July 23, 2021 – Updated July 28, 2021

To: Columbia Association Board of Directors
(E-mail: Board.Members.FY22@ColumbiaAssociation.org)
CA Management

From: Janet Evans, Board Chair

The Columbia Association Board of Directors Hybrid Special Work Session will be held on Thursday, July 29, 2021 beginning at 7:00 p.m.

AGENDA

1.	Call to Order		**5 min.**	**Page No.**
	(a)	Announce the procedures being used to conduct the hybrid work session		
	(b)	Roll Call to determine Directors/senior staff in attendance		
	(c)	Announce that both audio and video of the work session are being broadcast. Anyone using the link on CA's website will be able to see and hear the proceedings.		
	(d)	Timekeeper – Ginny Thomas		
2.	Approval of Agenda		**1 min.**	
3.	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 Board.Members.FY22@ColumbiaAssociation.org. Please note that, due to time constraints, it may be necessary to limit the number of people at Verbal Resident Speakout.			
4.	Work Session Topics		**105 min.**	
	(a)	Discussion on FY 2023 Budget Priorities		**2 - 5**
		i. BOD Strategic Plan and Business Model Changes	*(35 min.)*	
		ii. Priority of Spending and Must Haves	*(35 min.)*	
	(b)	Tot Lot Policy	*(35 min.)*	**6 - 32**
5.	Adjournment – Anticipated Ending Time: Approximately 9:30 p.m.			

Next Scheduled Hybrid Board Work Session and Meeting
(No BOD work session and/or meeting in August)

Thursday, September 9, 2021 – Board of Directors Work Session – Beginning at 7:00 p.m.
Thursday, September 23, 2021 – Board of Directors Meeting – 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.

FRAMING NOTES FOR EXERCISES

This stage of the budget process is focused on hearing priorities from the Board of Directors. The following are prompts and suggestions that could be helpful to reflect and prepare ahead to bring to next week's meeting.

Questions

1. **BOD Strategic Plan**
   Any specific allocations of funding to identified strategic priorities within adopted strategic plan, including any ramifications for diversity, equity, and inclusion.
   - Identity
   - Resource Stewardship
   - Environmental Sustainability
   - Leadership Development
   - Advocacy

2. **Business Model Changes**
   Any significant or disruptive changes to the way CA operates, including any ramifications for diversity, equity, and inclusion.
   - Consider using filter of what to keep, start, stop, or modify what CA does that have direct implications.
   - Consider both changes that would impact expenses and revenue sources.
   - Consider whether the impact would be to operating or capital budget or both.
   - Consider how many budget cycles/years it would take to implement changes and receive anticipated benefits/impacts.

3. **Your Village**
   Any CA funding support desired by your village in addition to annual grant allocations, including any ramifications for diversity, equity, and inclusion.
   - Consider both operating and capital expenses.
   - Consider discussions with your Village Board.
   - Consider discussions with your Village Manager.

Activities

4. Must / Should / Nice

Complete this table to indicate what in list CA must do, what CA should do, and what would be nice for CA to be able to do.

BUDGET CATEGORIES	MUST DO	SHOULD DO	NICE TO DO
Open Space & Facility Services			
Open Space Maintenance & Services			
Tot Lots			
Sustainability			
Community Services			
School Age Services			
Events/Programs (all other Comm Srv budget centers)			
Other Youth Programs & Services (camps, teen center)			
Art Center			
Columbia Maryland Archives			
Sport & Fitness			
Fitness			
Recreation (Tennis, Ice Rink, Sports/Skate Park, Swim Ctr)			
Outdoor Pools			
Golf			
Villages			
Annual Charge Funding			
Facilities expenses			
Planning, communications, admin			
Other			
Admin Services (incl IT, HR, Finance, Pres Ofc)			
Board of Directors			
Annual Charge			

5. Priority Order

Rank this list of budget categories in priority order. Please rank the sub-categories (i.e., not the major categories that are noted in bold).The ranked list will run from 1 (most important priority for CA) to 18 (least important priority for CA).

BUDGET CATEGORIES	PRIORITY ORDER (1-18)
Open Space & Facility Services	
Open Space Maintenance & Services	
Tot Lots	
Sustainability	
Community Services	
School Age Services	
Events/Programs (all other Comm Srv budget centers)	
Other Youth Programs & Services (camps, teen center)	
Art Center	
Columbia Maryland Archives	
Sport & Fitness	
Fitness	
Recreation (Tennis, Ice Rink, Sports/Skate Park, Swim Ctr)	
Outdoor Pools	
Golf	
Villages	
Annual Charge Funding	
Facilities expenses	
Planning, communications, admin	
Other	
Admin Services (incl IT, HR, Finance, Pres Ofc)	
Board of Directors	
Annual Charge	

6. Desired Shifts

Indicate the desired shifts in income and spending among this list of budget categories. The current/approved budget income and expenses are noted for reference. When indicating a shift, please note whether it is increase or decrease and indicate that by a percentage.

