pandemic and performance strengths.
- IT upgraded the physical equipment of our computer data storage at our data center with no downtime for users.

## Next Month at CA:

- Mask requirements at CA facilities will be changing on June 26 to reflect CDC policy.
- CA is partnering to host COVID-19 vaccination clinics on June 17 at Swansfield Pool and Ice Rink on June 26, and monthly outdoor community yoga class at the Chrysalis.
- School Age Services and Columbia Art Center will be managing CA Camps this summer (start June 21<sup>st</sup>). Youth and Teen Center will reopen and resume operations June 28<sup>th</sup>.
- The Capital Improvements Project Team will begin the pedestrian bridge replacement program while school is out for the summer.
- Communications is rolling out a new website theme to replace the "Our Commitment" messaging with a new "Summer in Columbia" theme.
- CA is implementing 3% across the board wage increases for team members effective July 5 and working with external agencies to recruit for two senior leadership positions to ensure a wide net is cast to capture diverse and highly-qualified candidates.
- IT team is shifting to project delivery life cycle document management and sharing with the Senior Leadership Team for their information and assistance in setting priorities, schedules, and expectations.

## CA Departments' Points of Pride:

- As we near the next major transition of operating with COVID-19, everyone should know the effort, energy and commitment the team has shown over the last year to deliver a quality experience to our community while dealing with the personal and professional burdens that pandemic has brought on us all. This Sport and Fitness team has been nothing short of amazing.
- The significantly downsized School Age Services team that worked during pandemic were able to execute a successful virtual/hybrid program under the extreme and uncertain circumstances we all faced. SAS is also in the process of registration for the upcoming 2021/22 school year, with all 20 programs scheduled to reopen with HCPSS returning to full in-person instruction.
- Open Space is expanding opportunities for residents to participate in the enhancement of open space and a new website landing page is in place.
- The Customer Care Team (CMSC) is doing incredible work in the midst of a surge in interest, sales and general inquiries, and in particular, a large volume of people coming off freeze status. They represent the organization with such professionalism, whether dealing with the best of our community or the sometimes challenging interactions. At the same time, they continue to innovate and manage critical database projects, billing, collections, and account cleanup.
- Gratitude CA staff showed when the HR Operations and Learning & Development teams went out in the field and on-site at facilities to help kick off the much anticipated Summer '21 Summer Season by acknowledging the staff with treats.
- All full time and part time Accounting team members have really stepped up in managing significant processes and projects over the summer with less staff resources than previous years and to ensure that we do not experience any "hiccups" in the financial year-end and audit process.
- Our IT team has kept all current applications and services functioning as intended, AND added some structure and discipline around project delivery, even while the CIO has been out on extended leave.



# INNER ARBOR TRUST, INC.

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## JUNE 2021 REPORT

COLUMBIA ASSOCIATION BOARD OF DIRECTORS



## **June 2021 Inner Arbor Trust Report to the Columbia Association Board of Directors**

### **Events To-Date Update**

To date, the Trust has held 15 events to-date, including 9 public performances. In addition, the Trust has made the Chrysalis available for community music groups to hold Covid-safe outdoor rehearsals.

### **Funding Update**

- \$33,576 in FY22 Earned Income
- \$519,000 in calendar 2021 (includes Q4 FY21 paid but spendable in FY22) grants
- \$32,860 in FY22 gifts and pledges

### **Symphony Woods Site Amenities Update**

#### **Joint Use Restrooms**

The long awaited joint use restrooms are now open!

#### **Conservation Landscaping and Reforestation**

The Trust and Howard EcoWorks are working closely with CA staff to coordinate the install of 12,000 square feet of conservation landscaping this summer. Crews have been hired for this green jobs training and environmental restoration project. Training begins on June 21, 2021, and the crews will begin work the first week of July.

#### **East-West Pathway**

Construction is anticipated to begin in July 2021 on the east-west pathway, and take 3 weeks to complete.

#### ***Pathway Lighting***

Pending final estimates from BG&E, pathway lighting is estimated to be installed in early fall.

#### **Picnic Tables**

15 picnic tables painted by local artists have been installed and have been immensely popular.

### **Programming Update**

#### **4th of July**

The Trust is assisting Howard County and CA by programming the Lakefront stage and by managing food trucks and other concessions for July 4th.

## 2021 Season Calendar

- 6/19 Columbia Jazz Band
- 6/26 Columbia Orchestra - Symphonic Pops
- 6/27 Korean Memorial Day Celebration
- 7/1 First Thursday with Holly Montgomery
- 7/18 Chrysalis Kids - Marsha and the Positronics
- 7/31 Chrysalis Kids - DC String Workshop
- 7/24 Trust “Friendraiser”
- 8/3 U.S. Coast Guard Band
- 8/5 First Thursday with Bryan Russo
- 8/7 Music and Arts Festival with Baltimore Fest and HungerFree Zone
- 8/14 CA Community Yoga
- 8/22 Cultura Plenera
- 8/29 Chrysalis Kids - Naked Mole Rat Gets Dressed: The Rock Experience
- 9/2 First Thursday with Ben & Elena
- 9/11 CA Community Yoga
- 9/11 Seltzer Festival
- 9/26 Maryland Winds
- 10/2 Hops & Harvest
- 9/30 Thursday Concert with Moonstone
- 10/1 Korean Society of Maryland Concert
- 10/9 Howard County PRIDE
- 10/10 Downtown Columbia Mini Maker Faire
- 10/16 CA Community Yoga











Board Request Tracking Log  
FY 2022  
As of June 18, 2021

AGENDA ITEM 8(d)(i)

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
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## Resident Request Tracking Log

FY 22

As of June 18, 2021

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	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
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