

December 2, 2021

To: Audit Committee Members
 Dick Boulton
 Eric Greenberg
 Timothy Redmond
 Andrew Stack

Cc: Lakey Boyd, President/CEO
 Jackie Tuma, Chief Staff Liaison
 Members of the Columbia Association Board of Directors

From: James Young, Audit Committee Chair

The Audit Committee of the Columbia Association Board of Directors will meet on December 8, 2021 at the Columbia Association Building, 6310 Hillside Court, Columbia, MD 21046 at 7:00pm.

AGENDA

- | | | |
|-----|--|--------|
| 1. | Call to order | 1 min |
| 2. | Announcement that a portion of the meeting will be recorded | 1 min |
| 3. | Approval of agenda | 2 min |
| 4. | Resident speakout | 5 min |
| 5. | Approval of minutes: <u>September 20, 2021</u> | 5 min |
| 6. | Review of financial documents: | 30 min |
| | a) FY22 second quarter Financial Report | |
| | b) CA-wide and department narratives for the FY22 second quarter Financial Report | |
| | c) FY22 second quarter financial statements | |
| 7. | Motions to recommend Board action | |
| | a) Motion to provide the FY22 second quarter Financial Report to the Board of Directors | |
| | b) Motion to provide the FY22 second quarter financial statements to the Board of Directors | |
| 8. | IRS Form 990 (Return of Organization Exempt from Income Tax) for the fiscal year ended April 30, 2021 | 15 min |
| | a) Review IRS Form 990 for the fiscal year ended April 30, 2021 | |
| | b) Motion to recommend the FY21 IRS Form 990 to the Board of Directors for approval | |
| 9. | Appointment of independent auditors for FY22 | 10 min |
| | a) Memo re: Annual appointment and statement of independence from CliftonLarsonAllen LLP | |
| | b) Motion to recommend the Board's appointment of external auditors for FY22 | |
| 10. | Motion to close for the purpose of reviewing several internal audit reports and consultation with staff personnel on legal matters in accordance with HOA Section 11B-111.(4)(i, iv) | 70 min |
| 11. | Committee tracking form (open meeting) | 2 min |
| 12. | Review of Audit Committee charter responsibilities | 5 min |
| 13. | Other business | 5 min |
| 14. | Adjournment – approximately 9:30pm | |

Next Audit Committee Meeting: Monday, March 21, 2022 at 7:00pm



November 2, 2021

**MINUTES
AUDIT COMMITTEE MEETING
Held: Monday, September 20, 2021**

Participants: James Young, Chair, Audit Committee
Dick Boulton, Vice Chair, Audit Committee
Janet Evans, Chair, Board of Directors
Andrew Stack, Audit Committee
Lakey Boyd, President/CEO
Jackie Tuma, Chief Staff Liaison and Director of Audit and Advisory Services

Also present: Susan Krabbe, Senior Vice President, Administrative Services

The meeting was called to order by Mr. Young at 7:03pm.

Mr. Young stated that the meeting was being recorded.

Mr. Stack moved to approve the agenda and Ms. Evans seconded. The agenda was approved with a vote of 4-0-0.

For:	Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against:	None
Abstain:	None

There were no "resident speakout" requests.

Mr. Stack moved to approve the draft minutes from the July 20, 2021 meeting and Ms. Evans seconded. The minutes were approved as presented with a vote of 3-0-1.

For:	Mr. Boulton, Mr. Stack, and Mr. Young
Against:	None
Abstain:	Ms. Evans (was not present at the July 20, 2021 committee meeting)

Ms. Krabbe presented the FY22 first quarter Financial Report and the FY22 first quarter financial statements.

DRAFT

Mr. Boulton moved to provide the FY22 first quarter Financial Report to the Board of Directors. Mr. Stack seconded the motion, and it passed 4-0-0.

For: Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against: None
Abstain: None

Ms. Evans moved to provide the FY22 first quarter financial statements to the Board of Directors. Mr. Stack seconded the motion, and it passed 4-0-0.

For: Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against: None
Abstain: None

At 7:39pm, Mr. Boulton moved to close the meeting pursuant to HOA Section 11B-111.(4)(i, iv) for purposes of reviewing internal audit reports and consulting with staff personnel on legal matters. Mr. Stack seconded the motion which passed with a vote of 4-0-0.

For: Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against: None
Abstain: None

The meeting continued in closed session.

At 9:06pm the open meeting reconvened.

Committee members reviewed proposed revisions to the Audit Committee charter.

Mr. Stack moved to recommend to the Board of Directors that it approve the Audit Committee charter as amended. Ms. Evans seconded the motion which passed with a vote of 4-0-0.

For: Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against: None
Abstain: None

The committee tracking form and the Audit Committee charter responsibilities checklist were reviewed.

At 9:08pm, Ms. Evans moved to adjourn the meeting. Mr. Boulton seconded the motion. The motion passed with a vote of 4-0-0.

For: Mr. Boulton, Ms. Evans, Mr. Stack, and Mr. Young
Against: None
Abstain: None



ColumbiaAssociation

Financial Report

DECEMBER
2021

QUARTER ENDED ON
OCTOBER 31, 2021

Columbia Association
Table of Contents

Guide to the Financial Report	1
Organization Summary	9
Department of Sport and Fitness	
Department of Sport and Fitness Summary	15
Sport and Fitness Administration	17
Aquatics Summary.....	19
Outdoor Pools	21
Swim Center.....	23
Fitness Clubs Summary	25
Athletic Club.....	27
Columbia Gym.....	29
Supreme Sports Club	31
Golf Club Summary.....	33
Fairway Hills Golf Club.....	35
Hobbit's Glen Golf Club.....	37
Haven on the Lake	39
Ice Rink	41
Indoor/Outdoor Tennis Clubs	43
Member Advantage.....	45
SkatePark/SportsPark Summary	47
SkatePark	49
SportsPark	51
Department of Community Services	
Department of Community Services Summary	53
Community Services Administration.....	55
Art Center	57
Columbia Maryland Archives.....	59

Columbia Association
Table of Contents

Building Leases to Non-Profits.....	61
Grants – City Wide	63
Horse Center	65
Multicultural Programs	67
Lakefront Festival.....	69
Volunteer Center and Columbia Community Exchange.....	71
Youth Services Summary	73
Camps	75
School Age Services	77
Youth and Teen Center at the Barn	79
Department of Open Space and Facility Services	
Department of Open Space and Facility Services Summary	81
Open Space and Facility Services Administration.....	83
Open Space Maintenance and Services	85
Landscape Services.....	87
Watershed Management and Improvements	89
Capital Improvements	91
Construction Management.....	93
Department of Communications and Marketing	
Department of Communications and Marketing Summary	95
Communications and Marketing Administration.....	97
Division of Customer Care	99
Division of Marketing.....	101
Division of Communications	103
Division of Design and Production.....	105

General Note: Because dollars are rounded to the nearest thousand, small rounding differences may occur.

Columbia Association
Table of Contents

Office of the President

Office of the President Summary	107
President's Office	109
General Counsel.....	111
Audit and Advisory Services	113
Planning and Community Affairs	115

Department of Administrative Services

Department of Administrative Services Summary	117
Human Resources	119
Information Technology	121
Accounting/Payroll	123
Purchasing.....	125
Annual Charge	127

Board of Directors.....	129
--------------------------------	------------

Village Community Associations	133
---	------------

Capital	137
----------------------	------------

Other Reports.....	150
---------------------------	------------

Columbia Association **Guide to Using the Quarterly Financial Report**

The Columbia Association (CA) operates on a fiscal year (FY) that begins May 1 and ends April 30. Financial results are reported to the CA Board of Directors and the community on a quarterly basis. The first quarter covers the period from May 1 through July 31; the second quarter covers May 1 through October 31; the third quarter covers May 1 through January 31; and the fourth quarter report covers the entire fiscal year. The following pages provide a guide to reading CA's quarterly Financial Report.

Format The first column on the numeric pages identifies the income and expense categories. A definition of each category in this column is included at the end of this guide. The first column is followed by three sets of four columns. The first set compares the actual results for the period to date to the budget for the same period. For example, the first set of columns for the third quarter Financial Report compares the actual results through January to the budgeted results through January. The second set compares the actual results for the current period to the previous year's actual results for the same period. For example, the second set of columns for the third quarter Financial Report compares the actual results through January of the current fiscal year to the actual results through January of the prior fiscal year. The third set compares the updated estimate for the fiscal year to that year's budget.

The sections of the Financial Report are described as follows by tab heading:

Organization Summary

- Summary of the approved budget for the fiscal year and any Board-approved adjustments
- Graphs that show a high-level summary of the sources and uses of CA's funds
- Summary of cash flows
- Graphs that compare major components of income and expenses to the budget and the prior year
- Organization-wide summary of the actual financial results as compared to budget and the prior year, as well as a comparison of the estimate for the entire fiscal year to the budget, as described above in "**Format.**"

The next eight sections, beginning with Department of Sport and Fitness through Village Community

Associations contain department financial results compared to budget and the prior year, as described above in "**Format.**" After the department summary, there is a page for each budget center's financial results with explanations of line-item budget variances over \$25,000 and 25 percent. This requirement does not apply to totals or subtotals.

Tabs are as follows:

Department of Sport and Fitness;

Department of Community Services;

Department of Open Space and Facility Services;

Department of Communications and Marketing;

Office of the President (includes General Counsel, Audit and Advisory Services, and Planning and Community Affairs);

Department of Administrative Services (consists of Human Resources, Information Technology, Accounting, Payroll, Purchasing and the Annual Charge Divisions);

Board of Directors (contains the costs incurred by the Board members, as well as CA's expenses that support the Board's activities);

Columbia Association **Guide to Using the Quarterly Financial Report**

Village Community Associations.

Capital - Contains several reports regarding capital projects and expenditures, beginning with a summary by category. This is followed by:

- A listing of all of the capital projects that are open (not completed and/or closed), the financial status and estimated completion dates.
- A report of the capital projects that have been completed and are being closed for the quarter. Once a project is completed and available for use, it is transferred to the fixed asset system and depreciation expense begins to be charged for that project.
- Status of capital projects over one year old, which provides additional information on these projects.

Other Reports – This section includes the following information:

- Various Membership Count and Membership Revenue charts and graphs
- Membership Revenue Allocation Schedule
- Payments to vendors in excess of \$75,000
- Purchases approved with allowable exceptions to the Purchasing Policy, as well as the total paid to minority business enterprises and local businesses year-to-date
- Turnover Report that presents total voluntary and involuntary departures for each quarter, as well as the number of severance agreements and the dollar value of those agreements.
- Fees Expenses Report that provides detail regarding the most significant types of expenditures included in this expense category.

Columbia Association **Guide to Using the Quarterly Financial Report**

DEFINITIONS

Following is a brief description of the different categories, each income and expense line item and other definitions in the Financial Report:

Income Categories

Annual Charge

This category includes revenue generated from the annual charge and quarterly charges (for new construction and improvements) on all commercial, industrial and residential properties subject to the CA annual charge. The maximum annual charge is \$0.75 per \$100 of assessed value. Since FY07 and projected for the FY22 budget, the annual charge is based on \$0.68 per \$100 of assessed value. For purposes of calculating CA's annual charge, CA's net assessed value is 50 percent of the State's assessed phased-in value with a 3.5 percent annual cap in FY22.

Tuition and Enrollment

This category includes income from school or camp programs such as Nature and Kidsports Camps, School Age Services, Teen Center programs and Columbia Art Center classes.

Direct Memberships

This category contains income from memberships to CA's recreational facilities that include one facility; such as, 1Fit and 7Day Golf (includes access to Hobbit's Glen and Fairway Hills).

Fees Income

This category is comprised mainly of income from daily admission and guest passes to various CA facilities and programs. Fees for tournaments, leagues, driving range use and lessons are also included, as well as late payment fees, resident payments for rain gardens and reimbursements for median mowing in Open Space and registration and late fees for School Age Services

Rental Income

Income from renting CA facilities or equipment, such as the Family Life Center, TurnHouse Restaurant, PIVOT Physical Therapy, golf carts and ice/roller skates, is included in this category.

Net Sales

The majority of this category is comprised of merchandise sales at CA facilities, such as the pro shops at the golf clubs, tennis clubs, athletic clubs, etc., net of the cost of that merchandise. It also includes snack bar sales net of the cost of those items.

Gain (Loss) on Fixed Asset Disposals

This category is comprised of gains and losses on disposal of fixed assets.

Columbia Association **Guide to Using the Quarterly Financial Report**

Other Income

This category is comprised of interest earned on invested funds, and other miscellaneous income such as sponsorships, vending machine and video game revenue.

Membership Allocations

This category includes income from the four membership types that are allocated to multiple recreational facilities: Play, CA Fit&Play, 5Day Golf&Play and Golf Fit&Play. (See the Allocation Formulas section).

Operating Expense Categories

Personnel Expenses

This category includes compensation paid to CA employees, as well as CA's portion of Social Security, Medicare, federal and state unemployment taxes for CA team members. It includes benefits paid on behalf of employees, such as workers' compensation, retirement plan contributions, and medical, life, and disability insurance. It also includes the costs paid for independent contractors and temporary labor agencies to supplement CA's workforce when necessary. This category excludes annual performance incentives.

Annual Performance Incentives

This category includes compensation paid to team members for annual performance incentives based on the team member significantly exceeding performance goals.

Operating Supplies/Expenses

This category includes office and copier supplies, as well as printing, education and training, postage, subscriptions, etc. The type of items contained in the operating supplies/expense line can vary from department to department depending on the type of program or service each provides. For example, operating supplies/expense for Sport and Fitness would include athletic supplies, awards and trophies, and chemicals for pools, whereas Community Services would include clay, arts and crafts supplies, and camp equipment.

Technology Supplies/Expenses

This category includes the cost of cloud-based software subscriptions, such as the human resources information system, and services, such as the voice over internet protocol phone service; as well as hardware and software supplies.

Collection and Treasury Expenses

Credit card processing fees, bank fees, trustee fees and bad debt expense are included in this category.

Fees Expenses

CA's fees are comprised of legal, covenant enforcement, audit, and consulting fees.

Comm. Assoc. Annual Charge Share Grant

This category reflects the total CA annual charge share grant provided to each of Columbia's 10 village community associations.

Columbia Association **Guide to Using the Quarterly Financial Report**

Temporary Funding and Grants Expense	This category includes grants, as well as temporary financial assistance provided to other non-profit organizations.
Rentals	Rentals expense includes the expenses related to renting equipment or facilities (for example, CA's headquarters lease).
Utilities	This line item includes gas, electricity, and water and sewer expenses.
Insurance and Taxes	The costs of CA's insurance policies and payments made from its general liability self-insurance fund are reported in this category. CA's insurance policies include cyber, property, auto, boiler and machinery, directors' and officers' coverage and excess general liability. Personal property taxes and real property taxes are also included on this line.
Repairs and Maintenance	This line item includes parts, supplies, materials and labor to repair or maintain CA's fixed assets including buildings, vehicles and recreational equipment.
Depreciation	When CA builds a facility or purchases equipment (capital expenditure), it has acquired an asset that will be used to provide services for many years. The value of the asset is its acquisition cost. The number of years an asset is expected to be in service is known as the "economic useful life." Depreciation expense is the accounting method that allocates the cost of the capital expenditure to the Statement of Activities over its estimated economic useful life. The acquisition cost of an asset divided by its economic useful life determines the annual depreciation expense. CA's accounting policy is to use a half-year convention (six months' worth of depreciation in the first year the asset is placed in service and in the final year of the asset's economic useful life).
Interest Expense Allocation	This line item is comprised of interest expense on CA's short-and long-term debt, including term loans, credit line and leases. Also included is the amortization of debt issuance costs. (See the definition of debt service.)
Allocation of Customer Care	This category allocates expenses from the Customer Care to the Sport and Fitness and Community Services facilities. (See the Communications and Marketing Department allocation section.)
Allocation of Department's Admin.	This category is used within the Departments of Sports and Fitness, Community Services and Open Space and Facility Services to allocate administrative expense to each budget center within each department.

Columbia Association **Guide to Using the Quarterly Financial Report**

Allocation of Marketing, Comm., Design & Production

All other Communications and Marketing expenses besides Customer Care are allocated to each CA budget center based on that budget center's percentage of CA's total operating costs (all CA operating costs excluding Office of the President, Department of Administrative Services with the exception of annual charge, Department of Communications and Marketing, and departments' administrative costs). On the Organization Summary page, all allocated expenses are included in the appropriate operating expense categories.

Other Terms

Increase/(Decrease) in Net Assets from Operations

This line reflects the excess (deficiency) of income over expenses before the administrative expenses allocation and non-operating expenses/contingencies.

Allocation of Administrative Services Expenses Non-Operating Expenses/Contingencies

Each budget center (except the Communications and Marketing Department and the Office of the President) receives a portion of the administrative expenses from the Department of Administrative Services to show its total net cost. On the "Organization Summary" page, the expenses are included in the appropriate Operating Expense category.

Expenses that are not related to CA's normal operations (unusual in nature and infrequent), such as repurchasing existing debt, expenses recognized in connection with discontinued operations, and reserves for potential increases in insurance premiums, as well as unexpected initiatives undertaken by the Board of Directors, are reported in this category.

Increase/(Decrease) in Net Assets

This line represents the excess (deficiency) of total income over total expenses. This is comparable to a for-profit organization's net income; however, because CA is a not-for-profit organization, it cannot distribute its excess income. If total income exceeds total expenses, then CA's net assets will increase. If total expenses exceed total income, then CA's net assets will decrease. (See the definition of net assets.)

Other Definitions

Assets

Assets are the resources and expenditures that provide a future economic benefit to CA.

Capital – Category I

Capital projects approved by the Board of Directors that are focused on meeting the Board's strategic goals and providing improved quality of life venues for Columbia residents. They are specifically identified and approved by the Board in the budget process and have generally been focused on watershed and environmental projects.

Capital – Category II

Capital projects that are phased, non-recurring or considered to be major re-investments in facilities, as well as projects that are \$200,000 or greater and exceed the allocated amount for the program or facility requesting the project. They are specifically identified and approved by the Board in the budget process.

Columbia Association **Guide to Using the Quarterly Financial Report**

Capital – Category III	Capital projects that are for periodic maintenance and/or upgrades to facilities. The amount approved by the Board in the budget process is the total capital parameter less the amounts for both Categories I and II.
Cash Flow	Cash flow represents cash received from or disbursed to support the organization's business activities. Cash flows are generated from, or used in, operations, financing and investing activities.
Debt Service	CA's annual principal and interest payments on long-term debt during the fiscal year. (See the interest expense definition.)
Estimate	The estimate for the fiscal year is an updated forecast of financial results for each budget center, summing ultimately to an organization-wide estimate, based on actual results to date.
Fixed Assets	Long-term capital assets that are physically used by CA to carry out its operations. CA's fixed asset categories are buildings, recreational facilities, land improvements, furniture, equipment and other.
FTE	FTEs (full-time equivalents) are calculated based on the total number of hours worked in a year divided by 2,080 (the total number of hours one full-time person works in a given year).
Half-Year Convention	A half-year convention is used by CA to determine the first and last year's depreciation expense for a fixed asset. It charges a half-year's worth of depreciation to all fixed assets in the first and last years of their estimated useful lives and a full year of depreciation for all other years.
Net Assets (Deficit)	Net assets represent CA's interest in its assets after deducting liabilities. Net deficit represents the excess of expenses over revenues that had accumulated from CA's inception. (See Increase [Decrease] in Net Assets.)