BUDGET CATEGORIES	FY22 Approved Budget Income*	DESIRED SHIFT + / - By %	FY22 Approved Budget Expenses*	DESIRED SHIFT + / - By %
Open Space & Facility Services				
Open Space Maintenance & Services	$ 30		$ 15,808	
Tot Lots**			$ 1,322	
Sustainability**	$ 105		$ 279	
Community Services				
School Age Services	$ 1,965		$ 2,533	
Events/Programs (all other Comm Srv budget centers)	$ 37		$ 615	
Other Youth Programs & Services (camps, teen center)	$ 291		$ 420	
Art Center	$ 75		$ 357	
Columbia Maryland Archives	$ 1		$ 188	
Sport & Fitness				
Fitness	$ 9,652		$ 15,038	
Recreation (Tennis, Ice Rink, Sports/Skate Park, Swim Ctr)	$ 4,111		$ 6,225	
Outdoor Pools	$ 1,644		$ 4,704	
Golf	$ 3,073		$ 5,034	
Villages				
Annual Charge Funding			$ 3,242	
Facilities expenses			$ 1,506	
Planning, communications, admin	$ (44)		$ 1,327	
Other				
Admin Services (incl IT, HR, Finance, Pres Ofc)	$ 249		$ 4,059	
Board of Directors			$ 853	
Annual Charge	$ 42,451			
TOTAL	**$ 63,640**		**$ 63,510**	

**All amounts in $000s*
***Amount is estimated; category was not separated when budget was originally prepared.*

CA-Wide Tot Lot Program

Columbia Association

Introduction

Objective

Provide information regarding the CA tot lot inventory which will be used by CA staff and village and CA boards as guidance for tot lot replacements.

- Historical perspective
- Inventory
- Ongoing operating and maintenance cost
- Existing conditions
- Intermediate replacement strategy
- Long term capital cost
- Proposed plan
- Objective criteria
- Action items

Historical Perspective

Tot lots in Columbia were originally intended to supplement the natural amenities of the open space by providing areas where concentrated play could take place, primarily geared toward preschoolers (ages 2-5).

Historical Perspective

- From 1967 to 1974, 88 tot lots were constructed Columbia wide.
- Nearly four times the average in other communities at that time.
- An additional 87 tot lots were constructed between 1975 and 2010.
- Initially ranged in size from 600 sq. ft. to 2,000 sq. ft. Majority of tot lots are now over 2,000 sq ft.
- Installation of “special” tot lots typically reserved for a neighborhood center park started in 1996 with Steven’s Forest.
    - ADA accessible and geared toward an older age group while also considering play activities for preschoolers

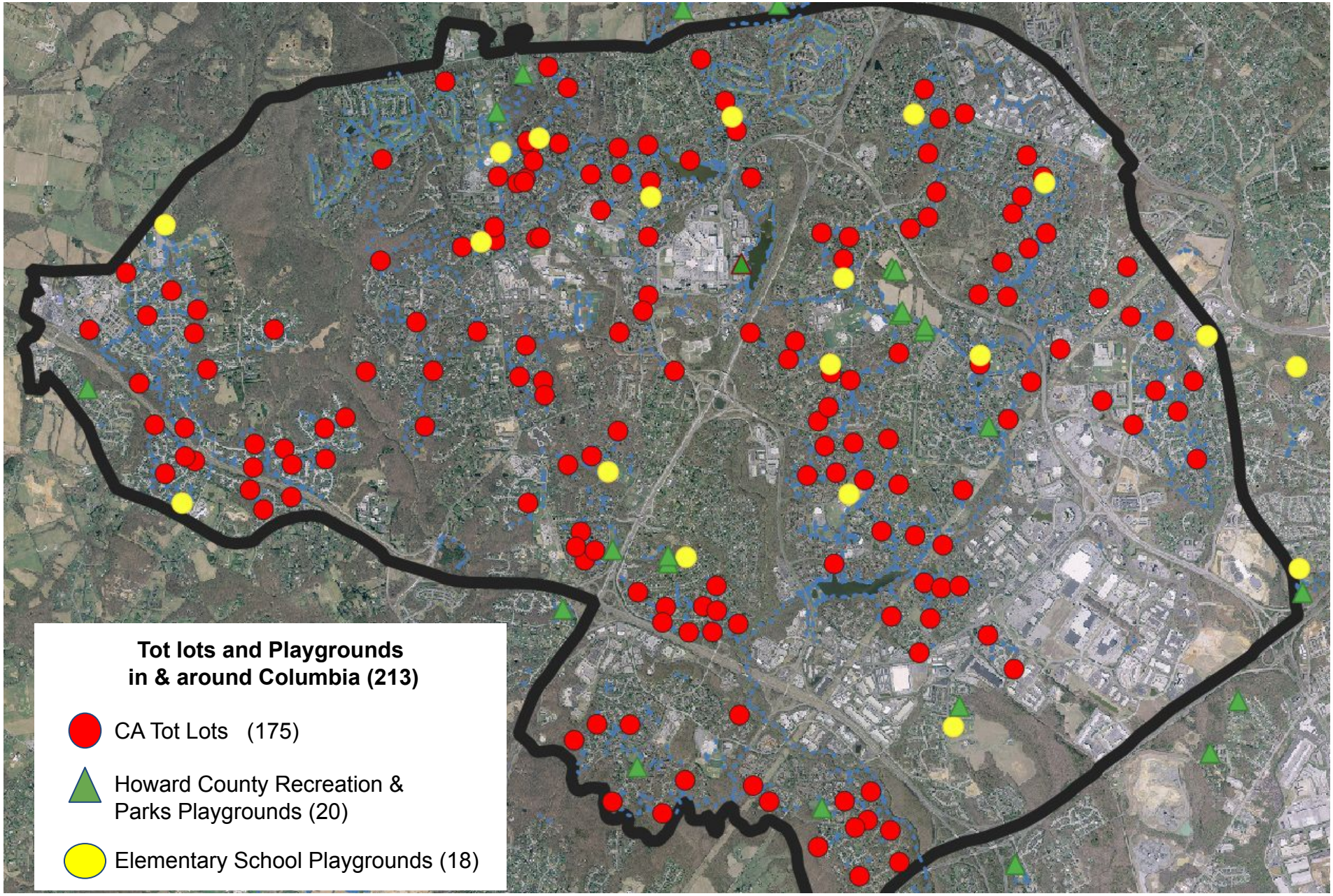
Tot lots served an important role in attracting young families to Columbia and continue to serve an important role today.