**INTENTIONALLY
BLANK**

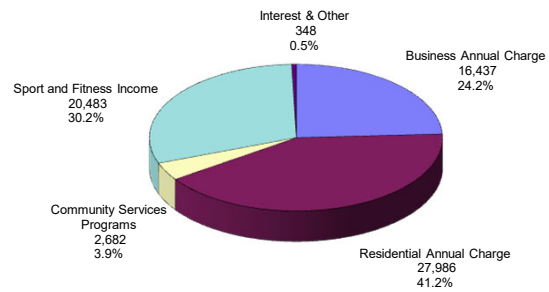
**INTENTIONALLY
BLANK**

**Columbia Association
Summary of Funds, Expenditures and Annual Borrowings**

**FY 22 Current Estimate
As of October 31, 2021
(\$000's)**

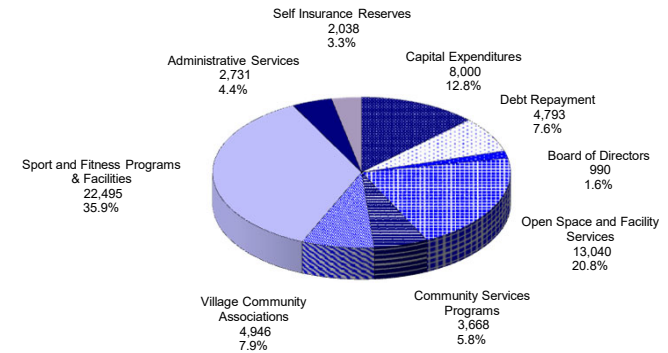
WHERE THE MONEY COMES FROM

\$67,936



WHERE THE MONEY IS USED

\$62,701



This data representation is not in accordance with generally accepted accounting principles.

Columbia Association, Inc.

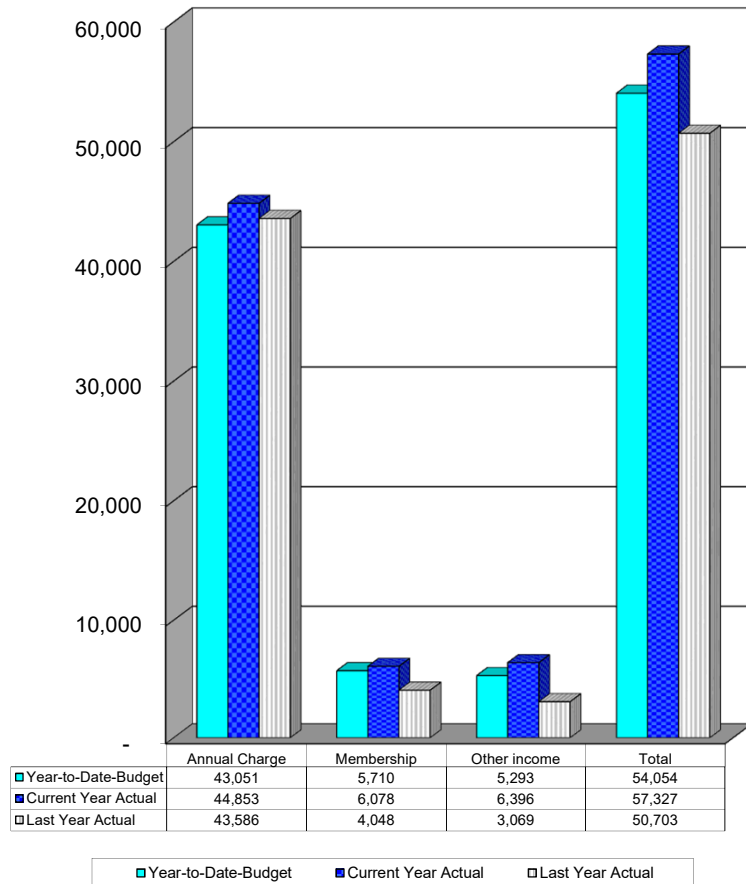
For the Period Ended October 31, 2021
Summary of Cash Flows
Sources and Uses of Cash
(\$000's)

	Three Years Actual			Current Year Actual vs Budget		
	FY 19 Actual	FY 20 Actual	FY 21 Actual	FY 22 Budget	FY 22 Current Estimate	Variance Amount
Total Income	\$ 72,994	\$ 70,208	\$ 54,602	\$ 63,640	\$ 67,936	\$ 4,296
Total Expenses	(69,158)	(68,498)	(51,739)	(63,510)	(61,161)	2,349
Net Income	3,836	1,710	2,863	130	6,775	6,645
Add Back: Depreciation (1)	10,847	11,380	11,877	13,250	12,291	(959)
Net Adjustments (2)	(322)	2,411	2,178	2,194	1,000	(1,194)
Cash Generated from Operations/Investment Activities	14,361	15,501	16,918	15,574	20,066	4,492
Cash Required:						
Net Sales (Purchases) of Investments Held by Trustees	\$ -	\$ 2,926	\$ (1,062)	\$ (2,020)	\$ (2,038)	\$ (18)
General Cash Reserves	-	-	(3,000)	-	-	-
Emergency Cash Reserves	-	-	(2,000)	-	-	-
Long Term Debt / Capital Leases	(1,893)	(1,999)	(3,156)	(4,793)	(4,793)	-
Capital Projects (3)	(17,533)	(15,212)	(6,121)	(8,000)	(8,000)	-
New Financing Proceeds - Net	-	-	10,118	-	-	-
Subtotal - Cash Required	(19,426)	(14,285)	(5,221)	(14,813)	(14,831)	(18)
Cash generated /(borrowings)	\$ (5,065)	\$ 1,216	\$ 11,697	\$ 761	\$ 5,235	\$ 4,474

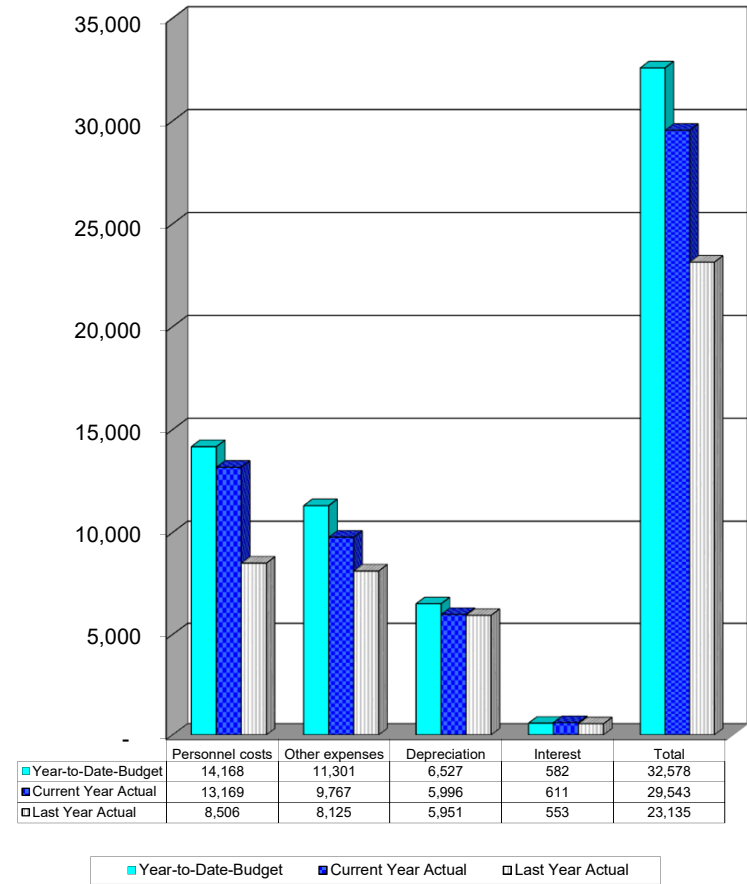
Notes:

1. Depreciation is added back, because it is a non-cash expense.
2. Net Adjustments represent the year-to-year changes in current assets and current liabilities, eg., accounts receivable, prepaid expenses, deferred revenue, etc.
3. Budgeted capital projects are the capital projects scheduled to be funded during the year, including projects carried forward from previous years.

**Columbia Association
Comparative Analysis of Income
October 31, 2021**



**Columbia Association
Comparative Analysis of Expenses
October 31, 2021**



Second Quarter Financial Report
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge	43,051	44,853	1,802	4%	43,586	44,853	1,267	3%	42,451	44,423	1,972	5%
Tuition and Enrollment	1,099	594	(505)	-46%	40	594	554	1385%	2,295	1,706	(589)	-26%
Direct Memberships	1,427	1,227	(200)	-14%	1,065	1,227	162	15%	2,854	2,472	(382)	-13%
Fees Income	3,221	3,831	610	19%	2,090	3,831	1,741	83%	5,898	6,470	572	10%
Rental Income	904	1,053	149	16%	819	1,053	234	29%	1,670	2,339	669	40%
Net Sales	59	81	22	37%	69	81	12	17%	76	93	17	22%
Gain (Loss) on Fixed Asset Disposals	(99)	(96)	3	3%	(16)	(96)	(80)	-500%	(396)	(471)	(75)	-19%
Other Income	109	933	824	756%	67	933	866	1293%	226	1,021	795	352%
Membership Allocations	4,283	4,851	568	13%	2,983	4,851	1,868	63%	8,566	9,883	1,317	15%
Total Income	54,054	57,327	3,273	6%	50,703	57,327	6,624	13%	63,640	67,936	4,296	7%
Expenses:												
Personnel Expenses	14,168	13,169	(999)	-7%	8,506	13,169	4,663	55%	27,025	26,563	(462)	-2%
Operating Supplies/Expenses	1,544	1,027	(517)	-33%	518	1,027	509	98%	2,955	2,967	12	0%
Technology Supplies/Expenses	839	693	(146)	-17%	616	693	77	13%	1,667	1,603	(64)	-4%
Collection and Treasury Expenses	515	240	(275)	-53%	222	240	18	8%	922	749	(173)	-19%
Fees	1,829	2,358	529	29%	1,460	2,358	898	62%	3,508	4,140	632	18%
Comm. Assoc. Annual Charge Share Grant	1,621	1,658	37	2%	1,650	1,658	8	0%	3,242	3,279	37	1%
Temporary Funding and Grants Expense					45		(45)	-100%				
Rentals	1,081	1,111	30	3%	955	1,111	156	16%	2,239	2,394	155	7%
Utilities	970	951	(19)	-2%	732	951	219	30%	1,890	1,881	(9)	0%
Insurance and Taxes	881	738	(143)	-16%	724	738	14	2%	1,763	1,630	(133)	-8%
Repairs and Maintenance	2,021	1,815	(206)	-10%	1,203	1,815	612	51%	3,885	3,856	(29)	-1%
Depreciation	6,527	5,996	(531)	-8%	5,951	5,996	45	1%	13,250	12,291	(959)	-7%
Interest Expense Allocation	582	611	29	5%	553	611	58	10%	1,164	1,172	8	1%
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	32,578	30,367	(2,211)	-7%	23,135	30,367	7,232	31%	63,510	62,525	(985)	-2%
Increase/(Decrease) in												
Net Assets from Operations	21,476	26,960	5,484	26%	27,568	26,960	(608)	-2%	130	5,411	5,281	4062%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies		(824)	(824)	-100%		(824)	(824)	-100%		(1,364)	(1,364)	-100%
Increase/(Decrease) in Net Assets	21,476	27,784	6,308	29%	27,568	27,784	216	1%	130	6,775	6,645	5112%

**INTENTIONALLY
BLANK**

DEPARTMENT OF SPORT & FITNESS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	1,427	1,227	(200)	-14%	1,065	1,227	162	15%	2,854	2,472	(382)	-13%
Fees Income	3,066	3,632	566	18%	1,917	3,632	1,715	89%	5,582	6,097	515	9%
Rental Income	818	957	139	17%	749	957	208	28%	1,498	2,109	611	41%
Net Sales	57	77	20	35%	69	77	8	12%	72	87	15	21%
Gain (Loss) on Fixed Asset Disposals	(45)	(65)	(20)	-44%	(12)	(65)	(53)	-442%	(92)	(171)	(79)	-86%
Other Income		6	6	100%	11	6	(5)	-45%		6	6	100%
Membership Allocations	4,283	4,851	568	13%	2,983	4,851	1,868	63%	8,566	9,883	1,317	15%
Total Income	9,606	10,685	1,079	11%	6,782	10,685	3,903	58%	18,480	20,483	2,003	11%
Expenses:												
Personnel Expenses	6,828	6,601	(227)	-3%	3,641	6,601	2,960	81%	12,132	12,104	(28)	0%
Operating Supplies/Expenses	655	522	(133)	-20%	242	522	280	116%	1,179	1,000	(179)	-15%
Technology Supplies/Expenses	20	48	28	140%	9	48	39	433%	27	57	30	111%
Collection and Treasury Expenses	75	92	17	23%	60	92	32	53%	151	167	16	11%
Fees	238	357	119	50%	151	357	206	136%	396	576	180	45%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	607	578	(29)	-5%	557	578	21	4%	1,209	1,180	(29)	-2%
Utilities	760	718	(42)	-6%	502	718	216	43%	1,471	1,417	(54)	-4%
Insurance and Taxes	537	420	(117)	-22%	444	420	(24)	-5%	1,074	956	(118)	-11%
Repairs and Maintenance	1,150	1,032	(118)	-10%	779	1,032	253	32%	2,151	1,984	(167)	-8%
Depreciation	3,438	3,232	(206)	-6%	3,279	3,232	(47)	-1%	6,884	6,460	(424)	-6%
Interest Expense Allocation	305	310	5	2%	290	310	20	7%	610	594	(16)	-3%
Alloc. of Customer Care	441	402	(39)	-9%	473	402	(71)	-15%	869	866	(3)	0%
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	692	484	(208)	-30%	274	484	210	77%	1,353	1,290	(63)	-5%
Total Operating Expenses	15,746	14,796	(950)	-6%	10,701	14,796	4,095	38%	29,506	28,651	(855)	-3%
Increase/(Decrease) in												
Net Assets from Operations	(6,140)	(4,111)	2,029	33%	(3,919)	(4,111)	(192)	-5%	(11,026)	(8,168)	2,858	26%
Alloc. of Admin. Serv. Expenses	779	869	90	12%	547	869	322	59%	1,499	1,668	169	11%
Non-Operating Exp./Contingencies		(824)	(824)	-100%		(824)	(824)	-100%		(1,364)	(1,364)	-100%
Increase/(Decrease) in Net Assets	(6,919)	(4,156)	2,763	40%	(4,466)	(4,156)	310	7%	(12,525)	(8,472)	4,053	32%

SPORT AND FITNESS ADMINISTRATION

Alloc. of Department's Admin.	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(32)	-10%
This Year's Actual vs. Last Year's Actual	(94)	-35%
Current Estimate vs. Budget	(12)	-2%

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to pay reductions, staffing and scheduling changes required because of COVID-19 in FY21.

The variance in Depreciation Expense Estimate versus Budget at year end is due to a delay in the estimated in-service date. The in-service date is now expected to be in FY23.

The variance in Allocation of Department's Admin. versus the prior year in the second quarter is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

SPORT AND FITNESS ADMINISTRATION
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	282	313	31	11%	213	313	100	47%	568	586	18	3%
Operating Supplies/Expenses	15	9	(6)	-40%	17	9	(8)	-47%	28	22	(6)	-21%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	5	5			5	5			9	30	21	233%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	19	27	8	42%	25	27	2	8%	38	56	18	47%
Utilities	1	1			1	1			2	3	1	50%
Insurance and Taxes	4	4			3	4	1	33%	8	8		
Repairs and Maintenance					1		(1)	-100%	1	1		
Depreciation									40		(40)	-100%
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	(327)	(359)	(32)	-10%	(265)	(359)	(94)	-35%	(694)	(706)	(12)	-2%
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses												
Increase/(Decrease) in Net Assets from Operations												
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets												

**INTENTIONALLY
BLANK**

AQUATICS SUMMARY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	867	956	89	10%	248	956	708	285%	1,266	1,355	89	7%
Rental Income	98	30	(68)	-69%		30	30	100%	113	45	(68)	-60%
Net Sales		1	1	100%	(1)	1	2	200%		1	1	100%
Gain (Loss) on Fixed Asset Disposals	(17)	(8)	9	53%	(9)	(8)	1	11%	(34)	(31)	3	9%
Other Income												
Membership Allocations	729	1,355	626	86%	217	1,355	1,138	524%	1,459	2,415	956	66%
Total Income	1,677	2,334	657	39%	455	2,334	1,879	413%	2,804	3,785	981	35%
Expenses:												
Personnel Expenses	2,441	2,240	(201)	-8%	567	2,240	1,673	295%	3,368	3,333	(35)	-1%
Operating Supplies/Expenses	282	274	(8)	-3%	41	274	233	568%	442	468	26	6%
Technology Supplies/Expenses	12	11	(1)	-8%	5	11	6	120%	12	11	(1)	-8%
Collection and Treasury Expenses	10	25	15	150%	10	25	15	150%	20	35	15	75%
Fees	66	46	(20)	-30%	10	46	36	360%	104	86	(18)	-17%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	24	21	(3)	-13%	5	21	16	320%	41	39	(2)	-5%
Utilities	204	216	12	6%	119	216	97	82%	330	360	30	9%
Insurance and Taxes	44	39	(5)	-11%	44	39	(5)	-11%	87	83	(4)	-5%
Repairs and Maintenance	165	171	6	4%	49	171	122	249%	263	274	11	4%
Depreciation	708	656	(52)	-7%	658	656	(2)	0%	1,359	1,280	(79)	-6%
Interest Expense Allocation	66	69	3	5%	63	69	6	10%	132	133	1	1%
Alloc. of Customer Care	80	94	14	18%	37	94	57	154%	139	172	33	24%
Alloc. of Department's Admin.	89	96	7	8%	43	96	53	123%	153	161	8	5%
Alloc. of Marketing, Comm., Design & Production	190	144	(46)	-24%	44	144	100	227%	304	308	4	1%
Total Operating Expenses	4,381	4,102	(279)	-6%	1,695	4,102	2,407	142%	6,754	6,743	(11)	0%
Increase/(Decrease) in												
Net Assets from Operations	(2,704)	(1,768)	936	35%	(1,240)	(1,768)	(528)	-43%	(3,950)	(2,958)	992	25%
Alloc. of Admin. Serv. Expenses	136	187	51	38%	37	187	150	405%	227	305	78	34%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(2,840)	(1,955)	885	31%	(1,277)	(1,955)	(678)	-53%	(4,177)	(3,263)	914	22%

OUTDOOR POOLS

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	619	27%
This Year's Actual vs. Last Year's Actual	(756)	-85%
Current Estimate vs. Budget	714	23%

The variance in Fees Income versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure and not opening Outdoor Pools for the summer of FY21.