Then

Now

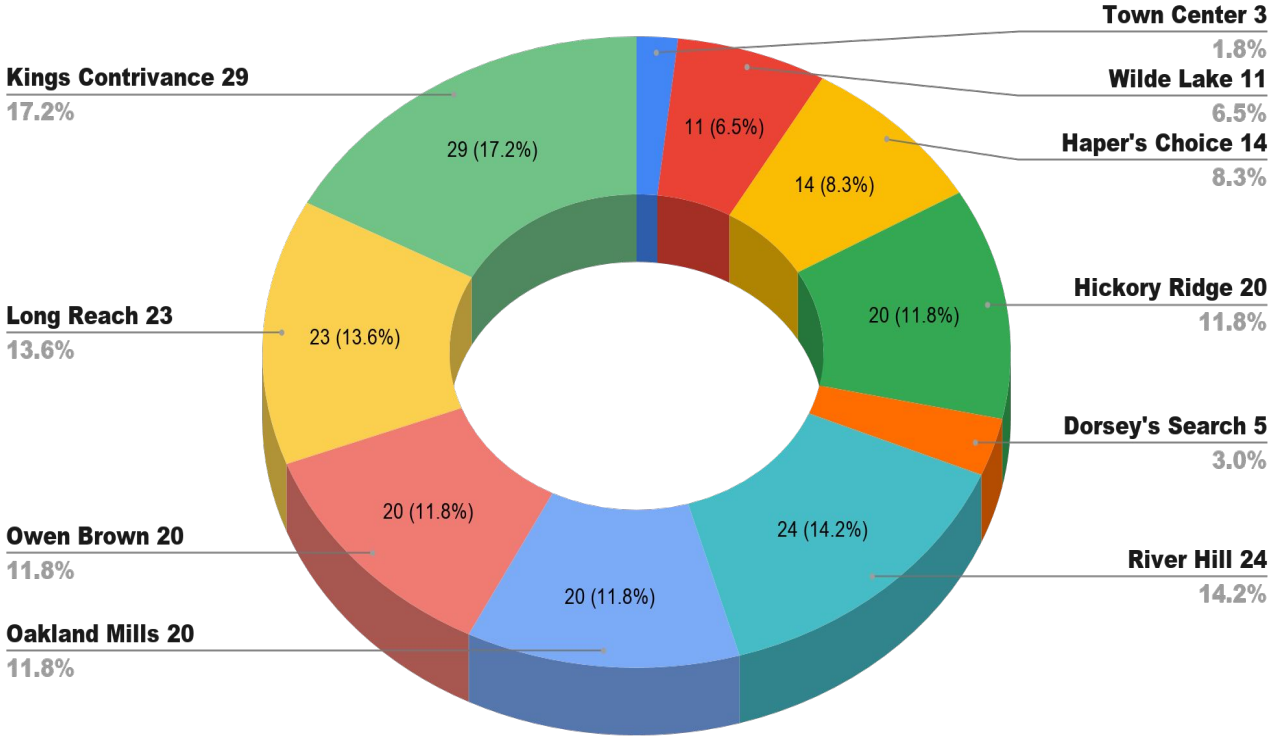
County Playgrounds

HoCo Rec and Parks' Blandair Park provides Columbia residents a "destination" playground within Columbia. There are 17 HoCo playgrounds that are accessible in and around Columbia.