The variances in Rental Income versus Budget in the second quarter and at year end are primarily due to the COVID-19 group restrictions and limited large group pool time because of the tight scheduling at 16 outdoor pools. Additionally, many day cares, camps and other groups that normally rent at the outdoor pools did not rent this year for various reasons due to the COVID-19 pandemic.

The variances in Membership Allocations Income for all three comparisons are due to the increased sale of Play and Fit&Play memberships and more visits with the lifting of many COVID restrictions.

The variances in Personal Expenses, Operating Supplies/Expenses, Fees, Utilities and Repair and Maintenance expenses versus the prior year in the second quarter are primarily due to the COVID-19 pandemic closure and not opening Outdoor Pools for the summer of FY21.

The variances in Allocation of Customer Care, Department's Admin., and Allocation of Marketing, Comm., Design & Creative Production versus the prior year in the second quarter and Allocation of Administrative Services Expenses in all three comparisons are formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formulas.

OUTDOOR POOLS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	530	552	22	4%	1	552	551	55100%	530	552	22	4%
Rental Income	91	21	(70)	-77%		21	21	100%	91	21	(70)	-77%
Net Sales		1	1	100%		1	1	100%		1	1	100%
Gain (Loss) on Fixed Asset Disposals	(12)		12	100%	(6)		6	100%	(24)	(20)	4	17%
Other Income												
Membership Allocations	523	1,074	551	105%	77	1,074	997	1295%	1,047	1,922	875	84%
Total Income	1,132	1,648	516	46%	72	1,648	1,576	2189%	1,644	2,476	832	51%
Expenses:												
Personnel Expenses	2,008	1,879	(129)	-6%	343	1,879	1,536	448%	2,433	2,433		
Operating Supplies/Expenses	221	248	27	12%	27	248	221	819%	329	367	38	12%
Technology Supplies/Expenses	12	10	(2)	-17%	5	10	5	100%	12	10	(2)	-17%
Collection and Treasury Expenses	9	24	15	167%	9	24	15	167%	18	33	15	83%
Fees	57	36	(21)	-37%	7	36	29	414%	86	65	(21)	-24%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	16	16			5	16	11	220%	31	30	(1)	-3%
Utilities	133	131	(2)	-2%	47	131	84	179%	174	181	7	4%
Insurance and Taxes	31	28	(3)	-10%	33	28	(5)	-15%	63	60	(3)	-5%
Repairs and Maintenance	127	137	10	8%	23	137	114	496%	194	209	15	8%
Depreciation	389	361	(28)	-7%	363	361	(2)	-1%	774	741	(33)	-4%
Interest Expense Allocation	37	38	1	3%	35	38	3	9%	73	72	(1)	-1%
Alloc. of Customer Care	52	66	14	27%	6	66	60	1000%	80	111	31	39%
Alloc. of Department's Admin.	67	73	6	9%	24	73	49	204%	101	109	8	8%
Alloc. of Marketing, Comm., Design & Production	142	111	(31)	-22%	25	111	86	344%	204	202	(2)	-1%
Total Operating Expenses	3,301	3,158	(143)	-4%	952	3,158	2,206	232%	4,572	4,623	51	1%
Increase/(Decrease) in												
Net Assets from Operations	(2,169)	(1,510)	659	30%	(880)	(1,510)	(630)	-72%	(2,928)	(2,147)	781	27%
Alloc. of Admin. Serv. Expenses	92	132	40	43%	6	132	126	2100%	133	200	67	50%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(2,261)	(1,642)	619	27%	(886)	(1,642)	(756)	-85%	(3,061)	(2,347)	714	23%

SWIM CENTER

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	264	46%
This Year's Actual vs. Last Year's Actual	75	19%
Current Estimate vs. Budget	203	18%

The variance in Fees Income versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure in FY21 and a return to normal operations for Clippers and Swim Lessons in FY22.

The variances in Membership Allocations Income versus Budget and the prior year in the second quarter are primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic and an increase in membership sales after the lifting of COVID-19 restrictions.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

The variance in Operating Supply/Expenses versus budget in the second quarter is primarily a timing variance due to the ongoing global supply chain issue which is causing a delay in the delivery of purchases.

SWIM CENTER
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	337	404	67	20%	247	404	157	64%	736	803	67	9%
Rental Income	6	8	2	33%	1	8	7	700%	22	24	2	9%
Net Sales					(1)		1	100%				
Gain (Loss) on Fixed Asset Disposals	(5)	(8)	(3)	-60%	(4)	(8)	(4)	-100%	(10)	(11)	(1)	-10%
Other Income												
Membership Allocations	206	280	74	36%	140	280	140	100%	412	493	81	20%
Total Income	544	684	140	26%	383	684	301	79%	1,160	1,309	149	13%
Expenses:												
Personnel Expenses	433	361	(72)	-17%	224	361	137	61%	935	900	(35)	-4%
Operating Supplies/Expenses	60	26	(34)	-57%	15	26	11	73%	113	100	(13)	-12%
Technology Supplies/Expenses		1	1	100%		1	1	100%		1	1	100%
Collection and Treasury Expenses	1		(1)	-100%					2	1	(1)	-50%
Fees	10	10			3	10	7	233%	18	21	3	17%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	8	5	(3)	-38%		5	5	100%	11	9	(2)	-18%
Utilities	72	85	13	18%	72	85	13	18%	156	179	23	15%
Insurance and Taxes	12	11	(1)	-8%	10	11	1	10%	25	23	(2)	-8%
Repairs and Maintenance	38	34	(4)	-11%	26	34	8	31%	69	65	(4)	-6%
Depreciation	318	294	(24)	-8%	295	294	(1)	0%	585	540	(45)	-8%
Interest Expense Allocation	29	32	3	10%	28	32	4	14%	59	61	2	3%
Alloc. of Customer Care	27	29	2	7%	31	29	(2)	-6%	59	61	2	3%
Alloc. of Department's Admin.	23	23			19	23	4	21%	52	52		
Alloc. of Marketing, Comm., Design & Production	48	33	(15)	-31%	19	33	14	74%	101	106	5	5%
Total Operating Expenses	1,079	944	(135)	-13%	742	944	202	27%	2,185	2,119	(66)	-3%
Increase/(Decrease) in												
Net Assets from Operations	(535)	(260)	275	51%	(359)	(260)	99	28%	(1,025)	(810)	215	21%
Alloc. of Admin. Serv. Expenses	44	55	11	25%	31	55	24	77%	94	106	12	13%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(579)	(315)	264	46%	(390)	(315)	75	19%	(1,119)	(916)	203	18%

**INTENTIONALLY
BLANK**

FITNESS CLUBS SUMMARY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	1,163	987	(176)	-15%	662	987	325	49%	2,326	1,954	(372)	-16%
Fees Income	453	402	(51)	-11%	117	402	285	244%	1,170	1,072	(98)	-8%
Rental Income	94	95	1	1%	38	95	57	150%	236	236		
Net Sales	(1)	1	2	200%		1	1	100%	4	6	2	50%
Gain (Loss) on Fixed Asset Disposals	(13)	(40)	(27)	-208%	(2)	(40)	(38)	-1900%	(27)	(100)	(73)	-270%
Other Income												
Membership Allocations	2,971	2,587	(384)	-13%	2,133	2,587	454	21%	5,943	5,924	(19)	0%
Total Income	4,667	4,032	(635)	-14%	2,948	4,032	1,084	37%	9,652	9,092	(560)	-6%
Expenses:												
Personnel Expenses	2,480	2,241	(239)	-10%	1,337	2,241	904	68%	5,105	4,772	(333)	-7%
Operating Supplies/Expenses	174	76	(98)	-56%	68	76	8	12%	385	213	(172)	-45%
Technology Supplies/Expenses	5	7	2	40%		7	7	100%	10	12	2	20%
Collection and Treasury Expenses	15	13	(2)	-13%	3	13	10	333%	30	28	(2)	-7%
Fees	101	119	18	18%	94	119	25	27%	133	152	19	14%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	11	7	(4)	-36%	13	7	(6)	-46%	21	14	(7)	-33%
Utilities	378	324	(54)	-14%	239	324	85	36%	777	702	(75)	-10%
Insurance and Taxes	234	207	(27)	-12%	191	207	16	8%	467	438	(29)	-6%
Repairs and Maintenance	582	451	(131)	-23%	382	451	69	18%	1,170	1,010	(160)	-14%
Depreciation	1,325	1,237	(88)	-7%	1,284	1,237	(47)	-4%	2,622	2,521	(101)	-4%
Interest Expense Allocation	106	100	(6)	-6%	101	100	(1)	-1%	212	191	(21)	-10%
Alloc. of Customer Care	231	165	(66)	-29%	221	165	(56)	-25%	483	429	(54)	-11%
Alloc. of Department's Admin.	124	128	4	3%	101	128	27	27%	289	276	(13)	-4%
Alloc. of Marketing, Comm., Design & Production	263	181	(82)	-31%	104	181	77	74%	558	552	(6)	-1%
Total Operating Expenses	6,029	5,256	(773)	-13%	4,138	5,256	1,118	27%	12,262	11,310	(952)	-8%
Increase/(Decrease) in												
Net Assets from Operations	(1,362)	(1,224)	138	10%	(1,190)	(1,224)	(34)	-3%	(2,610)	(2,218)	392	15%
Alloc. of Admin. Serv. Expenses	375	326	(49)	-13%	236	326	90	38%	776	737	(39)	-5%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(1,737)	(1,550)	187	11%	(1,426)	(1,550)	(124)	-9%	(3,386)	(2,955)	431	13%

ATHLETIC CLUB

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(106)	-16%
This Year's Actual vs. Last Year's Actual	(187)	-33%
Current Estimate vs. Budget	(75)	-6%

The variance in Direct Memberships versus the prior year in the second quarter is primarily due to members returning with COVID-19 restrictions lifted and increased new membership sales.

The variance in Fees Income versus the prior year in the second quarter is primarily due to an increase in fee-based programs such as individual and small group training with COVID-19 restrictions lifted.

The variances in Gain (Loss) on Fixed Asset Disposals in all three comparisons are due to a going green project in FY22 that was not budgeted.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 caused by the COVID-19 pandemic.

The variances in Operating Supplies/Expenses versus Budget in the second quarter and at year end are primarily due to reduced consumption of amenities like towels and coffee/tea.

The variance in Utilities versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

The variance in Alloc. of Marketing, Comm., Design & Production versus the prior year in the second quarter is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

ATHLETIC CLUB
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	305	260	(45)	-15%	172	260	88	51%	611	514	(97)	-16%
Fees Income	120	125	5	4%	48	125	77	160%	311	300	(11)	-4%
Rental Income	19	17	(2)	-11%	11	17	6	55%	37	35	(2)	-5%
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(4)	(27)	(23)	-575%		(27)	(27)	-100%	(9)	(35)	(26)	-289%
Other Income												
Membership Allocations	796	654	(142)	-18%	585	654	69	12%	1,592	1,511	(81)	-5%
Total Income	1,236	1,029	(207)	-17%	816	1,029	213	26%	2,542	2,325	(217)	-9%
Expenses:												
Personnel Expenses	682	722	40	6%	407	722	315	77%	1,400	1,469	69	5%
Operating Supplies/Expenses	50	18	(32)	-64%	21	18	(3)	-14%	113	52	(61)	-54%
Technology Supplies/Expenses	2	2				2	2	100%	3	4	1	33%
Collection and Treasury Expenses	4	4			1	4	3	300%	9	9		
Fees	34	42	8	24%	32	42	10	31%	42	52	10	24%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	3		(3)	-100%	4		(4)	-100%	7		(7)	-100%
Utilities	117	97	(20)	-17%	67	97	30	45%	229	192	(37)	-16%
Insurance and Taxes	77	77			70	77	7	10%	153	153		
Repairs and Maintenance	126	115	(11)	-9%	94	115	21	22%	256	239	(17)	-7%
Depreciation	465	437	(28)	-6%	449	437	(12)	-3%	916	864	(52)	-6%
Interest Expense Allocation	47	40	(7)	-15%	45	40	(5)	-11%	95	76	(19)	-20%
Alloc. of Customer Care	61	43	(18)	-30%	61	43	(18)	-30%	129	111	(18)	-14%
Alloc. of Department's Admin.	37	41	4	11%	32	41	9	28%	85	85		
Alloc. of Marketing, Comm., Design & Production	78	59	(19)	-24%	33	59	26	79%	164	168	4	2%
Total Operating Expenses	1,783	1,697	(86)	-5%	1,316	1,697	381	29%	3,601	3,474	(127)	-4%
Increase/(Decrease) in												
Net Assets from Operations	(547)	(668)	(121)	-22%	(500)	(668)	(168)	-34%	(1,059)	(1,149)	(90)	-8%
Alloc. of Admin. Serv. Expenses	99	84	(15)	-15%	65	84	19	29%	204	189	(15)	-7%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(646)	(752)	(106)	-16%	(565)	(752)	(187)	-33%	(1,263)	(1,338)	(75)	-6%

COLUMBIA GYM

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	74	69%
This Year's Actual vs. Last Year's Actual	85	71%
Current Estimate vs. Budget	143	97%

The variance in Direct Memberships versus the prior year in the second quarter is primarily due to members returning with COVID-19 restrictions lifted and increased new membership sales.

The variance in Fees Income versus the prior year in the second quarter is primarily due to an increase in fee-based programs such as individual and small group training with COVID-19 restrictions lifted.

The variance in Gain (Loss) on Fixed Asset Disposals versus Budget at year end is due to an ongoing HVAC project with related disposals that were not included in the budget.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily related to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

The variances in Operating Supplies/Expenses versus Budget in the second quarter and at year end are primarily due to timing as a result of supply chain issues and reduced consumption of amenities like towels and coffee/tea.

The variance in Utilities expense versus Budget in the second quarter is primarily due to lower utilities usage than was anticipated based on previous years' utility usage.

The variance in Repairs and Maintenance expense versus Budget in the second quarter is primarily due to the diligent monitoring of all necessary repairs while still keeping everything in good repair as members increasingly come back into the facility.

The variances in Allocation of Customer Care, Allocation of Marketing, Comm., Design & Production and Allocation of Administrative Services Expenses are formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formulas.

COLUMBIA GYM
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	404	345	(59)	-15%	229	345	116	51%	809	681	(128)	-16%
Fees Income	213	161	(52)	-24%	36	161	125	347%	518	455	(63)	-12%
Rental Income	32	25	(7)	-22%	11	25	14	127%	64	56	(8)	-13%
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(5)		5	100%	(2)		2	100%	(9)	(47)	(38)	-422%
Other Income												
Membership Allocations	1,104	930	(174)	-16%	798	930	132	17%	2,208	2,103	(105)	-5%
Total Income	1,748	1,461	(287)	-16%	1,072	1,461	389	36%	3,590	3,248	(342)	-10%
Expenses:												
Personnel Expenses	839	695	(144)	-17%	463	695	232	50%	1,700	1,469	(231)	-14%
Operating Supplies/Expenses	61	31	(30)	-49%	23	31	8	35%	124	86	(38)	-31%
Technology Supplies/Expenses	2	2				2	2	100%	3	4	1	33%
Collection and Treasury Expenses	5	4	(1)	-20%	1	4	3	300%	10	9	(1)	-10%
Fees	31	36	5	16%	30	36	6	20%	37	42	5	14%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	2	3	1	50%	3	3			4	5	1	25%
Utilities	113	81	(32)	-28%	68	81	13	19%	225	190	(35)	-16%
Insurance and Taxes	62	53	(9)	-15%	50	53	3	6%	123	113	(10)	-8%
Repairs and Maintenance	150	111	(39)	-26%	96	111	15	16%	300	240	(60)	-20%
Depreciation	241	207	(34)	-14%	222	207	(15)	-7%	479	429	(50)	-10%
Interest Expense Allocation	14	15	1	7%	14	15	1	7%	29	30	1	3%
Alloc. of Customer Care	87	60	(27)	-31%	81	60	(21)	-26%	181	155	(26)	-14%
Alloc. of Department's Admin.	35	33	(2)	-6%	27	33	6	22%	80	72	(8)	-10%
Alloc. of Marketing, Comm., Design & Production	74	47	(27)	-36%	27	47	20	74%	154	144	(10)	-6%
Total Operating Expenses	1,716	1,378	(338)	-20%	1,105	1,378	273	25%	3,449	2,988	(461)	-13%
Increase/(Decrease) in Net Assets from Operations	32	83	51	159%	(33)	83	116	352%	141	260	119	84%
Alloc. of Admin. Serv. Expenses	140	117	(23)	-16%	86	117	31	36%	288	264	(24)	-8%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(108)	(34)	74	69%	(119)	(34)	85	71%	(147)	(4)	143	97%

SUPREME SPORTS CLUB

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	223	23%
This Year's Actual vs. Last Year's Actual	(25)	-3%
Current Estimate vs. Budget	361	18%

The variances in Direct Memberships and in Membership Allocations versus the prior year in the second quarter are primarily due to members returning as COVID-19 restrictions were lifted and increased new membership sales.

The variance in Fees Income versus the prior year in the second quarter is primarily due to an increase in fee-based programs such as individual and small group training with COVID-19 restrictions lifted.

The variance in Rental Income versus the prior year in the second quarter is primarily due to an increase in facility rental and birthday party bookings with COVID-19 restrictions lifted.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

The variances in Operating Supplies/Expenses versus Budget in the second quarter and at year end are primarily due to timing as a result of supply chain issues and reduced consumption of amenities like towels and coffee/tea.

The variance in Utilities versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

The variance in Repairs and Maintenance versus Budget in the second quarter is primarily a result of timing related to the janitorial contract and construction vendors.

The variances in Allocation of Marketing, Comm., Design & Production Expenses versus Budget in the second quarter and versus the prior year are formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formulas.