Tot lots and Playgrounds
in & around Columbia (213)
CA Tot Lots (175)
Howard County Recreation &
Parks Playgrounds (20)
Elementary School Playgrounds (18)

Inventory of Existing Tot Lots

There are currently 175* tot lots system wide. The chart below shows the breakdown of the total tot lots by village.

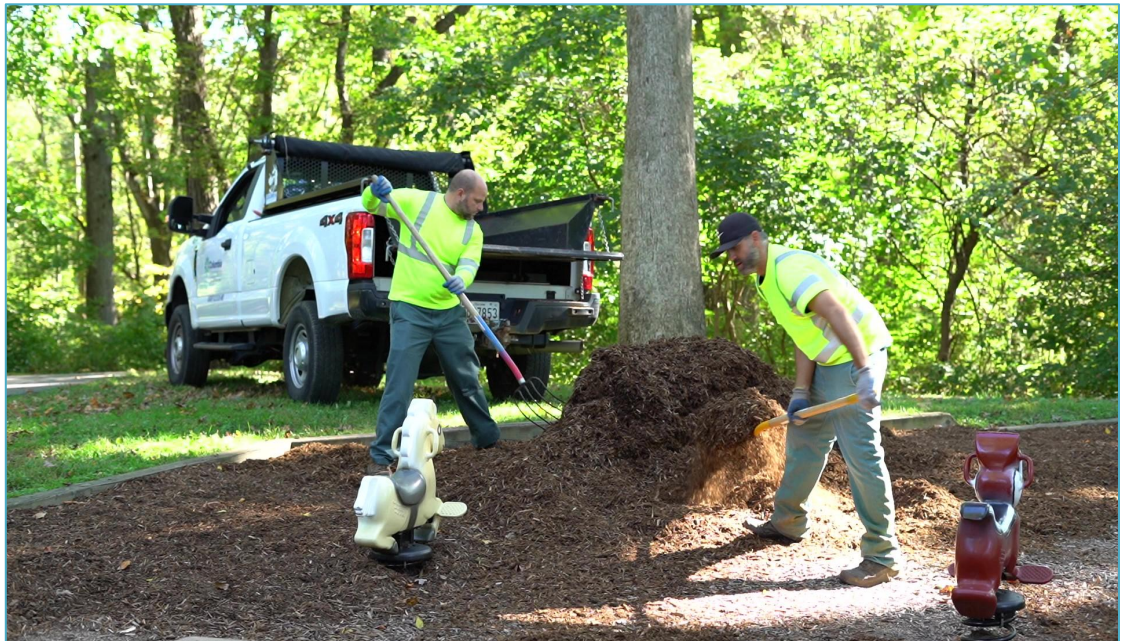


*Six tot lots are at neighborhood centers and not open to the public

Operating and Maintenance

Standard of Care Guidelines

- Weekly maintenance visit
  - trash collection
  - safety checks
  - redistribute mulch
  - routine cleaning
  - minor repairs
- Mulch replacement (25 sites per year)
- Quarterly inspections
- Annual full structural inspection
- Annual repairs



C-1 Play and Active Recreation – Tot Lots

Columbia Association
Standard of Care Guidelines

Application
Standard applies to 175 tot lots throughout all villages.

Ongoing Maintenance
- Inspect play structures for defects.
- Redistribute mulch under play structures.
- Rake and remove debris from sandboxes.
- Clean signage, labels and benches.
- Remove trash.
- Check for hazards/remove broken glass.
- Check for and remove vandalism.
- Unclog drains in spring rockers.
- Inspect and treat for pests such as bees and wasps.
- Blow and remove debris .
- Inspect for hazardous trees/limbs overhanging play area.
- Treat or remove weeds.
- Mow and trim around tot lots.
- Frequent inspections.
-

Annual/Periodic Maintenance:
- Check/tighten the bolts and replace worn parts.
- Add/rotate mulch.
- Major inspection.
- Pressure wash play structures and benches (more frequently if needed).
- Reseal play structures, picnic tables and benches.
- Inspect for poor drainage (ponding, erosion etc.).
- Clean rubberized surface.