The variance in Allocation of Administrative Services Expenses versus the prior year in the second quarter is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

SUPREME SPORTS CLUB
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	453	382	(71)	-16%	260	382	122	47%	906	759	(147)	-16%
Fees Income	120	116	(4)	-3%	34	116	82	241%	341	317	(24)	-7%
Rental Income	43	53	10	23%	16	53	37	231%	135	145	10	7%
Net Sales	(1)	1	2	200%		1	1	100%	4	5	1	25%
Gain (Loss) on Fixed Asset Disposals	(5)	(13)	(8)	-160%		(13)	(13)	-100%	(9)	(18)	(9)	-100%
Other Income												
Membership Allocations	1,071	1,004	(67)	-6%	750	1,004	254	34%	2,143	2,310	167	8%
Total Income	1,681	1,543	(138)	-8%	1,060	1,543	483	46%	3,520	3,518	(2)	0%
Expenses:												
Personnel Expenses	959	824	(135)	-14%	466	824	358	77%	2,005	1,834	(171)	-9%
Operating Supplies/Expenses	63	27	(36)	-57%	24	27	3	13%	148	75	(73)	-49%
Technology Supplies/Expenses	2	3	1	50%		3	3	100%	3	4	1	33%
Collection and Treasury Expenses	5	5			1	5	4	400%	11	10	(1)	-9%
Fees	37	41	4	11%	32	41	9	28%	55	58	3	5%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	5	4	(1)	-20%	6	4	(2)	-33%	10	9	(1)	-10%
Utilities	149	147	(2)	-1%	103	147	44	43%	322	320	(2)	-1%
Insurance and Taxes	95	77	(18)	-19%	71	77	6	8%	191	172	(19)	-10%
Repairs and Maintenance	307	225	(82)	-27%	192	225	33	17%	614	532	(82)	-13%
Depreciation	619	593	(26)	-4%	612	593	(19)	-3%	1,227	1,227		
Interest Expense Allocation	44	45	1	2%	42	45	3	7%	88	86	(2)	-2%
Alloc. of Customer Care	83	62	(21)	-25%	79	62	(17)	-22%	174	162	(12)	-7%
Alloc. of Department's Admin.	53	53			42	53	11	26%	124	119	(5)	-4%
Alloc. of Marketing, Comm., Design & Production	111	75	(36)	-32%	43	75	32	74%	239	240	1	0%
Total Operating Expenses	2,532	2,181	(351)	-14%	1,713	2,181	468	27%	5,211	4,848	(363)	-7%
Increase/(Decrease) in												
Net Assets from Operations	(851)	(638)	213	25%	(653)	(638)	15	2%	(1,691)	(1,330)	361	21%
Alloc. of Admin. Serv. Expenses	135	125	(10)	-7%	85	125	40	47%	284	284		
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(986)	(763)	223	23%	(738)	(763)	(25)	-3%	(1,975)	(1,614)	361	18%

**INTENTIONALLY
BLANK**

GOLF CLUB SUMMARY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	264	240	(24)	-9%	190	240	50	26%	528	519	(9)	-2%
Fees Income	945	1,166	221	23%	1,039	1,166	127	12%	1,190	1,484	294	25%
Rental Income	370	453	83	22%	436	453	17	4%	471	605	134	28%
Net Sales	53	67	14	26%	67	67			54	57	3	6%
Gain (Loss) on Fixed Asset Disposals	(10)	(2)	8	80%		(2)	(2)	-100%	(19)	(9)	10	53%
Other Income												
Membership Allocations	424	683	259	61%	461	683	222	48%	849	1,144	295	35%
Total Income	2,046	2,607	561	27%	2,193	2,607	414	19%	3,073	3,800	727	24%
Expenses:												
Personnel Expenses	923	1,191	268	29%	851	1,191	340	40%	1,711	2,016	305	18%
Operating Supplies/Expenses	129	129			84	129	45	54%	234	229	(5)	-2%
Technology Supplies/Expenses	3	30	27	900%	4	30	26	650%	5	32	27	540%
Collection and Treasury Expenses	27	25	(2)	-7%	37	25	(12)	-32%	54	52	(2)	-4%
Fees	36	42	6	17%	22	42	20	91%	70	78	8	11%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	18	26	8	44%	2	26	24	1200%	37	38	1	3%
Utilities	60	61	1	2%	59	61	2	3%	121	122	1	1%
Insurance and Taxes	129	109	(20)	-16%	107	109	2	2%	258	238	(20)	-8%
Repairs and Maintenance	253	304	51	20%	241	304	63	26%	448	491	43	10%
Depreciation	648	618	(30)	-5%	624	618	(6)	-1%	1,251	1,218	(33)	-3%
Interest Expense Allocation	59	61	2	3%	56	61	5	9%	117	117		
Alloc. of Customer Care	82	86	4	5%	144	86	(58)	-40%	130	142	12	9%
Alloc. of Department's Admin.	54	72	18	33%	58	72	14	24%	116	130	14	12%
Alloc. of Marketing, Comm., Design & Production	114	101	(13)	-11%	60	101	41	68%	225	248	23	10%
Total Operating Expenses	2,535	2,855	320	13%	2,349	2,855	506	22%	4,777	5,151	374	8%
Increase/(Decrease) in												
Net Assets from Operations	(489)	(248)	241	49%	(156)	(248)	(92)	-59%	(1,704)	(1,351)	353	21%
Alloc. of Admin. Serv. Expenses	171	216	45	26%	179	216	37	21%	257	316	59	23%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(660)	(464)	196	30%	(335)	(464)	(129)	-39%	(1,961)	(1,667)	294	15%

FAIRWAY HILLS GOLF CLUB

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	274	166%
This Year's Actual vs. Last Year's Actual	(12)	-10%
Current Estimate vs. Budget	374	47%

The variances in Fees Income versus Budget in the second quarter and at year end are primarily due to the continued above anticipated golf participation resulting from the COVID-19 pandemic.

The variance in Rental Income versus Budget at year end is associated with the continued above anticipated golf participation resulting from the COVID-19 pandemic.

The variances in Membership Allocations for all three comparisons are due to an increase in membership sales and to a greater than anticipated participation in golf following the reopening of the facility in mid-May of 2020.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure, phased reopening of facilities and modified operation of programs and hiring of new personnel.

The variance in Repairs and Maintenance versus Budget in the second quarter is primarily a result of a budgeting error in which the budget for fertilizer, pesticide, and plant material for Hobbit's Glen was placed at Fairway Hills. There will be a corresponding variance in repairs and maintenance expense at Hobbit's Glen.

The variances in the Allocation of Customer Care and Allocation of Administrative Services are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

FAIRWAY HILLS GOLF CLUB
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	26	25	(1)	-4%	19	25	6	32%	53	53		
Fees Income	649	822	173	27%	726	822	96	13%	772	1,012	240	31%
Rental Income	209	233	24	11%	247	233	(14)	-6%	250	325	75	30%
Net Sales	36	59	23	64%	45	59	14	31%	35	53	18	51%
Gain (Loss) on Fixed Asset Disposals	(5)	(2)	3	60%		(2)	(2)	-100%	(10)	(5)	5	50%
Other Income												
Membership Allocations	67	95	28	42%	64	95	31	48%	135	173	38	28%
Total Income	982	1,232	250	25%	1,101	1,232	131	12%	1,235	1,611	376	30%
Expenses:												
Personnel Expenses	449	490	41	9%	369	490	121	33%	798	834	36	5%
Operating Supplies/Expenses	58	36	(22)	-38%	35	36	1	3%	101	81	(20)	-20%
Technology Supplies/Expenses	1	12	11	1100%		12	12	100%	3	13	10	333%
Collection and Treasury Expenses	15	26	11	73%	21	26	5	24%	30	41	11	37%
Fees	11	15	4	36%	7	15	8	114%	23	27	4	17%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	6	3	(3)	-50%	(11)	3	14	127%	12	9	(3)	-25%
Utilities	28	26	(2)	-7%	24	26	2	8%	56	54	(2)	-4%
Insurance and Taxes	46	39	(7)	-15%	39	39			92	85	(7)	-8%
Repairs and Maintenance	145	92	(53)	-37%	92	92			241	198	(43)	-18%
Depreciation	182	167	(15)	-8%	186	167	(19)	-10%	356	334	(22)	-6%
Interest Expense Allocation	14	14			14	14			28	27	(1)	-4%
Alloc. of Customer Care	37	39	2	5%	68	39	(29)	-43%	48	54	6	13%
Alloc. of Department's Admin.	23	26	3	13%	22	26	4	18%	47	49	2	4%
Alloc. of Marketing,Comm.,Design & Production	49	36	(13)	-27%	23	36	13	57%	92	93	1	1%
Total Operating Expenses	1,064	1,021	(43)	-4%	889	1,021	132	15%	1,927	1,899	(28)	-1%
Increase/(Decrease) in												
Net Assets from Operations	(82)	211	293	357%	212	211	(1)	0%	(692)	(288)	404	58%
Alloc. of Admin. Serv. Expenses	83	102	19	23%	91	102	11	12%	105	135	30	29%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(165)	109	274	166%	121	109	(12)	-10%	(797)	(423)	374	47%

HOBBIT'S GLEN GOLF CLUB

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(78)	-16%
This Year's Actual vs. Last Year's Actual	(116)	-25%
Current Estimate vs. Budget	(80)	-7%

The variance in Direct Memberships versus the prior year in the second quarter is primarily due to members returning as COVID-19 restrictions lifted and increased membership sales.

The variance in Rental Income versus Budget in the second quarter and at year end is associated with the continued above anticipated golf participation resulting from the COVID-19 pandemic.

The variances in Membership Allocations for all three comparisons are due to increased membership sales and a greater than anticipated participation in golf following the reopening of the facility in mid-May 2020.

The variance in Personnel Expenses versus the prior year is due to the COVID-19 closure until mid-May 2020, followed by a phased reopening of facilities and modified operations and programs.

The variances in Personnel Expenses versus Budget in the second quarter and at year end are due to greater than anticipated usage, which has required an increase in staffing to support the demand and maintain the course.

The variance in Operating Supplies/Expenses versus the prior year in the second quarter is primarily due to the COVID-19 closure until mid-May 2020 followed by a phased reopening of facilities and modified operations and programs and increased demand in FY22.

The variance in Repairs and Maintenance Expense versus the prior year in the second quarter is primarily due to the COVID-19 closure until mid-May 2020 followed by a phased reopening of facilities, modified operations and programs and increased demand in FY22.

The variances in Repairs and Maintenance Expense versus Budget in the second quarter and at year end are primarily due to greater than anticipated usage and a budgeting error in which the budget for fertilizer, pesticide and plant material was placed at Fairway Hills. There will be a corresponding favorable variance for those line items at Fairway Hills.

The variances in the Allocation of Customer Care, the Allocation of Marketing, Comm., Design and Production and the Allocation of Admin. Services Expenses are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

HOBBIT'S GLEN GOLF CLUB
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships	237	216	(21)	-9%	171	216	45	26%	475	466	(9)	-2%
Fees Income	296	344	48	16%	313	344	31	10%	418	473	55	13%
Rental Income	161	220	59	37%	189	220	31	16%	221	280	59	27%
Net Sales	17	8	(9)	-53%	21	8	(13)	-62%	19	4	(15)	-79%
Gain (Loss) on Fixed Asset Disposals	(5)	(1)	4	80%		(1)	(1)	-100%	(9)	(4)	5	56%
Other Income												
Membership Allocations	357	587	230	64%	397	587	190	48%	714	971	257	36%
Total Income	1,063	1,374	311	29%	1,091	1,374	283	26%	1,838	2,190	352	19%
Expenses:												
Personnel Expenses	474	701	227	48%	482	701	219	45%	912	1,183	271	30%
Operating Supplies/Expenses	71	93	22	31%	49	93	44	90%	133	148	15	11%
Technology Supplies/Expenses	1	18	17	1700%	4	18	14	350%	3	19	16	533%
Collection and Treasury Expenses	12	(1)	(13)	-108%	16	(1)	(17)	-106%	24	11	(13)	-54%
Fees	25	27	2	8%	15	27	12	80%	47	51	4	9%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	12	23	11	92%	13	23	10	77%	25	29	4	16%
Utilities	32	36	4	13%	36	36			65	69	4	6%
Insurance and Taxes	83	70	(13)	-16%	68	70	2	3%	166	153	(13)	-8%
Repairs and Maintenance	108	212	104	96%	149	212	63	42%	207	293	86	42%
Depreciation	467	451	(16)	-3%	438	451	13	3%	895	883	(12)	-1%
Interest Expense Allocation	44	47	3	7%	42	47	5	12%	89	89		
Alloc. of Customer Care	45	47	2	4%	76	47	(29)	-38%	82	88	6	7%
Alloc. of Department's Admin.	31	46	15	48%	36	46	10	28%	69	82	13	19%
Alloc. of Marketing, Comm., Design & Production	66	65	(1)	-2%	37	65	28	76%	133	155	22	17%
Total Operating Expenses	1,471	1,835	364	25%	1,461	1,835	374	26%	2,850	3,253	403	14%
Increase/(Decrease) in												
Net Assets from Operations	(408)	(461)	(53)	-13%	(370)	(461)	(91)	-25%	(1,012)	(1,063)	(51)	-5%
Alloc. of Admin. Serv. Expenses	88	113	25	28%	88	113	25	28%	152	181	29	19%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(496)	(574)	(78)	-16%	(458)	(574)	(116)	-25%	(1,164)	(1,244)	(80)	-7%

HAVEN ON THE LAKE

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	918	97%
This Year's Actual vs. Last Year's Actual	865	97%
Current Estimate vs. Budget	2,002	100%

Haven on the Lake ceased operations as of April 30, 2021. A sublease agreement for the rental of the space formerly occupied by Haven on the Lake was executed on May 25, 2021 with the approval of the landlord. The term of the sublease is through August 28, 2025. The sublease income for the term of the agreement was netted against the rental expense and other anticipated operating expenses for the remainder of the primary lease, which expires August 31, 2025, and accrued as a liability as of April 30, 2021.

We will continue to report Haven income and expenses in the quarterly financial reports. However, there will be an entry on the Non-Operating Exp./Contingencies row to zero out the bottom line results for the period, because the net loss will be charged against and reduce the accrual on the balance sheet referred to above.

The FY22 Budget was prepared and approved by the CA Board before the decision to accrue all operating expenses was finalized.

HAVEN ON THE LAKE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships					213		(213)	-100%				
Fees Income	(12)	(1)	11	92%	14	(1)	(15)	-107%		(11)	(11)	-100%
Rental Income		89	89	100%		89	89	100%		475	475	100%
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations					92		(92)	-100%				
Total Income	(12)	88	100	833%	319	88	(231)	-72%	464	464	100%	
Expenses:												
Personnel Expenses	(5)		5	100%	236		(236)	-100%	2	2		100%
Operating Supplies/Expenses	3		(3)	-100%	12		(12)	-100%	3	3		100%
Technology Supplies/Expenses									2	2		100%
Collection and Treasury Expenses												
Fees	4	107	103	2575%	12	107	95	792%	110	110		100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	531	497	(34)	-6%	508	497	(11)	-2%	1,063	1,027	(36)	-3%
Utilities		1	1	100%	1	1				1	1	100%
Insurance and Taxes	14	6	(8)	-57%	9	6	(3)	-33%	28	20	(8)	-29%
Repairs and Maintenance	31	13	(18)	-58%	37	13	(24)	-65%	59	7	(52)	-88%
Depreciation	280	268	(12)	-4%	271	268	(3)	-1%	672	536	(136)	-20%
Interest Expense Allocation	18	19	1	6%	17	19	2	12%	36	36		
Alloc. of Customer Care	(1)		1	100%	24		(24)	-100%				
Alloc. of Department's Admin.	20	24	4	20%	30	24	(6)	-20%	49	47	(2)	-4%
Alloc. of Marketing, Comm., Design & Production	42		(42)	-100%	31		(31)	-100%	95		(95)	-100%
Total Operating Expenses	937	935	(2)	0%	1,188	935	(253)	-21%	2,002	1,791	(211)	-11%
Increase/(Decrease) in												
Net Assets from Operations	(949)	(847)	102	11%	(869)	(847)	22	3%	(2,002)	(1,327)	675	34%
Alloc. of Admin. Serv. Expenses	(1)	7	8	800%	26	7	(19)	-73%	37	37		100%
Non-Operating Exp./Contingencies		(824)	(824)	-100%		(824)	(824)	-100%	(1,364)	(1,364)		-100%
Increase/(Decrease) in Net Assets	(948)	(30)	918	97%	(895)	(30)	865	97%	(2,002)	2,002	100%	

ICE RINK

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	158	62%
This Year's Actual vs. Last Year's Actual	22	19%
Current Estimate vs. Budget	143	67%

The variances in Fees Income for all three comparisons are primarily due to increased participation in Learn to Skate lessons with higher demand relating to COVID-19 restrictions being lifted.

The variance in Membership Allocations versus the prior year in the second quarter is primarily due to the increased sale of Play and Fit&Play memberships with the lifting of many COVID-19 restrictions.

The variance in Personnel Expenses versus the prior year in the second quarter is due to increased programming and facility operations and staffing returning closer to pre-pandemic levels.

The variance in Fees Expense versus Budget at year end is primarily due to an increase in instructors expenses resulting from a larger than anticipated Learn to Skate lesson program participation after COVID-19 restrictions were lifted.

The variance in Repairs and Maintenance Expense versus Budget in the second quarter is primarily a result of less than anticipated repair costs for the HVAC systems and compressors year to date. We do expect an increased amount of these expenses in the second half of FY22.

ICE RINK
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	50	110	60	120%	(3)	110	113	3767%	272	351	79	29%
Rental Income	230	260	30	13%	274	260	(14)	-5%	651	713	62	10%
Net Sales	2	3	1	50%		3	3	100%	9	10	1	11%
Gain (Loss) on Fixed Asset Disposals	(2)		2	100%					(6)	(4)	2	33%
Other Income												
Membership Allocations	39	40	1	3%	14	40	26	186%	78	67	(11)	-14%
Total Income	319	413	94	29%	285	413	128	45%	1,004	1,137	133	13%
Expenses:												
Personnel Expenses	181	162	(19)	-10%	106	162	56	53%	371	350	(21)	-6%
Operating Supplies/Expenses	15	3	(12)	100%	5	3	(2)	-40%	25	10	(15)	-60%
Technology Supplies/Expenses												
Collection and Treasury Expenses	5	2	(3)	-60%	1	2	1	100%	9	7	(2)	-22%
Fees	10	26	16	160%	2	26	24	1200%	53	98	45	85%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	1		(1)	-100%	1		(1)	-100%	3	2	(1)	-33%
Utilities	55	55			47	55	8	17%	125	126	1	1%
Insurance and Taxes	42	31	(11)	-26%	24	31	7	29%	83	73	(10)	-12%
Repairs and Maintenance	59	30	(29)	-49%	37	30	(7)	-19%	98	82	(16)	-16%
Depreciation	122	116	(6)	-5%	122	116	(6)	-5%	243	235	(8)	-3%
Interest Expense Allocation	14	15	1	7%	13	15	2	15%	28	28		
Alloc. of Customer Care	5	6	1	20%	1	6	5	500%	18	21	3	17%
Alloc. of Department's Admin.	12	12			10	12	2	20%	28	28		
Alloc. of Marketing, Comm., Design & Production	25	17	(8)	-32%	10	17	7	70%	54	57	3	6%
Total Operating Expenses	546	475	(71)	-13%	379	475	96	25%	1,138	1,117	(21)	-2%
Increase/(Decrease) in												
Net Assets from Operations	(227)	(62)	165	73%	(94)	(62)	32	34%	(134)	20	154	115%
Alloc. of Admin. Serv. Expenses	26	33	7	27%	23	33	10	43%	81	92	11	14%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(253)	(95)	158	62%	(117)	(95)	22	19%	(215)	(72)	143	67%

INDOOR/OUTDOOR TENNIS CLUBS

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	354	91%
This Year's Actual vs. Last Year's Actual	298	90%
Current Estimate vs. Budget	214	37%

The variances in Fees Income versus Budget and the prior year in the second quarter are due to the significant increase in demand and participation in all instructional programming, lessons and league play and due to the COVID-19 related restrictions in place in the prior year.