Major Maintenance Projects/Design Goals
- Replace 1x/25 years.
- Remove and replace mulch 1x/7 years.
- Replace timber borders 1x/20 years.
- Install/replace drainage 1x/20 years

Resources:

ASTM Playground Standards F1487, F1292, F2075, F223, F2479, F1951
National Parks and Recreation Certified Playground Inspector Handbook
National Parks and Recreation Certified Playground Inspector Field Guide
Equipment Manufacturers Installation Guide

Operating and Maintenance Cost

Annual Tot Lot Maintenance Program	
Annual Cost for Weekly Maintenance and Inspections	$340,800
Annual Cost for Mulch Replenishment	$160,000
Annual Cost for Mulch Replacement	202,500
Annual Cost for Repairs	$200,000
Annual Tree Removal and Pruning	$100,000
Annual Maintenance Cost	**$1,003,300**
Annual cost per tot lot	**$5,733**

Existing Conditions

Age Ranges

- 97 tot lots are 20 years or older
- 63 are between 10 - 20 years old including 10 pre-manufactured neighborhood center tot lots and 1 at Lake Elkhorn
- 11 are between 3 - 10 years old
  - Built with lumber with the less effective wood preservative
- 4 are 3 years old or newer
  - Pre-manufactured

Existing Conditions

The traditional wooden CA fort structures in the open space have been failing prematurely due to changes in the lumber treatment process which have caused accelerated rot and bug infestations. CA has recently moved from wooden to pre-manufactured metal play structures.

Existing Conditions

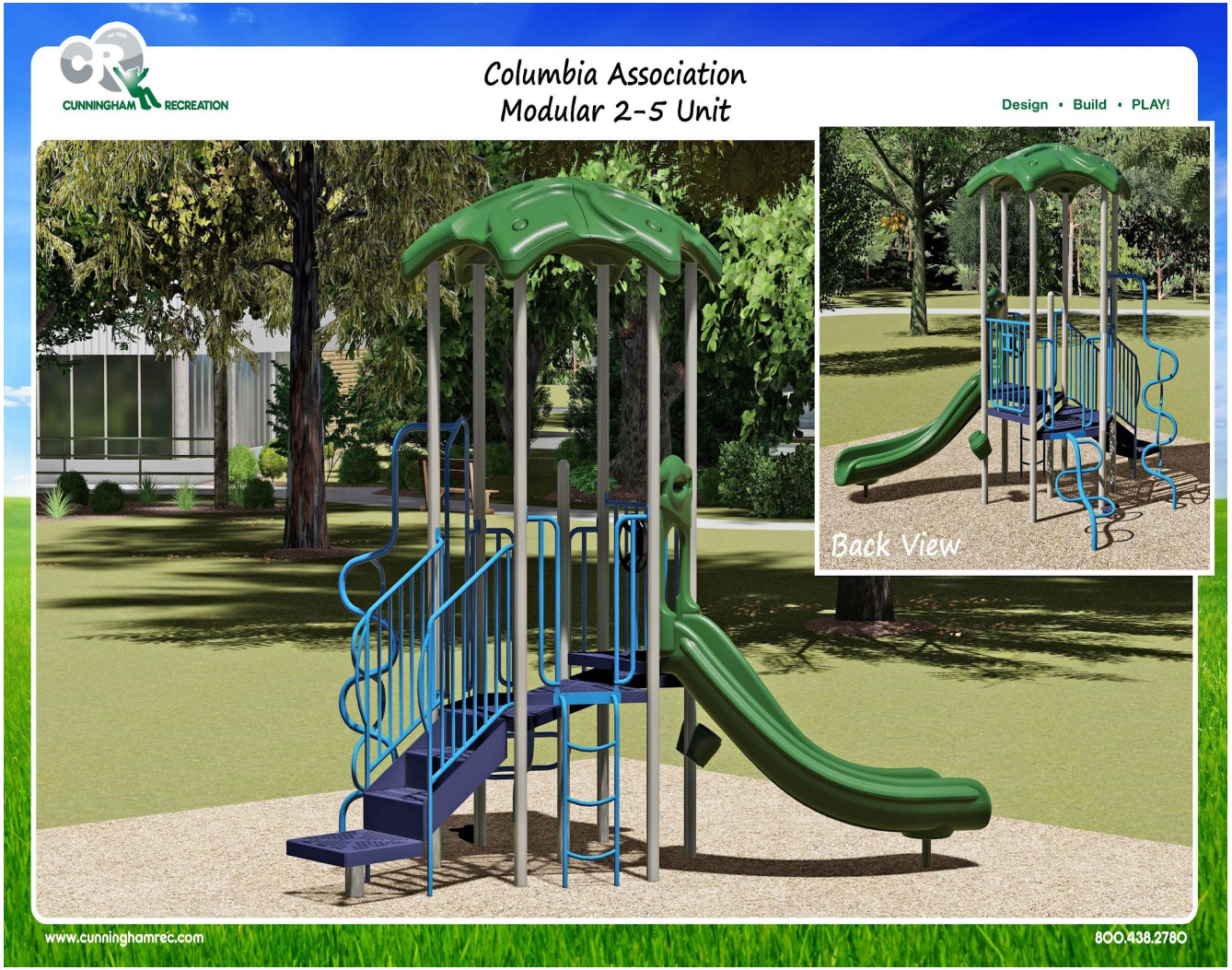
Eighteen wooden swing structures are temporarily closed. The traditional wood swing structures in the open space have also been prematurely failing due to changes in the lumber treatment process. CA has recently moved from wooden to pre-manufactured metal swings.