The variances in Membership Allocations Income for all three comparisons are due to the increased sale of Play and Fit&Play memberships and increased visits with the lifting of many COVID-19 restrictions.

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the increase in all instructional programming, lessons, league play and club operations and hours returning closer to pre-pandemic levels.

The variances in Insurance and Taxes for all three comparisons are primarily due to reversing an over-accrual of real property taxes that were estimated and accrued in FY19, FY20 and FY21 for Long Reach Tennis Club. The actual amount of tax due that was billed in FY22 was less than anticipated.

The variance in Repairs and Maintenance Expense versus the prior year in the second quarter is primarily due to club operations and hours in line with pre-pandemic levels and HVAC repairs required at Long Reach Tennis Club in FY22.

The variance in Allocation of Administrative Services Expenses versus the prior year in the second quarter is formula driven. See FY22 budget document, Allocation Formulas section, for a detailed explanation of the formulas.

INDOOR/OUTDOOR TENNIS CLUBS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	698	912	214	31%	454	912	458	101%	1,609	1,751	142	9%
Rental Income												
Net Sales	3	(4)	(7)	-233%	3	(4)	(7)	-233%	5	5		
Gain (Loss) on Fixed Asset Disposals	(2)	(9)	(7)	-350%		(9)	(9)	-100%	(4)	(10)	(6)	-150%
Other Income		6	6	100%	11	6	(5)	-45%		6	6	100%
Membership Allocations	89	144	55	62%	52	144	92	177%	179	253	74	41%
Total Income	788	1,049	261	33%	520	1,049	529	102%	1,789	2,005	216	12%
Expenses:												
Personnel Expenses	442	381	(61)	-14%	276	381	105	38%	889	924	35	4%
Operating Supplies/Expenses	33	26	(7)	-21%	13	26	13	100%	60	50	(10)	-17%
Technology Supplies/Expenses												
Collection and Treasury Expenses	18	23	5	28%	9	23	14	156%	36	41	5	14%
Fees	8	7	(1)	-13%	4	7	3	75%	14	14		
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	2		(2)	-100%	1		(1)	-100%	4	2	(2)	-50%
Utilities	54	54			31	54	23	74%	101	93	(8)	-8%
Insurance and Taxes	64	19	(45)	-70%	61	19	(42)	-69%	129	83	(46)	-36%
Repairs and Maintenance	46	59	13	28%	30	59	29	97%	90	103	13	14%
Depreciation	294	283	(11)	-4%	265	283	18	7%	574	556	(18)	-3%
Interest Expense Allocation	39	43	4	10%	37	43	6	16%	77	81	4	5%
Alloc. of Customer Care	40	44	4	10%	41	44	3	7%	92	94	2	2%
Alloc. of Department's Admin.	23	24	1	4%	20	24	4	20%	52	54	2	4%
Alloc. of Marketing, Comm., Design & Production	49	34	(15)	-31%	21	34	13	62%	101	108	7	7%
Total Operating Expenses	1,112	997	(115)	-10%	809	997	188	23%	2,219	2,203	(16)	-1%
Increase/(Decrease) in												
Net Assets from Operations	(324)	52	376	116%	(289)	52	341	118%	(430)	(198)	232	54%
Alloc. of Admin. Serv. Expenses	63	85	22	35%	42	85	43	102%	144	162	18	13%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(387)	(33)	354	91%	(331)	(33)	298	90%	(574)	(360)	214	37%

MEMBER ADVANTAGE

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	4	100%
This Year's Actual vs. Last Year's Actual	4	100%
Current Estimate vs. Budget	4	100%

No line-item variance over 25 percent and \$25,000.

MEMBER ADVANTAGE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales		5	5	100%		5	5	100%		5	5	100%
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income		5	5	100%		5	5	100%		5	5	100%
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses												
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses												
Increase/(Decrease) in												
Net Assets from Operations		5	5	100%		5	5	100%		5	5	100%
Alloc. of Admin. Serv. Expenses		1	1	100%		1	1	100%		1	1	100%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets		4	4	100%		4	4	100%		4	4	100%

**INTENTIONALLY
BLANK**

SKATEPARK/SPORTSPARK SUMMARY

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	66	87	21	32%	47	87	40	85%	75	95	20	27%
Rental Income	26	31	5	19%	1	31	30	3000%	27	35	8	30%
Net Sales	1	3	2	200%		3	3	100%	1	3	2	200%
Gain (Loss) on Fixed Asset Disposals	(2)	(5)	(3)	-150%		(5)	(5)	-100%	(3)	(17)	(14)	-467%
Other Income												
Membership Allocations	29	43	14	48%	14	43	29	207%	58	80	22	38%
Total Income	120	159	39	33%	62	159	97	156%	158	196	38	24%
Expenses:												
Personnel Expenses	83	73	(10)	-12%	55	73	18	33%	119	119		
Operating Supplies/Expenses	4	4			2	4	2	100%	5	6	1	20%
Technology Supplies/Expenses												
Collection and Treasury Expenses	1	3	2	200%	1	3	2	200%	2	4	2	100%
Fees	7	5	(2)	100%	3	5	2	67%	12	10	(2)	-17%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	1		(1)	-100%	1		(1)	-100%	2	1	(1)	-50%
Utilities	8	6	(2)	-25%	4	6	2	50%	15	10	(5)	-33%
Insurance and Taxes	7	6	(1)	-14%	6	6			14	13	(1)	-7%
Repairs and Maintenance	14	5	(9)	-64%	2	5	3	150%	22	17	(5)	-23%
Depreciation	61	54	(7)	-11%	55	54	(1)	-2%	123	114	(9)	-7%
Interest Expense Allocation	4	4			4	4			8	7	(1)	-13%
Alloc. of Customer Care	5	5			5	5			7	8	1	14%
Alloc. of Department's Admin.	4	4			4	4			8	8		
Alloc. of Marketing, Comm., Design & Production	9	6	(3)	-33%	4	6	2	50%	16	16		
Total Operating Expenses	208	175	(33)	-16%	146	175	29	20%	353	333	(20)	-6%
Increase/(Decrease) in												
Net Assets from Operations	(88)	(16)	72	82%	(84)	(16)	68	81%	(195)	(137)	58	30%
Alloc. of Admin. Serv. Expenses	10	13	3	30%	5	13	8	160%	13	17	4	31%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(98)	(29)	69	70%	(89)	(29)	60	67%	(208)	(154)	54	26%

SKATEPARK

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	11	138%
This Year's Actual vs. Last Year's Actual	4	400%
Current Estimate vs. Budget	18	95%

No line-item variance over 25 percent and \$25,000.

SKATEPARK

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	3	6	3	100%	1	6	5	500%	4	7	3	75%
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(1)		1	100%					(1)		1	100%
Other Income												
Membership Allocations	1	1			1	1			2	3	1	50%
Total Income	3	7	4	133%	2	7	5	250%	5	10	5	100%
Expenses:												
Personnel Expenses	4		(4)	-100%					6		(6)	-100%
Operating Supplies/Expenses												
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes		1	1	100%		1	1	100%	1	1		
Repairs and Maintenance												
Depreciation	6	3	(3)	-50%	3	3			14	8	(6)	-43%
Interest Expense Allocation									1	1		
Alloc. of Customer Care												
Alloc. of Department's Admin.									1		(1)	-100%
Alloc. of Marketing, Comm., Design & Production	1		(1)	-100%					1		(1)	-100%
Total Operating Expenses	11	4	(7)	-64%	3	4	1	33%	24	10	(14)	-58%
Increase/(Decrease) in												
Net Assets from Operations	(8)	3	11	138%	(1)	3	4	400%	(19)		19	100%
Alloc. of Admin. Serv. Expenses										1	1	100%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(8)	3	11	138%	(1)	3	4	400%	(19)	(1)	18	95%

SPORTSPARK

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	58	65%
This Year's Actual vs. Last Year's Actual	52	63%
Current Estimate vs. Budget	39	21%

The variance in Fees Income versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure until June 20, 2020 combined with significant demand for outdoor family activities such as mini golf and batting cages in FY22.

The variance in Rental Income versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure until June 20, 2020 combined with significant demand in FY22 for outdoor corporate events (up to 250 participants), smaller gatherings (35 to 75 participants), and for covered pavilions that allow for catered events with activities such as mini golf and batting cages.

The variance in Membership Allocation versus the prior year in the second quarter is primarily due to the COVID-19 pandemic closure until June 20, 2020 combined with increased Play membership sales and significant demand for outdoor family activities such as mini golf and batting cages in FY22.

SPORTSPARK

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	63	81	18	29%	46	81	35	76%	71	88	17	24%
Rental Income	26	31	5	19%	1	31	30	3000%	27	35	8	30%
Net Sales	1	3	2	200%		3	3	100%	1	3	2	200%
Gain (Loss) on Fixed Asset Disposals	(1)	(5)	(4)	-400%		(5)	(5)	-100%	(2)	(17)	(15)	-750%
Other Income												
Membership Allocations	28	42	14	50%	14	42	28	200%	56	77	21	38%
Total Income	117	152	35	30%	61	152	91	149%	153	186	33	22%
Expenses:												
Personnel Expenses	79	73	(6)	-8%	55	73	18	33%	113	119	6	5%
Operating Supplies/Expenses	4	4			1	4	3	300%	5	6	1	20%
Technology Supplies/Expenses												
Collection and Treasury Expenses	1	3	2	200%	1	3	2	200%	2	4	2	100%
Fees	7	5	(2)	100%	3	5	2	67%	12	10	(2)	-17%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	1		(1)	-100%	1		(1)	-100%	2	1	(1)	-50%
Utilities	8	5	(3)	-38%	4	5	1	25%	15	10	(5)	-33%
Insurance and Taxes	6	5	(1)	-17%	5	5			13	12	(1)	-8%
Repairs and Maintenance	14	5	(9)	-64%	2	5	3	150%	22	17	(5)	-23%
Depreciation	55	52	(3)	-5%	52	52			110	106	(4)	-4%
Interest Expense Allocation	3	3			3	3			7	6	(1)	-14%
Alloc. of Customer Care	5	5			5	5			6	7	1	17%
Alloc. of Department's Admin.	4	4			3	4	1	33%	8	8		
Alloc. of Marketing, Comm., Design & Production	9	6	(3)	-33%	4	6	2	50%	15	15		
Total Operating Expenses	196	170	(26)	-13%	139	170	31	22%	330	321	(9)	-3%
Increase/(Decrease) in Net Assets from Operations	(79)	(18)	61	77%	(78)	(18)	60	77%	(177)	(135)	42	24%
Alloc. of Admin. Serv. Expenses	10	13	3	30%	5	13	8	160%	13	16	3	23%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(89)	(31)	58	65%	(83)	(31)	52	63%	(190)	(151)	39	21%

**INTENTIONALLY
BLANK**

DEPARTMENT OF COMMUNITY SERVICES

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment	1,099	594	(505)	-46%	40	594	554	1385%	2,295	1,706	(589)	-26%
Direct Memberships												
Fees Income	12	43	31	258%	1	43	42	4200%	29	50	21	72%
Rental Income	21	31	10	48%	23	31	8	35%	43	59	16	37%
Net Sales	1	2	1	100%	(1)	2	3	300%	2	4	2	100%
Gain (Loss) on Fixed Asset Disposals												
Other Income		863	863	100%	14	863	849	6064%		863	863	100%
Membership Allocations												
Total Income	1,133	1,533	400	35%	77	1,533	1,456	1891%	2,369	2,682	313	13%
Expenses:												
Personnel Expenses	1,187	870	(317)	-27%	502	870	368	73%	2,460	1,992	(468)	-19%
Operating Supplies/Expenses	64	43	(21)	-33%	4	43	39	975%	116	300	184	159%
Technology Supplies/Expenses	3	6	3	100%	5	6	1	20%	5	8	3	60%
Collection and Treasury Expenses	5	7	2	40%	1	7	6	600%	10	12	2	20%
Fees	67	87	20	30%	18	87	69	383%	94	113	19	20%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense					45		(45)	-100%				
Rentals	45	33	(12)	-27%	71	33	(38)	-54%	163	150	(13)	-8%
Utilities	34	32	(2)	-6%	30	32	2	7%	63	61	(2)	-3%
Insurance and Taxes	31	24	(7)	-23%	18	24	6	33%	62	55	(7)	-11%
Repairs and Maintenance	36	76	40	111%	23	76	53	230%	63	145	82	130%
Depreciation	101	101			106	101	(5)	-5%	203	206	3	1%
Interest Expense Allocation	13	14	1	8%	12	14	2	17%	25	27	2	8%
Alloc. of Customer Care	56	27	(29)	-52%	3	27	24	800%	119	87	(32)	-27%
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	67	41	(26)	-39%	19	41	22	116%	145	158	13	9%
Total Operating Expenses	1,709	1,361	(348)	-20%	857	1,361	504	59%	3,528	3,314	(214)	-6%
Increase/(Decrease) in												
Net Assets from Operations	(576)	172	748	130%	(780)	172	952	122%	(1,159)	(632)	527	45%
Alloc. of Admin. Serv. Expenses	287	232	(55)	-19%	147	232	85	58%	582	560	(22)	-4%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(863)	(60)	803	93%	(927)	(60)	867	94%	(1,741)	(1,192)	549	32%

COMMUNITY SERVICES ADMINISTRATION

Alloc. of Department's Admin.	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	9	4%
This Year's Actual vs. Last Year's Actual	(38)	-23%
Current Estimate vs. Budget	96	23%

The variances in Personnel Expenses versus the prior year in the second quarter and Budget at year end are primarily due to staffing changes related to COVID-19 in FY21 and organizational changes made during the second quarter of FY22.

COMMUNITY SERVICES ADMINISTRATION

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	195	187	(8)	-4%	146	187	41	28%	390	288	(102)	-26%
Operating Supplies/Expenses	4		(4)	-100%					8	4	(4)	-50%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	3	1	(2)	-67%		1	1	100%	6	4	(2)	-33%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	10	12	2	20%	18	12	(6)	-33%	19	28	9	47%
Utilities	1	1			1	1			1	1		
Insurance and Taxes												
Repairs and Maintenance		3	3	100%	1	3	2	200%		3	3	100%
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	(213)	(204)	9	4%	(166)	(204)	(38)	-23%	(424)	(328)	96	23%
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses												
Increase/(Decrease) in Net Assets from Operations												
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets												

ART CENTER

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	(9)	-6%
This Year's Actual vs. Last Year's Actual	(35)	-30%
Current Estimate vs. Budget		0%

The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to the closure of the indoor facilities until June 20, 2020 due to the COVID-19 pandemic.

ART CENTER
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment	34	14	(20)	-59%	1	14	13	1300%	66	46	(20)	-30%
Direct Memberships												
Fees Income	2	5	3	150%		5	5	100%	4	7	3	75%
Rental Income	2	3	1	50%		3	3	100%	3	5	2	67%
Net Sales		2	2	100%	(2)	2	4	200%	2	3	1	50%
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	38	24	(14)	-37%	(1)	24	25	2500%	75	61	(14)	-19%
Expenses:												
Personnel Expenses	91	81	(10)	-11%	49	81	32	65%	186	176	(10)	-5%
Operating Supplies/Expenses	4	4			1	4	3	300%	8	8		
Technology Supplies/Expenses												
Collection and Treasury Expenses		1	1	100%		1	1	100%		1	1	100%
Fees		1	1	100%		1	1	100%	1	1		
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities	9	9			8	9	1	13%	17	17		
Insurance and Taxes	6	4	(2)	-33%	4	4			11	9	(2)	-18%
Repairs and Maintenance	11	14	3	27%	5	14	9	180%	19	21	2	11%
Depreciation	6	6			10	6	(4)	-40%	11	12	1	9%
Interest Expense Allocation	1	1			1	1			2	2		
Alloc. of Customer Care	2	1	(1)	-50%		1	1	100%	4	3	(1)	-25%
Alloc. of Department's Admin.	20	25	5	25%	20	25	5	25%	38	34	(4)	-11%
Alloc. of Marketing, Comm., Design & Production	6	5	(1)	-17%	2	5	3	150%	13	14	1	8%
Total Operating Expenses	156	152	(4)	-3%	100	152	52	52%	310	298	(12)	-4%
Increase/(Decrease) in												
Net Assets from Operations	(118)	(128)	(10)	-8%	(101)	(128)	(27)	-27%	(235)	(237)	(2)	-1%
Alloc. of Admin. Serv. Expenses	24	23	(1)	-4%	15	23	8	53%	47	45	(2)	-4%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(142)	(151)	(9)	-6%	(116)	(151)	(35)	-30%	(282)	(282)		

COLUMBIA MARYLAND ARCHIVES

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	22	23%
This Year's Actual vs. Last Year's Actual	(7)	-11%
Current Estimate vs. Budget	20	11%

No line-item variance over 25 percent and \$25,000.

COLUMBIA MARYLAND ARCHIVES
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales					1		(1)	-100%	1	1		
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income					1		(1)	-100%	1	1		
Expenses:												
Personnel Expenses	57	38	(19)	-33%	29	38	9	31%	114	95	(19)	-17%
Operating Supplies/Expenses	3	1	(2)	-67%		1	1	100%	5	4	(1)	-20%
Technology Supplies/Expenses	3	6	3	100%	5	6	1	20%	5	8	3	60%
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	5	7	2	40%	11	7	(4)	-36%	9	14	5	56%
Utilities												
Insurance and Taxes	1		(1)	-100%					1	1		
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	10	9	(1)	-10%	11	9	(2)	-18%	20	15	(5)	-25%
Alloc. of Marketing, Comm., Design & Production	3	2	(1)	-33%	1	2	1	100%	7	7		
Total Operating Expenses	82	63	(19)	-23%	57	63	6	11%	161	144	(17)	-11%
Increase/(Decrease) in												
Net Assets from Operations	(82)	(63)	19	23%	(56)	(63)	(7)	-13%	(160)	(143)	17	11%
Alloc. of Admin. Serv. Expenses	12	9	(3)	-25%	9	9			25	22	(3)	-12%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(94)	(72)	22	23%	(65)	(72)	(7)	-11%	(185)	(165)	20	11%

BUILDING LEASES TO NON-PROFITS

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	(3)	-13%
This Year's Actual vs. Last Year's Actual	1	4%
Current Estimate vs. Budget	8	17%

No line-item variance over 25 percent and \$25,000.

BUILDING LEASES TO NON-PROFITS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income	14	23	9	64%	14	23	9	64%	28	44	16	57%
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	14	23	9	64%	14	23	9	64%	28	44	16	57%
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses		1	1	100%		1	1	100%		1	1	100%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees		2	2	100%		2	2	100%		2	2	100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities		1	1	100%	1	1			1	1		
Insurance and Taxes					2		(2)	-100%	1	1		
Repairs and Maintenance	3	6	3	100%	2	6	4	200%	7	9	2	29%
Depreciation	20	20			20	20			39	39		
Interest Expense Allocation	4	4			3	4	1	33%	7	7		
Alloc. of Customer Care												
Alloc. of Department's Admin.	4	8	4	100%	7	8	1	14%	8	10	2	25%
Alloc. of Marketing, Comm., Design & Production	1	1			1	1			3	3		
Total Operating Expenses	32	43	11	34%	36	43	7	19%	66	73	7	11%
Increase/(Decrease) in												
Net Assets from Operations	(18)	(20)	(2)	-11%	(22)	(20)	2	9%	(38)	(29)	9	24%
Alloc. of Admin. Serv. Expenses	5	6	1	20%	5	6	1	20%	10	11	1	10%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(23)	(26)	(3)	-13%	(27)	(26)	1	4%	(48)	(40)	8	17%

GRANTS – CITY WIDE

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget		0%
This Year's Actual vs. Last Year's Actual	62	100%
Current Estimate vs. Budget		0%

The variance in Temporary Funding and Grants Expense versus last year in the second quarter is due to a grant provided to the Inner Arbor Trust for property and liability insurance coverage in FY21.

GRANTS – CITY WIDE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses												
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense					45		(45)	-100%				
Rentals												
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.					8		(8)	-100%				
Alloc. of Marketing, Comm., Design & Production					1		(1)	-100%				
Total Operating Expenses					54		(54)	-100%				
Increase/(Decrease) in												
Net Assets from Operations					(54)		54	100%				
Alloc. of Admin. Serv. Expenses					8		(8)	-100%				
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets					(62)		62	100%				

HORSE CENTER

Increase/(Decrease) in Net Assets	Variance	Variance
	Amount	%
Year-to-Date Actual vs. Budget	(49)	-38%
This Year's Actual vs. Last Year's Actual	(77)	-75%
Current Estimate vs. Budget	(102)	-39%

The variances in Repairs and Maintenance in all three comparisons are due to structural repair work below grade in the barn areas.

HORSE CENTER
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income	5	5			8	5	(3)	-38%	9	9		
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	5	5			8	5	(3)	-38%	9	9		
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses	2	1	(1)	-50%		1	1	100%	3	2	(1)	-33%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes	10	10				10	10	100%	20	20		
Repairs and Maintenance	7	39	32	457%	1	39	38	3800%	14	88	74	529%
Depreciation	71	71			67	71	4	6%	143	145	2	1%
Interest Expense Allocation	7	8	1	14%	7	8	1	14%	14	16	2	14%
Alloc. of Customer Care												
Alloc. of Department's Admin.	15	26	11	73%	19	26	7	37%	29	36	7	24%
Alloc. of Marketing, Comm., Design & Production	5	5			2	5	3	150%	10	15	5	50%
Total Operating Expenses	117	160	43	37%	96	160	64	67%	233	322	89	38%
Increase/(Decrease) in												
Net Assets from Operations	(112)	(155)	(43)	-38%	(88)	(155)	(67)	-76%	(224)	(313)	(89)	-40%
Alloc. of Admin. Serv. Expenses	18	24	6	33%	14	24	10	71%	35	48	13	37%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(130)	(179)	(49)	-38%	(102)	(179)	(77)	-75%	(259)	(361)	(102)	-39%

MULTICULTURAL PROGRAMS

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	47	62%
This Year's Actual vs. Last Year's Actual	(3)	-12%
Current Estimate vs. Budget	99	64%

The variances in Personnel Expenses versus Budget in the second quarter and at year end are primarily due to later than anticipated re-staffing of the program after personnel reductions in FY21 due to COVID-19.

MULTICULTURAL PROGRAMS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	54	14	(40)	-74%	11	14	3	27%	109	24	(85)	-78%
Operating Supplies/Expenses	1	1				1	1	100%	2	2		
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees		1	1	100%		1	1	100%		1	1	100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals		5	5	100%	7	5	(2)	-29%		14	14	100%
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	8	3	(5)	-63%	5	3	(2)	-40%	17	5	(12)	-71%
Alloc. of Marketing, Comm., Design & Production	3	1	(2)	-67%		1	1	100%	6	2	(4)	-67%
Total Operating Expenses	66	25	(41)	-62%	23	25	2	9%	134	48	(86)	-64%
Increase/(Decrease) in												
Net Assets from Operations	(66)	(25)	41	62%	(23)	(25)	(2)	-9%	(134)	(48)	86	64%
Alloc. of Admin. Serv. Expenses	10	4	(6)	-60%	3	4	1	33%	20	7	(13)	-65%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(76)	(29)	47	62%	(26)	(29)	(3)	-12%	(154)	(55)	99	64%

LAKEFRONT FESTIVAL

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	(11)	-12%
This Year's Actual vs. Last Year's Actual	(87)	-621%
Current Estimate vs. Budget	(11)	-9%

The variance in Fees versus the prior year in the second quarter is due to the lifting of COVID-19 restrictions on events and gatherings allowing the resumption of the Lakefront Festival in the summer of FY22.

LAKEFRONT FESTIVAL
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses	5		(5)	-100%					10	5	(5)	-50%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	60	78	18	30%	10	78	68	680%	75	93	18	24%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation									1	1		
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	10	7	(3)	-30%	2	7	5	250%	13	9	(4)	-31%
Alloc. of Marketing, Comm., Design & Production	3	3				3	3	100%	4	4		
Total Operating Expenses	78	88	10	13%	12	88	76	633%	103	112	9	9%
Increase/(Decrease) in												
Net Assets from Operations	(78)	(88)	(10)	-13%	(12)	(88)	(76)	-633%	(103)	(112)	(9)	-9%
Alloc. of Admin. Serv. Expenses	12	13	1	8%	2	13	11	550%	15	17	2	13%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(90)	(101)	(11)	-12%	(14)	(101)	(87)	-621%	(118)	(129)	(11)	-9%

VOLUNTEER CENTER AND COLUMBIA COMMUNITY EXCHANGE

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget		0%
This Year's Actual vs. Last Year's Actual	33	100%
Current Estimate vs. Budget		0%

No line-item variance over 25 percent and \$25,000.

VOLUNTEER CENTER AND COLUMBIA COMMUNITY EXCHANGE

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses					15		(15)	-100%				
Operating Supplies/Expenses												
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals					7		(7)	-100%				
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.					6		(6)	-100%				
Alloc. of Marketing, Comm., Design & Production					1		(1)	-100%				
Total Operating Expenses					29		(29)	-100%				
Increase/(Decrease) in												
Net Assets from Operations					(29)		29	100%				
Alloc. of Admin. Serv. Expenses					4		(4)	-100%				
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets					(33)		33	100%				

**INTENTIONALLY
BLANK**

YOUTH SERVICES SUMMARY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment	1,065	580	(485)	-46%	39	580	541	1387%	2,229	1,660	(569)	-26%
Direct Memberships												
Fees Income	10	37	27	270%	1	37	36	3600%	25	42	17	68%
Rental Income	1		(1)	-100%					3	2	(1)	-33%
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income		863	863	100%	14	863	849	6064%		863	863	100%
Membership Allocations												
Total Income	1,076	1,480	404	38%	54	1,480	1,426	2641%	2,257	2,567	310	14%
Expenses:												
Personnel Expenses	791	551	(240)	-30%	252	551	299	119%	1,661	1,409	(252)	-15%
Operating Supplies/Expenses	46	35	(11)	-24%	2	35	33	1650%	81	275	194	240%
Technology Supplies/Expenses												
Collection and Treasury Expenses	5	6	1	20%	1	6	5	500%	10	11	1	10%
Fees	4	5	1	25%	8	5	(3)	-38%	12	13	1	8%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	30	9	(21)	-70%	28	9	(19)	-68%	134	94	(40)	-30%
Utilities	24	22	(2)	-8%	21	22	1	5%	43	40	(3)	-7%
Insurance and Taxes	14	10	(4)	-29%	12	10	(2)	-17%	29	24	(5)	-17%
Repairs and Maintenance	14	15	1	7%	13	15	2	15%	24	24		
Depreciation	5	4	(1)	-20%	9	4	(5)	-56%	9	9		
Interest Expense Allocation	1	1			1	1			1	2	1	100%
Alloc. of Customer Care	54	26	(28)	-52%	3	26	23	767%	115	84	(31)	-27%
Alloc. of Department's Admin.	143	126	(17)	-12%	89	126	37	42%	298	219	(79)	-27%
Alloc. of Marketing, Comm., Design & Production	45	25	(20)	-44%	10	25	15	150%	103	113	10	10%
Total Operating Expenses	1,176	835	(341)	-29%	449	835	386	86%	2,520	2,317	(203)	-8%
Increase/(Decrease) in												
Net Assets from Operations	(100)	645	745	745%	(395)	645	1,040	263%	(263)	250	513	195%
Alloc. of Admin. Serv. Expenses	207	153	(54)	-26%	86	153	67	78%	430	410	(20)	-5%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(307)	492	799	260%	(481)	492	973	202%	(693)	(160)	533	77%

CAMPS

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	(36)	-38%
This Year's Actual vs. Last Year's Actual	151	164%
Current Estimate vs. Budget	(39)	-43%

The variances in Tuition and Enrollment versus Budget in the second quarter and at year end are due to fewer camps being offered and fewer participants than originally anticipated when the budget was prepared, due to COVID-19. The variance in Tuition and Enrollment versus the prior year in the second quarter is a result of the cancellation of camps in FY21 due to the COVID-19 pandemic.

The variances in Personnel Expenses versus the Budget in the second quarter and at year end are primarily due to fewer camps being offered than anticipated in FY22. The variance in Personnel Expenses versus the prior year in the second quarter is a result of the cancellation of all camps in FY21 due to the COVID-19 pandemic.

CAMPS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment	289	182	(107)	-37%		182	182	100%	289	182	(107)	-37%
Direct Memberships												
Fees Income		8	8	100%	1	8	7	700%		8	8	100%
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	289	190	(99)	-34%	1	190	189	18900%	289	190	(99)	-34%
Expenses:												
Personnel Expenses	108	74	(34)	-31%	23	74	51	222%	108	74	(34)	-31%
Operating Supplies/Expenses	6	6				6	6	100%	6	6		
Technology Supplies/Expenses												
Collection and Treasury Expenses		2	2	100%		2	2	100%		2	2	100%
Fees		3	3	100%	7	3	(4)	-57%		3	3	100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	5		(5)	-100%	11		(11)	-100%	6	1	(5)	-83%
Utilities	3	3			4	3	(1)	-25%	3	3		
Insurance and Taxes					3		(3)	-100%	1	1		
Repairs and Maintenance	6	2	(4)	-67%	9	2	(7)	-78%	7	4	(3)	-43%
Depreciation	1	1			7	1	(6)	-86%	1	1		
Interest Expense Allocation									1	1		
Alloc. of Customer Care	14	8	(6)	-43%		8	8	100%	14	8	(6)	-43%
Alloc. of Department's Admin.	20	12	(8)	-40%	15	12	(3)	-20%	20	13	(7)	-35%
Alloc. of Marketing, Comm., Design & Production	6	3	(3)	-50%	2	3	1	50%	6	4	(2)	-33%
Total Operating Expenses	169	114	(55)	-33%	81	114	33	41%	173	121	(52)	-30%
Increase/(Decrease) in												
Net Assets from Operations	120	76	(44)	-37%	(80)	76	156	195%	116	69	(47)	-41%
Alloc. of Admin. Serv. Expenses	25	17	(8)	-32%	12	17	5	42%	26	18	(8)	-31%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	95	59	(36)	-38%	(92)	59	151	164%	90	51	(39)	-43%

SCHOOL AGE SERVICES

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	848	288%
This Year's Actual vs. Last Year's Actual	872	274%
Current Estimate vs. Budget	574	102%

The variance in Tuition and Enrollment Income versus Budget in the second quarter is due to lower enrollment in the Before and After School Care program for three months in FY22 as a result of the decision to do hybrid learning by the Howard County Public Schools System (HCPSS) and the lower than anticipated registration for the full-day childcare program. The variance in Tuition and Enrollment Income versus the prior year in the second quarter is primarily due to HCPSS being closed in FY21 due the COVID-19 pandemic.

The variance in Fees Income versus the prior year in the second quarter is a result of the program not operating in FY21 due to virtual learning at HCPSS.

The variances in Other Income for all three comparisons are due to grants received from the Maryland State Department of Education (MSDE) to support the School Age Services program in FY22.

The variance in Personnel Expenses versus Budget in the second quarter is related to fewer staff hours needed in the Before and After School Care program in the schools due to lower enrollment because of hybrid learning. The variance in Personnel Expenses versus the prior year in the second quarter is primarily due to pay reductions, staffing and scheduling changes required because of COVID-19 in FY21.

The variance in Operating Supplies/Expenses versus the prior year in the second quarter is due to dramatically reduced usage during FY21. The variance in Budget at year end is due to anticipated increased supply purchases resulting from the MSDE grant that will allow us to enhance the programs. This will include items such as utility carts, storage solutions, playground toys and audio/visual equipment.

The variance in Rentals expense versus Budget at year end is due to lower than anticipated rental costs for transportation and school building space since the program did not return to full operations during the first half of FY22.

The variances in the Allocation of Customer Care, Allocation of Department's Admin., and Allocation of Admin. Services Expenses are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

SCHOOL AGE SERVICES
For the Period Ended October 31, 2021
 (\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment	776	398	(378)	-49%	39	398	359	921%	1,940	1,478	(462)	-24%
Direct Memberships												
Fees Income	10	30	20	200%		30	30	100%	25	35	10	40%
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income		863	863	100%	14	863	849	6064%		863	863	100%
Membership Allocations												
Total Income	786	1,291	505	64%	53	1,291	1,238	2336%	1,965	2,376	411	21%
Expenses:												
Personnel Expenses	628	425	(203)	-32%	195	425	230	118%	1,443	1,227	(216)	-15%
Operating Supplies/Expenses	40	28	(12)	-30%	2	28	26	1300%	74	268	194	262%
Technology Supplies/Expenses												
Collection and Treasury Expenses	5	4	(1)	-20%	1	4	3	300%	10	9	(1)	-10%
Fees	3	1	(2)	-67%	1	1			12	9	(3)	-25%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	26	9	(17)	-65%	17	9	(8)	-47%	128	93	(35)	-27%
Utilities	11	8	(3)	-27%	11	8	(3)	-27%	20	17	(3)	-15%
Insurance and Taxes	12	8	(4)	-33%	7	8	1	14%	23	19	(4)	-17%
Repairs and Maintenance	1		(1)	-100%					1	1		
Depreciation					2		(2)	-100%				
Interest Expense Allocation												
Alloc. of Customer Care	40	18	(22)	-55%	3	18	15	500%	101	76	(25)	-25%
Alloc. of Department's Admin.	111	98	(13)	-12%	61	98	37	61%	254	185	(69)	-27%
Alloc. of Marketing, Comm., Design & Production	36	18	(18)	-50%	7	18	11	157%	88	100	12	14%
Total Operating Expenses	913	617	(296)	-32%	307	617	310	101%	2,154	2,004	(150)	-7%
Increase/(Decrease) in												
Net Assets from Operations	(127)	674	801	631%	(254)	674	928	365%	(189)	372	561	297%
Alloc. of Admin. Serv. Expenses	167	120	(47)	-28%	64	120	56	88%	376	363	(13)	-3%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(294)	554	848	288%	(318)	554	872	274%	(565)	9	574	102%

YOUTH AND TEEN CENTER AT THE BARN

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	(9)	-8%
This Year's Actual vs. Last Year's Actual	(45)	-63%
Current Estimate vs. Budget	(2)	-1%

No line-item variance over 25 percent and \$25,000.

YOUTH AND TEEN CENTER AT THE BARN

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income	1		(1)	-100%					3	2	(1)	-33%
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	1		(1)	-100%					3	2	(1)	-33%
Expenses:												
Personnel Expenses	55	52	(3)	-5%	34	52	18	53%	110	108	(2)	-2%
Operating Supplies/Expenses		1	1	100%		1	1	100%	1	1		
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees		1	1	100%	1	1			1	1		
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities	10	10			6	10	4	67%	20	20		
Insurance and Taxes	2	2			2	2			5	4	(1)	-20%
Repairs and Maintenance	8	12	4	50%	5	12	7	140%	16	20	4	25%
Depreciation	4	4			1	4	3	300%	8	8		
Interest Expense Allocation		1	1	100%		1	1	100%		1	1	100%
Alloc. of Customer Care												
Alloc. of Department's Admin.	12	16	4	33%	13	16	3	23%	24	22	(2)	-8%
Alloc. of Marketing, Comm., Design & Production	4	3	(1)	-25%	1	3	2	200%	8	9	1	13%
Total Operating Expenses	95	102	7	7%	63	102	39	62%	193	194	1	1%
Increase/(Decrease) in												
Net Assets from Operations	(94)	(102)	(8)	-9%	(63)	(102)	(39)	-62%	(190)	(192)	(2)	-1%
Alloc. of Admin. Serv. Expenses	14	15	1	7%	9	15	6	67%	29	29		
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(108)	(117)	(9)	-8%	(72)	(117)	(45)	-63%	(219)	(221)	(2)	-1%

**INTENTIONALLY
BLANK**

DEPARTMENT OF OPEN SPACE & FACILITY SERVICES

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	79	59	(20)	-25%	58	59	1	2%	159	162	3	2%
Rental Income	64	65	1	2%	47	65	18	38%	129	130	1	1%
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(39)	(17)	22	56%	12	(17)	(29)	-242%	(258)	(245)	13	5%
Other Income	52	5	(47)	-90%		5	5	100%	105	57	(48)	-46%
Membership Allocations												
Total Income	156	112	(44)	-28%	117	112	(5)	-4%	135	104	(31)	-23%
Expenses:												
Personnel Expenses	2,505	2,373	(132)	-5%	1,796	2,373	577	32%	5,042	5,133	91	2%
Operating Supplies/Expenses	239	230	(9)	-4%	128	230	102	80%	485	490	5	1%
Technology Supplies/Expenses	12	12			9	12	3	33%	24	26	2	8%
Collection and Treasury Expenses		1	1	100%		1	1	100%		1	1	100%
Fees	927	1,159	232	25%	767	1,159	392	51%	1,824	1,924	100	5%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	96	58	(38)	-40%	32	58	26	81%	201	176	(25)	-12%
Utilities	44	50	6	14%	52	50	(2)	-4%	87	94	7	8%
Insurance and Taxes	165	153	(12)	-7%	139	153	14	10%	330	323	(7)	-2%
Repairs and Maintenance	729	567	(162)	-22%	331	567	236	71%	1,459	1,441	(18)	-1%
Depreciation	2,207	2,015	(192)	-9%	1,898	2,015	117	6%	4,563	4,217	(346)	-8%
Interest Expense Allocation	204	223	19	9%	194	223	29	15%	408	428	20	5%
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	335	245	(90)	-27%	147	245	98	67%	716	753	37	5%
Total Operating Expenses	7,463	7,086	(377)	-5%	5,493	7,086	1,593	29%	15,139	15,006	(133)	-1%
Increase/(Decrease) in												
Net Assets from Operations	(7,307)	(6,974)	333	5%	(5,376)	(6,974)	(1,598)	-30%	(15,004)	(14,902)	102	1%
Alloc. of Admin. Serv. Expenses	1,120	1,063	(57)	-5%	824	1,063	239	29%	2,271	2,251	(20)	-1%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(8,427)	(8,037)	390	5%	(6,200)	(8,037)	(1,837)	-30%	(17,275)	(17,153)	122	1%

OPEN SPACE AND FACILITY SERVICES ADMINISTRATION

Alloc. of Department's Admin.	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	15	7%
This Year's Actual vs. Last Year's Actual	(85)	-83%
Current Estimate vs. Budget	15	4%

The variance in Personnel Expenses versus the prior year is due to reduced staffing and salary reductions in FY21 because of COVID-19.