Intermediate Replacement Strategy

- Based on safety inspections, safety standards, and estimated repair costs.
- ADA accessibility and inclusive play are considered at the time of replacement.
- Standardize play equipment for efficiency in space planning, purchasing, maintenance, and operations.
- Wooden play structures (forts and swings) will be replaced with pre-manufactured powder-coated metal and plastic units such as the “Rascal” and “Firefly.”
- Intended age group of 2 to 5 year olds.
- Existing “special” tot lots that are already pre-manufactured structures will be replaced when warranted with a similar size structure that serves 2 to 12 year olds.
- Additional play activities for 2 to 12 year olds will be considered when space, budget, and topography allows.

Pre-Manufactured Fort

This is a Rascal play structure which has eight play activities.



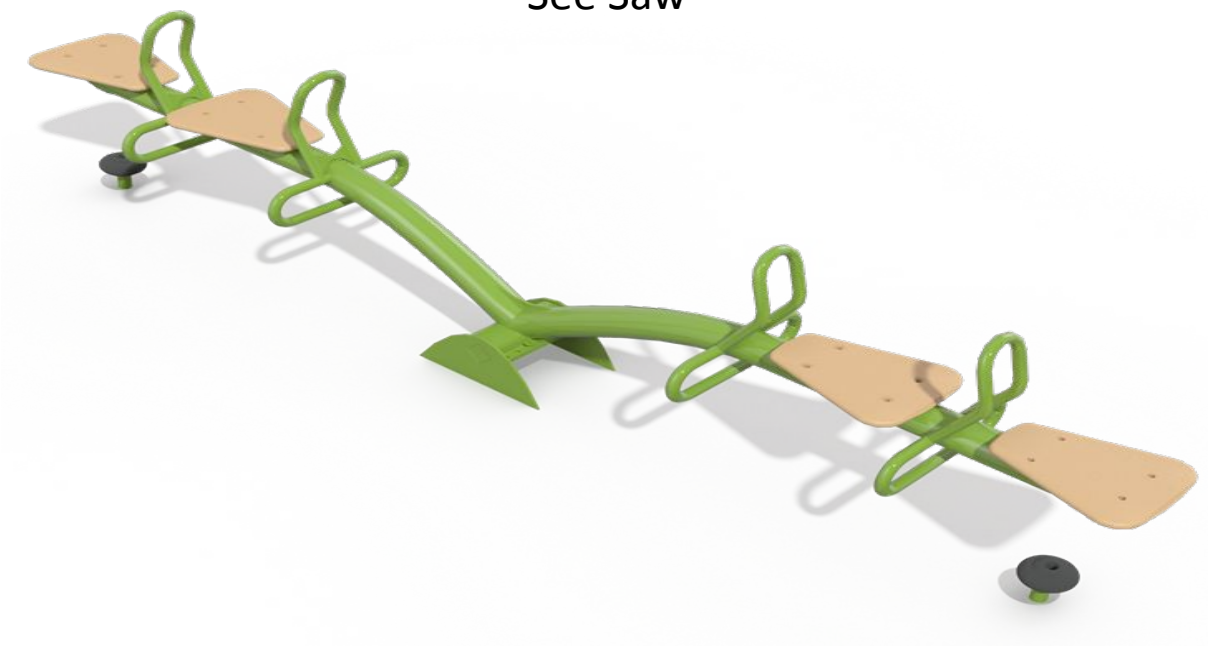
Additional play activities for 2-12

Cosmic Warp

Spring animal

Additional play activities for 2-12

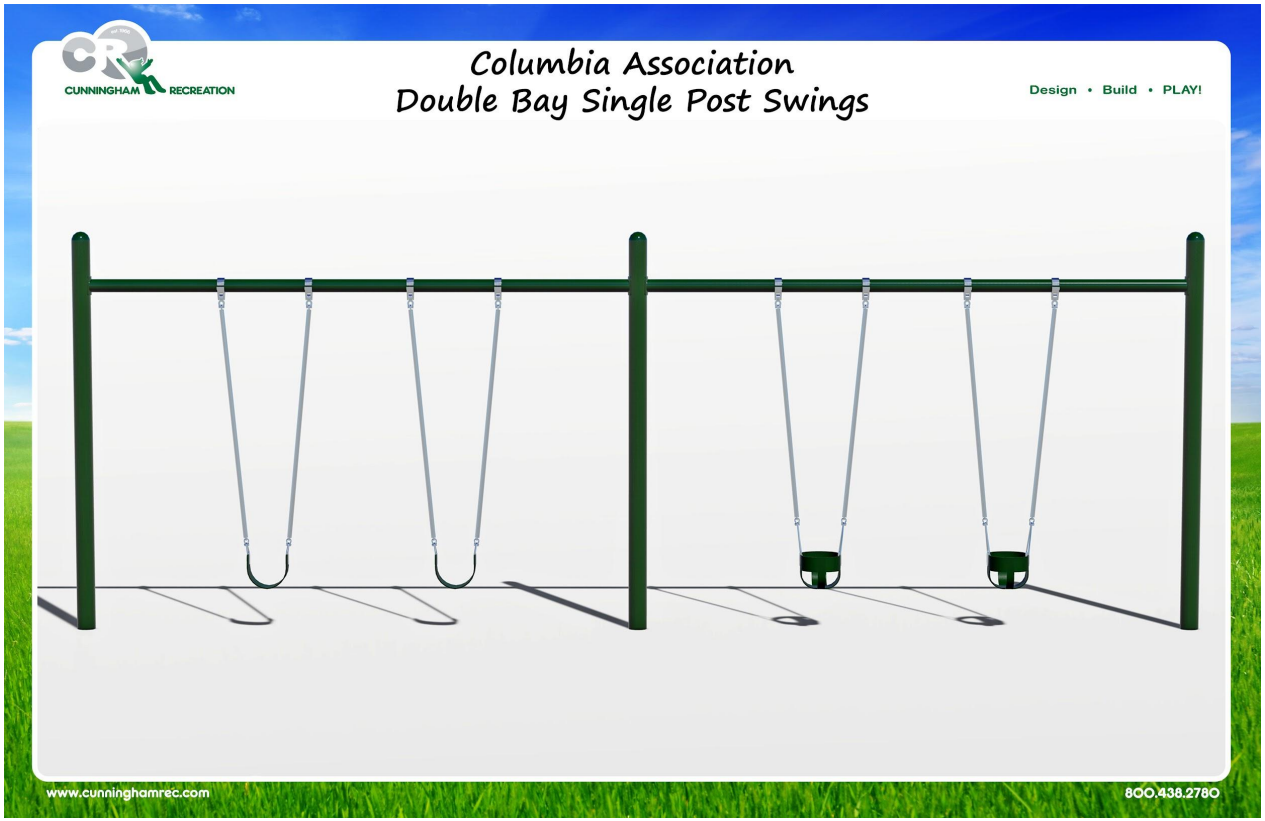
See Saw



Play Panel

Pre-manufactured Swing

Double Bay Four Seat Swing



Capital Budget per Tot Lot

Name of play structure	Firefly	Rascal
Size type of Play area*	Typical	Typical
Play structure cost	$18,500	$20,000