The variance in Fees versus the prior year is due to a new FY22 operating initiative, a climate change vulnerability assessment.

The variance in Allocation of Department's Admin. versus the prior year is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

OPEN SPACE AND FACILITY SERVICES ADMINISTRATION

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	146	136	(10)	-7%	87	136	49	56%	291	286	(5)	-2%
Operating Supplies/Expenses	7	2	(5)	-71%	7	2	(5)	-71%	15	11	(4)	-27%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	36	42	6	17%	1	42	41	4100%	41	38	(3)	-7%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	9	4	(5)	-56%	4	4			17	14	(3)	-18%
Utilities									1	1		
Insurance and Taxes	5	4	(1)	-20%	4	4			9	9		
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	(203)	(188)	15	7%	(103)	(188)	(85)	-83%	(374)	(359)	15	4%
Alloc. of Marketing,Comm.,Design & Production												
Total Operating Expenses												
Increase/(Decrease) in Net Assets from Operations												
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets												

OPEN SPACE MAINTENANCE AND SERVICES

Increase/(Decrease) in Net Assets	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	214	3%
This Year's Actual vs. Last Year's Actual	(1,424)	-29%
Current Estimate vs. Budget	79	1%

The variance in Gain (Loss) on Fixed Asset Disposals versus the prior year is due to the timing of vehicle trade-ins and the write-off of the roof being replaced on the maintenance building.

Personnel Expenses are considerably more than the prior year through the second quarter as a result of reduced staffing and scheduled hours in FY21 due to COVID-19.

The variance in Operating Supplies/Expenses versus the prior year through the second quarter is the result of reduced usage in FY21 due to COVID-19.

The variance in Fees versus Budget in the second quarter is primarily due to the timing of work. Fees expenses are expected to be just slightly over budget at year end. The variance in Fees versus the prior year in the second quarter is the result of limiting tree work and other services wherever possible in FY21 due to COVID-19.

The variance in Rentals versus Budget in the second quarter is primarily due to an overestimation of Maintenance Facility charges for repairs. Building rent for the Maintenance Facility is an allocation of the overhead costs of the building, and it varies throughout the year.

The variance in Repairs and Maintenance versus the prior year in the second quarter is due to deferred work in open space in FY21 because of COVID-19.

The variances in Allocation of Department's Admin., Allocation of Marketing, Comm., Design & Production and Alloc. of Admin. Services are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

OPEN SPACE MAINTENANCE AND SERVICES

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Current Year vs Prior Year				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	79	55	(24)	-30%	55	55			159	159		
Rental Income	64	65	1	2%	47	65	18	38%	129	130	1	1%
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(39)	(17)	22	56%	12	(17)	(29)	-242%	(258)	(245)	13	5%
Other Income		5	5	100%		5	5	100%		5	5	100%
Membership Allocations												
Total Income	104	108	4	4%	114	108	(6)	-5%	30	49	19	63%
Expenses:												
Personnel Expenses	1,379	1,318	(61)	-4%	971	1,318	347	36%	2,784	2,895	111	4%
Operating Supplies/Expenses	139	148	9	6%	91	148	57	63%	282	291	9	3%
Technology Supplies/Expenses	5	7	2	40%	4	7	3	75%	9	13	4	44%
Collection and Treasury Expenses		1	1	100%		1	1	100%		1	1	100%
Fees	736	969	233	32%	636	969	333	52%	1,472	1,580	108	7%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	71	39	(32)	-45%	25	39	14	56%	142	121	(21)	-15%
Utilities	38	39	1	3%	43	39	(4)	-9%	76	77	1	1%
Insurance and Taxes	124	112	(12)	-10%	101	112	11	11%	248	240	(8)	-3%
Repairs and Maintenance	505	431	(74)	-15%	249	431	182	73%	1,010	1,061	51	5%
Depreciation	2,207	2,015	(192)	-9%	1,897	2,015	118	6%	4,562	4,217	(345)	-8%
Interest Expense Allocation	204	223	19	9%	194	223	29	15%	408	428	20	5%
Alloc. of Customer Care												
Alloc. of Department's Admin.	158	149	(9)	-6%	83	149	66	80%	293	282	(11)	-4%
Alloc. of Marketing, Comm., Design & Production	262	194	(68)	-26%	118	194	76	64%	560	588	28	5%
Total Operating Expenses	5,828	5,645	(183)	-3%	4,412	5,645	1,233	28%	11,846	11,794	(52)	0%
Increase/(Decrease) in Net Assets from Operations	(5,724)	(5,537)	187	3%	(4,298)	(5,537)	(1,239)	-29%	(11,816)	(11,745)	71	1%
Alloc. of Admin. Serv. Expenses	874	847	(27)	-3%	662	847	185	28%	1,777	1,769	(8)	0%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(6,598)	(6,384)	214	3%	(4,960)	(6,384)	(1,424)	-29%	(13,593)	(13,514)	79	1%

LANDSCAPE SERVICES

Increase/(Decrease) in Net Assets	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	83	14%
This Year's Actual vs. Last Year's Actual	(116)	-29%
Current Estimate vs. Budget	4	0%

The variance in Fees versus the prior year in the second quarter is due to contracted landscape services deferred in FY21 because of COVID-19.

LANDSCAPE SERVICES
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date #NAME?				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	268	222	(46)	-17%	202	222	20	10%	535	518	(17)	-3%
Operating Supplies/Expenses	17	7	(10)	-59%	2	7	5	250%	35	34	(1)	-3%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	115	126	11	10%	75	126	51	68%	230	241	11	5%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	1		(1)	-100%					3	2	(1)	-33%
Utilities	1	3	2	200%	3	3			3	4	1	33%
Insurance and Taxes	5	5			5	5			10	10		
Repairs and Maintenance	74	55	(19)	-26%	42	55	13	31%	149	149		
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	14	12	(2)	-14%	7	12	5	71%	26	25	(1)	-4%
Alloc. of Marketing, Comm., Design & Production	23	16	(7)	-30%	9	16	7	78%	49	54	5	10%
Total Operating Expenses	518	446	(72)	-14%	345	446	101	29%	1,040	1,037	(3)	0%
Increase/(Decrease) in Net Assets from Operations	(518)	(446)	72	14%	(345)	(446)	(101)	-29%	(1,040)	(1,037)	3	0%
Alloc. of Admin. Serv. Expenses	78	67	(11)	-14%	52	67	15	29%	156	155	(1)	-1%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(596)	(513)	83	14%	(397)	(513)	(116)	-29%	(1,196)	(1,192)	4	0%

WATERSHED MANAGEMENT AND IMPROVEMENTS

Increase/(Decrease) in Net Assets	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	43	25%
This Year's Actual vs. Last Year's Actual	(27)	-27%
Current Estimate vs. Budget	40	11%

The variances in Other Income versus Budget in the second quarter and at year end are due to reduced interest in rain gardens because of large price increases. This has a corresponding impact on Repairs and Maintenance expense related to rain gardens, which is also less than budget year to date and estimated to be below budget at year end.

WATERSHED MANAGEMENT AND IMPROVEMENTS

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income		4	4	100%	3	4	1	33%		4	4	100%
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income	52		(52)	-100%					105	53	(52)	-50%
Membership Allocations												
Total Income	52	4	(48)	-92%	3	4	1	33%	105	57	(48)	-46%
Expenses:												
Personnel Expenses	94	72	(22)	-23%	49	72	23	47%	190	168	(22)	-12%
Operating Supplies/Expenses	7	9	2	29%		9	9	100%	17	19	2	12%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	20	12	(8)	-40%	36	12	(24)	-67%	40	33	(7)	-18%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	2	1	(1)	-50%	1	1			4	3	(1)	-25%
Utilities		1	1	100%		1	1	100%	1	1		
Insurance and Taxes												
Repairs and Maintenance	57	13	(44)	-77%		13	13	100%	115	71	(44)	-38%
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	5	3	(2)	-40%	2	3	1	50%	10	7	(3)	-30%
Alloc. of Marketing, Comm., Design & Production	9	4	(5)	-56%	2	4	2	100%	19	17	(2)	-11%
Total Operating Expenses	194	115	(79)	-41%	90	115	25	28%	396	319	(77)	-19%
Increase/(Decrease) in Net Assets from Operations	(142)	(111)	31	22%	(87)	(111)	(24)	-28%	(291)	(262)	29	10%
Alloc. of Admin. Serv. Expenses	29	17	(12)	-41%	14	17	3	21%	59	48	(11)	-19%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(171)	(128)	43	25%	(101)	(128)	(27)	-27%	(350)	(310)	40	11%

CAPITAL IMPROVEMENTS

Increase/(Decrease) in Net Assets	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	(7)	-1%
This Year's Actual vs. Last Year's Actual	(244)	-79%
Current Estimate vs. Budget	(13)	-1%

The variance in Personnel Expenses versus the prior year in the second quarter is due to reduced staffing in FY21 because of COVID-19.

The variances in Operating Supplies/Expenses and Repairs and Maintenance versus the prior year in the second quarter are due to work in open space deferred from FY21 to FY22 due to COVID-19.

The variance in Allocation of Admin. Services versus the prior year in the second quarter is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

CAPITAL IMPROVEMENTS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	244	270	26	11%	141	270	129	91%	489	515	26	5%
Operating Supplies/Expenses	49	56	7	14%	23	56	33	143%	99	106	7	7%
Technology Supplies/Expenses	2		(2)	-100%	2		(2)	-100%	5	2	(3)	-60%
Collection and Treasury Expenses												
Fees	12	7	(5)	-42%	17	7	(10)	-59%	25	19	(6)	-24%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	11	13	2	18%	2	13	11	550%	31	33	2	6%
Utilities	1	6	5	500%	5	6	1	20%	2	7	5	250%
Insurance and Taxes	31	32	1	3%	28	32	4	14%	63	64	1	2%
Repairs and Maintenance	89	67	(22)	-25%	37	67	30	81%	178	155	(23)	-13%
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	13	12	(1)	-8%	5	12	7	140%	24	23	(1)	-4%
Alloc. of Marketing, Comm., Design & Production	21	16	(5)	-24%	7	16	9	129%	45	48	3	7%
Total Operating Expenses	473	479	6	1%	267	479	212	79%	961	972	11	1%
Increase/(Decrease) in Net Assets from Operations	(473)	(479)	(6)	-1%	(267)	(479)	(212)	-79%	(961)	(972)	(11)	-1%
Alloc. of Admin. Serv. Expenses	71	72	1	1%	40	72	32	80%	144	146	2	1%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(544)	(551)	(7)	-1%	(307)	(551)	(244)	-79%	(1,105)	(1,118)	(13)	-1%

CONSTRUCTION MANAGEMENT

Increase/(Decrease) in Net Assets	Variance	
	Amount	Variance %
Year-to-Date Actual vs. Budget	50	10%
This Year's Actual vs. Last Year's Actual	(26)	-6%
Current Estimate vs. Budget	19	2%

No line-item variance over 25 percent and \$25,000.

CONSTRUCTION MANAGEMENT
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	374	355	(19)	-5%	347	355	8	2%	754	751	(3)	0%
Operating Supplies/Expenses	18	9	(9)	-50%	5	9	4	80%	36	30	(6)	-17%
Technology Supplies/Expenses	5	5			2	5	3	150%	11	10	(1)	-9%
Collection and Treasury Expenses												
Fees	8	4	(4)	-50%	2	4	2	100%	17	14	(3)	-18%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	2	1	(1)	-50%	1	1			4	3	(1)	-25%
Utilities	2	2			1	2	1	100%	5	4	(1)	-20%
Insurance and Taxes												
Repairs and Maintenance	3	1	(2)	-67%	3	1	(2)	-67%	7	5	(2)	-29%
Depreciation	1		(1)	-100%	1		(1)	-100%	1		(1)	-100%
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	12	11	(1)	-8%	7	11	4	57%	22	21	(1)	-5%
Alloc. of Marketing, Comm., Design & Production	20	14	(6)	-30%	10	14	4	40%	43	45	2	5%
Total Operating Expenses	445	402	(43)	-10%	379	402	23	6%	900	883	(17)	-2%
Increase/(Decrease) in Net Assets from Operations	(445)	(402)	43	10%	(379)	(402)	(23)	-6%	(900)	(883)	17	2%
Alloc. of Admin. Serv. Expenses	67	60	(7)	-10%	57	60	3	5%	135	133	(2)	-1%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(512)	(462)	50	10%	(436)	(462)	(26)	-6%	(1,035)	(1,016)	19	2%

**INTENTIONALLY
BLANK**

DEPARTMENT OF COMMUNICATIONS AND MARKETING

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	64	96	32	50%	115	96	(19)	-17%	128	160	32	25%
Rental Income												
Net Sales	1	2	1	100%	2	2			2	3	1	50%
Gain (Loss) on Fixed Asset Disposals	(1)		1	100%					(2)	(1)	1	50%
Other Income												
Membership Allocations												
Total Income	64	98	34	100%	117	98	(19)	-16%	128	162	34	27%
Expenses:												
Personnel Expenses	736	788	52	7%	536	788	252	47%	1,508	1,617	109	7%
Operating Supplies/Expenses	501	158	(343)	-68%	109	158	49	45%	1,002	1,007	5	0%
Technology Supplies/Expenses	27	8	(19)	-70%	13	8	(5)	-38%	54	35	(19)	-35%
Collection and Treasury Expenses	198	97	(101)	-51%	123	97	(26)	-21%	387	286	(101)	-26%
Fees	88	22	(66)	-75%	57	22	(35)	-61%	175	32	(143)	-82%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	114	147	33	29%	102	147	45	44%	228	295	67	29%
Utilities	5	5			5	5			10	10		
Insurance and Taxes	3	3			3	3			6	6		
Repairs and Maintenance	2	31	29	1450%	2	31	29	1450%	5	74	69	1380%
Depreciation	39	21	(18)	-46%	29	21	(8)	-28%	76	50	(26)	-34%
Interest Expense Allocation	2	2			2	2			3	3		
Alloc. of Customer Care	(497)	(429)	68	14%	(477)	(429)	48	10%	(988)	(952)	36	4%
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	(1,218)	(853)	365	30%	(505)	(853)	(348)	-69%	(2,466)	(2,463)	3	0%
Total Operating Expenses												
Increase/(Decrease) in												
Net Assets from Operations	64	98	34	100%	117	98	(19)	-16%	128	162	34	27%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	64	98	34	100%	117	98	(19)	-16%	128	162	34	27%

COMMUNICATIONS AND MARKETING ADMINISTRATION

Alloc. of Department's Admin.	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(18)	-15%
This Year's Actual vs. Last Year's Actual	66	32%
Current Estimate vs. Budget	(95)	-39%

The variances in Personnel Expenses versus the prior year in the second quarter and versus Budget at year end are due to finalizing of the department staffing, in which one team member from a different division has been added to this division in FY22. The Personnel Expenses for the Department as a whole are largely in line with budget expectations.

The variances in the Allocation of Department's Admin. versus the prior year in the second quarter and Budget at year end are formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

COMMUNICATIONS AND MARKETING ADMINISTRATION

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	91	99	8	9%	146	99	(47)	-32%	183	257	74	40%
Operating Supplies/Expenses	13	9	(4)	-31%	6	9	3	50%	28	24	(4)	-14%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	10	13	3	30%	35	13	(22)	-63%	20	23	3	15%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	5	12	7	140%	7	12	5	71%	9	28	19	211%
Utilities												
Insurance and Taxes												
Repairs and Maintenance	2	6	4	200%	2	6	4	200%	5	8	3	60%
Depreciation					9		(9)	-100%				
Interest Expense Allocation									1	1		
Alloc. of Customer Care												
Alloc. of Department's Admin.	(121)	(139)	(18)	-15%	(205)	(139)	66	32%	(246)	(341)	(95)	-39%
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses												
Increase/(Decrease) in Net Assets from Operations												
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets												

DIVISION OF CUSTOMER CARE

Alloc. of Customer Care	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	67	14%
This Year's Actual vs. Last Year's Actual	48	10%
Current Estimate vs. Budget	35	4%

The variances in Fees Income versus Budget in the second quarter and at year end are due to monthly fees charged to frozen membership accounts. "Freeze" fees are not expected to be as significant in the second half of the year, but we do expect to return to our normal practice of charging late fees on delinquent accounts.

The variances in Collection and Treasury Expenses in all three comparisons are primarily due to less than expected membership bad debt expense due to a significant number of memberships remaining in freeze status through the second quarter of FY22.

The variances in Rentals expense versus the prior year in the second quarter and Budget at year end are due to the fact that the headquarters rent is allocated based on division headcount as a percentage of total headcount in the building. As a result of remote work and, in some cases, reduced overall staffing in other departments, this division is receiving a greater allocation of rent expense than was anticipated in the budget.

The variances in the Allocation of Dept. Admin versus the prior year in the second quarter and the Budget at year end are formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

DIVISION OF CUSTOMER CARE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income	64	96	32	50%	115	96	(19)	-17%	128	160	32	25%
Rental Income												
Net Sales	1	2	1	100%	2	2			2	3	1	50%
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income	65	98	33	51%	117	98	(19)	-16%	130	163	33	25%
Expenses:												
Personnel Expenses	187	197	10	5%	199	197	(2)	-1%	379	388	9	2%
Operating Supplies/Expenses	8	6	(2)	-25%	3	6	3	100%	17	15	(2)	-12%
Technology Supplies/Expenses												
Collection and Treasury Expenses	198	97	(101)	-51%	123	97	(26)	-21%	387	286	(101)	-26%
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	62	78	16	26%	48	78	30	63%	123	154	31	25%
Utilities	5	3	(2)	-40%	3	3			10	8	(2)	-20%
Insurance and Taxes												
Repairs and Maintenance												
Depreciation	1	1			1	1			1	1		
Interest Expense Allocation												
Alloc. of Customer Care	(496)	(429)	67	14%	(477)	(429)	48	10%	(987)	(952)	35	4%
Alloc. of Department's Admin.	35	47	12	34%	100	47	(53)	-53%	70	100	30	43%
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses												
Increase/(Decrease) in												
Net Assets from Operations	65	98	33	100%	117	98	(19)	-16%	130	163	33	25%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	65	98	33	100%	117	98	(19)	-16%	130	163	33	25%

DIVISION OF MARKETING

Alloc. of Marketing,Comm.,Design & Production	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	496	61%
This Year's Actual vs. Last Year's Actual	(160)	-100%
Current Estimate vs. Budget	147	9%

The variance in Personnel Expenses versus Budget through the second quarter is due to a mismatch of budget and actual salaries and wages expenses between this division and the Division of Communications. The variances decrease as FY22 progresses. These expenses exceed the prior year through the second quarter due to FY21 staffing and work schedule reductions related to COVID-19.