T-swing	$1,300	$0.00
Single bay swing	$0.00	$0.00
Double bay swing	$0.00	$2,400
Seating area	$3,000	$3,000
Border work	$4,000	$6,000
Mulch	$3,000	$3,000
Poured in-place	$0.00	$0.00
Labor	$30,000	$30,000
Surveying and drawings	$2,000	$2,000
Sub-total	$61,800	$66,400
Contingency	$6,180	$6,640
Budget estimate total**	**$67,980**	**$73,040**

** Budget is subject to change due to site accessibility, weather, topography, and material cost.

Long Term Capital Cost

Replacement Schedule Comparison

Pre-manufactured tot lots

- 25 year replacement cycle
- Requires 7 tot lots replaced per year
- Average annual replacement
  - 7 x $73K = $511,000 (annually).

Wood tot lots

- 8 year replacement cycle due to less effective wood preservatives
- Requires 22 tot lots replaced per year
- Average annual replacement cost
  - 22 x $65k = $1,430,000 (annually).

Long Term Capital Cost

- Category III funding, approximately $150,000 per year, will be used to make capital repairs to existing tot lots that are not being replaced in full. Cost should go down as more tot lots are replaced.

- Category II funding of approximately $511,000 per year, will be required to meet a 25 year replacement schedule cycle.

- FY-22 Category II funding is $350,000.

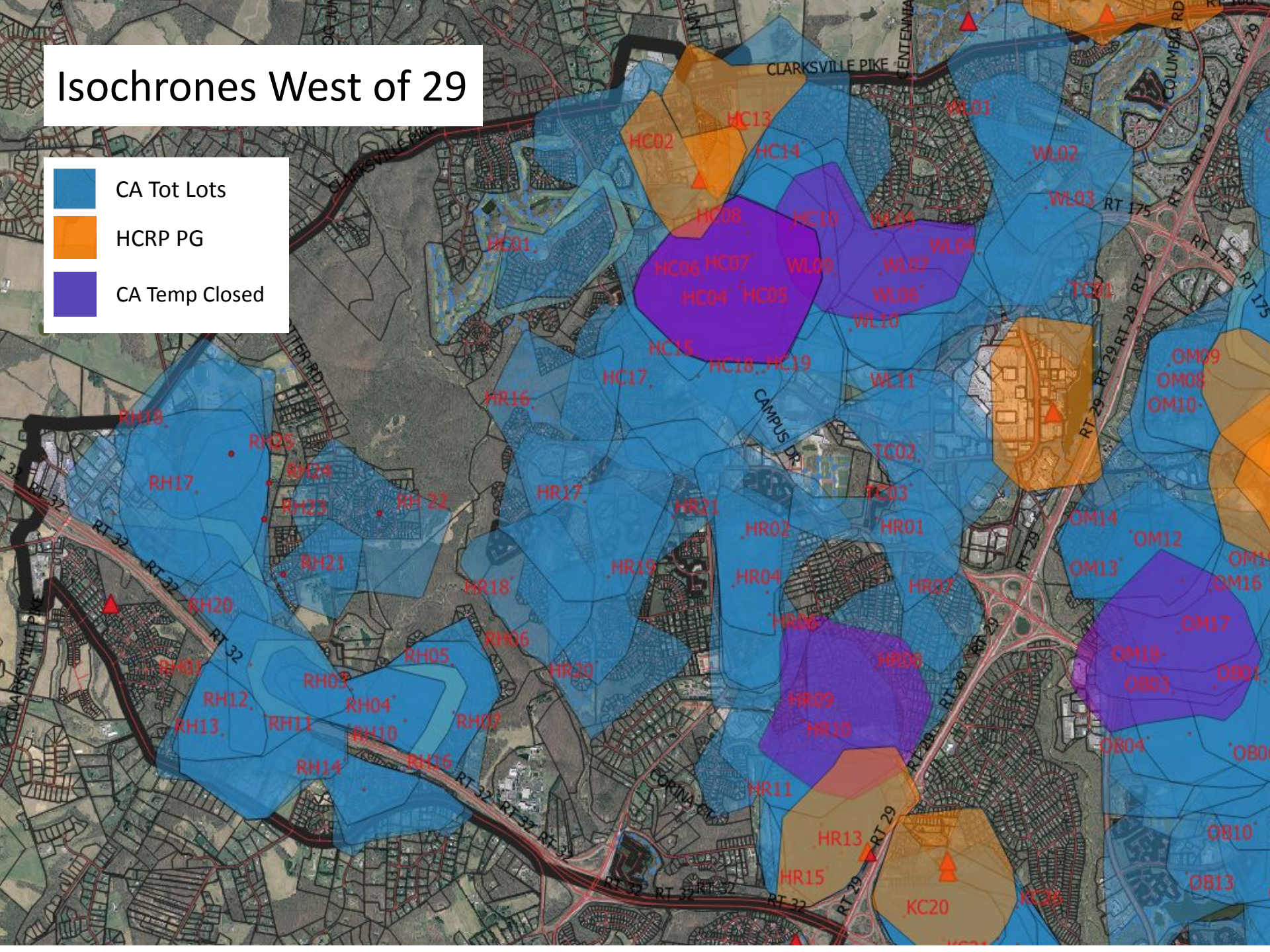
Proposed Plan

- Adopt the intermediate replacement strategy as the long range replacement plan, including standardizing play structure replacement using the pre manufactured “Rascal” or equivalent as the standard structure using Category II funding
- Funding requirements using prefabricated play structure is $511,000 per year to put CA on a 25-year replacement plan with pre-manufactured equipment
- CA board approval and Category I funding will be required for tot lots that fall outside of the current prefabricated play structure program or for any speciality tot lots.
    - Staff will provide objective criteria and data to the CA board regarding Category I tot lot projects
- Decisions regarding consolidation of tot lots due to duplication of service area and other factors will be brought to the CA and village Boards for approval.

Objective Criteria

- Travel Time/Walking Distance
- Environmental Impact
- Safety (sight lines)
    - Visibility to others
    - Non-park like activities
- ADA Accessibility
- Maintenance Equipment Access
- Size and Topography
- Age of Tot Lot
- Tot Lot Service Area
    - Dwellings within a 10-minute walk

Isochrones West of 29



Action Items

Process for moving forward

- Approve intermediate plan including standardizing the play structure replacement using the pre-manufactured “Rascal”or equivalent as the standard structure using Category II funding
- Approve specialty tot lot funding using Category I CA Board Initiatives funding.
- Approve objective criteria that will be used to assess tot lots moving forward.
  - Adding a tot lot
  - Removing a tot lot
  - Expanding a tot lot beyond the “standard” tot lot ($85K)

Columbia Association