The variance in Operating Supplies/Expenses versus Budget in the second quarter is due to reduced spending by a remote workforce and the absence of a dedicated marketing manager. In the second quarter a Senior Marketing Manager was hired, and the estimate at year end reflects increased spending on digital marketing, social media and paid search. These expenses exceed the prior year through the second quarter due to significantly deeper cuts in spending during the height of the pandemic in FY21.

The variances in Fees Expenses versus Budget in the second quarter and at year end are due to reallocation by the new department leader away from advertising services from outside vendors towards a more in-house model.

The variances in Allocation of Department's Admin. and Allocation of Marketing, Comm., Design & Production are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

DIVISION OF MARKETING
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	198	133	(65)	-33%	30	133	103	343%	398	372	(26)	-7%
Operating Supplies/Expenses	462	140	(322)	-70%	75	140	65	87%	921	941	20	2%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	78		(78)	-100%	13		(13)	-100%	155		(155)	-100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	19	12	(7)	-37%	7	12	5	71%	38	14	(24)	-63%
Utilities												
Insurance and Taxes												
Repairs and Maintenance					1		(1)	-100%				
Depreciation												
Interest Expense Allocation	1	1			1	1			3	3		
Alloc. of Customer Care												
Alloc. of Department's Admin.	58	34	(24)	-41%	33	34	1	3%	116	154	38	33%
Alloc. of Marketing, Comm., Design & Production	(816)	(320)	496	61%	(160)	(320)	(160)	-100%	(1,631)	(1,484)	147	9%
Total Operating Expenses												
Increase/(Decrease) in Net Assets from Operations												
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets												

DIVISION OF COMMUNICATIONS

Alloc. of Marketing,Comm.,Design & Production	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(181)	-102%
This Year's Actual vs. Last Year's Actual	(48)	-15%
Current Estimate vs. Budget	(259)	-67%

The variance in Personnel Expenses versus Budget through the second quarter is due to a mismatch of budget and actual salaries and wages expenses between this division and the Division of Marketing. The variances decrease as FY22 progresses. These expenses exceed the prior year through the second quarter due to FY21 staffing and work schedule reductions related to COVID-19.

The variances in Rentals expense and Repairs and Maintenance versus Budget in the second quarter and at year end are due to the fact that when the original FY22 Marketing department budget was allocated to its five new divisions as a result of the re-organization, headquarters rent expense and repairs and maintenance budget dollars were inadvertently omitted from this division's budget.

The variance in Depreciation expense estimate versus Budget at year end is due to the budget dollars being in the Division of Design & Production. The estimate was moved to the correct accounting units and it was reduced due to closing projects under budget as well as not closing projects in FY 21 as expected (1/2 year expected in FY 22 rather than the full year). It was a reallocation necessary due to the FY22 restructuring of this department.

The variances in Allocation of Department's Admin. in all three comparisons and Allocation of Marketing, Comm., Design & Production versus Budget are formula driven. See the FY 22 Budget document, Allocation Formulas section, for a detailed explanation of the formulas.

DIVISION OF COMMUNICATIONS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals									(1)	(1)		-100%
Other Income												
Membership Allocations												
Total Income									(1)	(1)		-100%
Expenses:												
Personnel Expenses	132	231	99	75%	160	231	71	44%	293	342	49	17%
Operating Supplies/Expenses	5	2	(3)	-60%	22	2	(20)	-91%	10	7	(3)	-30%
Technology Supplies/Expenses	25	5	(20)	-80%	13	5	(8)	-62%	50	30	(20)	-40%
Collection and Treasury Expenses												
Fees		10	10	100%	9	10	1	11%		10	10	100%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals		25	25	100%	18	25	7	39%		70	70	100%
Utilities		2	2	100%	2	2				2	2	100%
Insurance and Taxes	3	2	(1)	-33%	2	2			6	5	(1)	-17%
Repairs and Maintenance		25	25	100%		25	25	100%		65	65	100%
Depreciation		18	18	100%	18	18				46	46	100%
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	13	39	26	200%	67	39	(28)	-42%	27	68	41	152%
Alloc. of Marketing, Comm., Design & Production	(178)	(359)	(181)	-102%	(311)	(359)	(48)	-15%	(386)	(645)	(259)	-67%
Total Operating Expenses												
Increase/(Decrease) in												
Net Assets from Operations									(1)	(1)		-100%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets									(1)	(1)		-100%

DIVISION OF DESIGN & PRODUCTION

	Variance Amount	Variance %
Increase/(Decrease) in Net Assets		
Year-to-Date Actual vs. Budget	1	100%
This Year's Actual vs. Last Year's Actual		0%
Current Estimate vs. Budget	2	100%

The variance in Personnel Expense versus the prior year in the second quarter is due primarily to reduced staffing and hours worked in FY21 due to COVID-19.

The variance in Rentals expense versus Budget at year end is due to the fact that the headquarters rent is allocated based on division headcount as a percentage of total headcount in the building. As a result of remote work and reduced headcount, this division is receiving less rent expense than was anticipated in the budget.

The variance in Depreciation expense versus Budget at year end is due to the budget for the Division of Communications being in the Division of Design & Production. The estimate was moved to the correct accounting units. It was a reallocation required by the FY22 department restructure.

The variances in Allocation of Marketing, Comm., Design & Production are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formula.

DIVISION OF DESIGN & PRODUCTION

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(1)		1	100%					(2)		2	100%
Other Income												
Membership Allocations												
Total Income	(1)		1	100%					(2)		2	100%
Expenses:												
Personnel Expenses	128	129	1	1%		129	129	100%	257	258	1	0%
Operating Supplies/Expenses	13	1	(12)	-92%	4	1	(3)	-75%	27	20	(7)	-26%
Technology Supplies/Expenses	2	2				2	2	100%	4	4		
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	29	20	(9)	-31%	22	20	(2)	-9%	57	28	(29)	-51%
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation	38	1	(37)	-97%	1	1			75	3	(72)	-96%
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.	16	19	3	19%	7	19	12	171%	32	17	(15)	-47%
Alloc. of Marketing, Comm., Design & Production	(226)	(172)	54	24%	(34)	(172)	(138)	-406%	(452)	(330)	122	27%
Total Operating Expenses												
Increase/(Decrease) in												
Net Assets from Operations	(1)		1	100%					(2)		2	100%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(1)		1	100%					(2)		2	100%

**INTENTIONALLY
BLANK**

OFFICE OF THE PRESIDENT SUMMARY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals		1	1	100%		1	1	100%		1	1	100%
Other Income												
Membership Allocations												
Total Income		1	1	100%		1	1	100%		1	1	100%
Expenses:												
Personnel Expenses	721	588	(133)	-18%	487	588	101	21%	1,471	1,327	(144)	-10%
Operating Supplies/Expenses	19	43	24	126%	22	43	21	95%	41	65	24	59%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	216	337	121	56%	213	337	124	58%	432	693	261	60%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	43	56	13	30%	32	56	24	75%	86	112	26	30%
Utilities	3	1	(2)	-67%	2	1	(1)	-50%	6	3	(3)	-50%
Insurance and Taxes	8	4	(4)	-50%	6	4	(2)	-33%	15	8	(7)	-47%
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	1,010	1,029	19	2%	762	1,029	267	35%	2,051	2,208	157	8%
Increase/(Decrease) in												
Net Assets from Operations	(1,010)	(1,028)	(18)	-2%	(762)	(1,028)	(266)	-35%	(2,051)	(2,207)	(156)	-8%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(1,010)	(1,028)	(18)	-2%	(762)	(1,028)	(266)	-35%	(2,051)	(2,207)	(156)	-8%

PRESIDENT'S OFFICE

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(22)	-9%
This Year's Actual vs. Last Year's Actual	(96)	-56%
Current Estimate vs. Budget	(58)	-11%

The variance in Personnel Expenses versus the prior year through the second quarter is due to salary reductions in FY21 related to COVID-19.

PRESIDENT'S OFFICE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	216	218	2	1%	142	218	76	54%	454	489	35	8%
Operating Supplies/Expenses	12	31	19	158%	17	31	14	82%	24	43	19	79%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	3		(3)	-100%	2		(2)	-100%	7	3	(4)	-57%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	10	14	4	40%	7	14	7	100%	19	28	9	47%
Utilities									1		(1)	-100%
Insurance and Taxes	4	4			3	4	1	33%	8	8		
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	245	267	22	9%	171	267	96	56%	513	571	58	11%
Increase/(Decrease) in												
Net Assets from Operations	(245)	(267)	(22)	-9%	(171)	(267)	(96)	-56%	(513)	(571)	(58)	-11%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(245)	(267)	(22)	-9%	(171)	(267)	(96)	-56%	(513)	(571)	(58)	-11%

GENERAL COUNSEL

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(28)	-7%
This Year's Actual vs. Last Year's Actual	(97)	-29%
Current Estimate vs. Budget	(173)	-21%

The variances in Personnel Expenses in all three comparisons are due to the vacant General Counsel position in the first half of FY22.

The variances in Fees Expense in all three comparisons are due to legal fees for a part-time attorney to temporarily fill the in-house General Counsel position as well as other legal needs.

GENERAL COUNSEL
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	193	66	(127)	-66%	137	66	(71)	-52%	389	252	(137)	-35%
Operating Supplies/Expenses	4	11	7	175%	5	11	6	120%	7	14	7	100%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	188	336	148	79%	179	336	157	88%	376	675	299	80%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	14	20	6	43%	11	20	9	82%	28	42	14	50%
Utilities	2		(2)	-100%	1		(1)	-100%	3	1	(2)	-67%
Insurance and Taxes	4		(4)	-100%	3		(3)	-100%	8		(8)	-100%
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	405	433	28	7%	336	433	97	29%	811	984	173	21%
Increase/(Decrease) in												
Net Assets from Operations	(405)	(433)	(28)	-7%	(336)	(433)	(97)	-29%	(811)	(984)	(173)	-21%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(405)	(433)	(28)	-7%	(336)	(433)	(97)	-29%	(811)	(984)	(173)	-21%

OFFICE OF AUDIT AND ADVISORY SERVICES

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	29	13%
This Year's Actual vs. Last Year's Actual	(59)	-46%
Current Estimate vs. Budget	24	6%

The variance in Personnel Expenses versus the prior year through the second quarter is due to salary reductions in FY21 related to COVID-19.

The variances in Fees Expenses versus budget (year to date and current estimate) are due to fewer than anticipated outsourced assurance projects.

OFFICE OF AUDIT AND ADVISORY SERVICES

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	178	172	(6)	-3%	119	172	53	45%	356	359	3	1%
Operating Supplies/Expenses	2	1	(1)	-50%	1	1			5	4	(1)	-20%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	25		(25)	-100%	1		(1)	-100%	50	15	(35)	-70%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	10	14	4	40%	7	14	7	100%	19	28	9	47%
Utilities	1		(1)	-100%					1	1		
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	216	187	(29)	-13%	128	187	59	46%	431	407	(24)	-6%
Increase/(Decrease) in												
Net Assets from Operations	(216)	(187)	29	13%	(128)	(187)	(59)	-46%	(431)	(407)	24	6%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(216)	(187)	29	13%	(128)	(187)	(59)	-46%	(431)	(407)	24	6%

PLANNING AND COMMUNITY AFFAIRS

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	6	4%
This Year's Actual vs. Last Year's Actual	(13)	-10%
Current Estimate vs. Budget	51	17%

The variance in Personnel Expenses versus the prior year through the second quarter is due to salary reductions in FY21 related to COVID-19.

The variance in Fees Expense versus the prior year through the second quarter is due to consulting fees for the FY21 planning and visioning project.

PLANNING AND COMMUNITY AFFAIRS

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals		1	1	100%		1	1	100%		1	1	100%
Other Income												
Membership Allocations												
Total Income		1	1	100%		1	1	100%		1	1	100%
Expenses:												
Personnel Expenses	135	132	(3)	-2%	90	132	42	47%	272	228	(44)	-16%
Operating Supplies/Expenses	1	1			(1)	1	2	200%	5	4	(1)	-20%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees					31		(31)	-100%				
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	10	8	(2)	-20%	7	8	1	14%	19	14	(5)	-26%
Utilities									1	1		
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	146	141	(5)	-22%	127	141	14	11%	297	247	(50)	-17%
Increase/(Decrease) in												
Net Assets from Operations	(146)	(140)	6	4%	(127)	(140)	(13)	-10%	(297)	(246)	51	17%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(146)	(140)	6	4%	(127)	(140)	(13)	-10%	(297)	(246)	51	17%

**INTENTIONALLY
BLANK**

DEPARTMENT OF ADMINISTRATIVE SERVICES SUMMARY

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge	43,051	44,853	1,802	4%	43,586	44,853	1,267	3%	42,451	44,423	1,972	5%
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income										42	42	100%
Net Sales												
Gain (Loss) on Fixed Asset Disposals									(1)	(2)	(1)	-100%
Other Income	56	56			33	56	23	70%	121	91	(30)	-25%
Membership Allocations												
Total Income	43,107	44,909	1,802	4%	43,619	44,909	1,290	3%	42,571	44,554	1,983	5%
Expenses:												
Personnel Expenses	2,186	1,948	(238)	-11%	1,541	1,948	407	26%	4,401	4,384	(17)	0%
Operating Supplies/Expenses	59	19	(40)	-68%	8	19	11	138%	118	86	(32)	-27%
Technology Supplies/Expenses	778	620	(158)	-20%	580	620	40	7%	1,556	1,476	(80)	-5%
Collection and Treasury Expenses	237	44	(193)	-81%	37	44	7	19%	374	284	(90)	-24%
Fees	197	332	135	69%	162	332	170	105%	394	638	244	62%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	176	238	62	35%	160	238	78	49%	353	481	128	36%
Utilities	121	140	19	16%	136	140	4	3%	243	284	41	17%
Insurance and Taxes	71	67	(4)	-6%	56	67	11	20%	142	150	8	6%
Repairs and Maintenance	3	18	15	500%	3	18	15	500%	7	21	14	200%
Depreciation	176	103	(73)	-41%	112	103	(9)	-8%	358	275	(83)	-23%
Interest Expense Allocation	18	17	(1)	-6%	17	17			36	33	(3)	-8%
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	10		(10)	-100%					16	15	(1)	-6%
Total Operating Expenses	4,032	3,546	(486)	-12%	2,812	3,546	734	26%	7,998	8,127	129	2%
Increase/(Decrease) in Net Assets from Operations	39,075	41,363	2,288	6%	40,807	41,363	556	1%	34,573	36,427	1,854	5%
Alloc. of Admin. Serv. Expenses	(3,077)	(3,000)	77	3%	(2,196)	(3,000)	(804)	-37%	(5,989)	(6,285)	(296)	-5%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	42,152	44,363	2,211	5%	43,003	44,363	1,360	3%	40,562	42,712	2,150	5%

HUMAN RESOURCES

Increase/(Decrease) in Net Assets	Variance	Variance
	Amount	%
Year-to-Date Actual vs. Budget	(22)	-4%
This Year's Actual vs. Last Year's Actual	(173)	-49%
Current Estimate vs. Budget	(125)	-12%

The variance in Personnel Expenses versus the prior year through the second quarter is due to the pay reductions, staffing and scheduling changes required in FY21 because of COVID-19.

The variance in Rentals Expense between Budget and the year-end estimate is due to the fact that the headquarters lease was extended for two years in FY21 in exchange for reduced rent during the pandemic. The rent expense for the extended period is recognized over the remaining months of the lease and was not anticipated in the budget.

HUMAN RESOURCES
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	451	444	(7)	-2%	288	444	156	54%	910	988	78	9%
Operating Supplies/Expenses	10	9	(1)	-10%		9	9	100%	20	19	(1)	-5%
Technology Supplies/Expenses	1		(1)	-100%					2	1	(1)	-50%
Collection and Treasury Expenses												
Fees	8	24	16	200%	31	24	(7)	-23%	15	31	16	107%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	33	47	14	42%	32	47	15	47%	66	98	32	48%
Utilities	1	2	1	100%	2	2			2	3	1	50%
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	504	526	22	4%	353	526	173	49%	1,015	1,140	125	12%
Increase/(Decrease) in												
Net Assets from Operations	(504)	(526)	(22)	-4%	(353)	(526)	(173)	-49%	(1,015)	(1,140)	(125)	-12%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(504)	(526)	(22)	-4%	(353)	(526)	(173)	-49%	(1,015)	(1,140)	(125)	-12%

INFORMATION TECHNOLOGY

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	322	18%
This Year's Actual vs. Last Year's Actual	(188)	-15%
Current Estimate vs. Budget	80	2%

The variances in Operating Supplies/Expenses versus Budget year to date and at year end are due to continuing remote work, which requires fewer miscellaneous office supplies to support this division as well as others.

The variance in Fees expense versus the prior year is due primarily to the implementation of multi-factor authentication in the summer of FY22.

The variance in Rentals expense between Budget and the year-end estimate is due to the fact that the headquarters lease was extended for two years in FY21 in exchange for reduced rent during the pandemic. The rent expense for the extended period is recognized over the remaining months of the lease and was not anticipated in the budget.

The variance in Depreciation versus Budget is due to the change in in-service dates for several projects that were expected to be completed in FY21 and are now set to be completed in FY22.

INFORMATION TECHNOLOGY
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals									(1)		1	100%
Other Income												
Membership Allocations												
Total Income									(1)		1	100%
Expenses:												
Personnel Expenses	597	473	(124)	-21%	389	473	84	22%	1,203	1,180	(23)	-2%
Operating Supplies/Expenses	28	1	(27)	100%	2	1	(1)	-50%	57	29	(28)	-49%
Technology Supplies/Expenses	776	620	(156)	-20%	579	620	41	7%	1,553	1,475	(78)	-5%
Collection and Treasury Expenses												
Fees	74	58	(16)	-22%	29	58	29	100%	148	161	13	9%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	48	64	16	33%	41	64	23	56%	95	130	35	37%
Utilities	117	136	19	16%	132	136	4	3%	235	275	40	17%
Insurance and Taxes	6	5	(1)	-17%	5	5			12	11	(1)	-8%
Repairs and Maintenance		16	16	100%		16	16	100%		16	16	100%
Depreciation	121	73	(48)	-40%	81	73	(8)	-10%	241	191	(50)	-21%
Interest Expense Allocation	16	15	(1)	-6%	15	15			32	29	(3)	-9%
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	1,783	1,461	(322)	-18%	1,273	1,461	188	15%	3,576	3,497	(79)	-2%
Increase/(Decrease) in												
Net Assets from Operations	(1,783)	(1,461)	322	18%	(1,273)	(1,461)	(188)	-15%	(3,577)	(3,497)	80	2%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(1,783)	(1,461)	322	18%	(1,273)	(1,461)	(188)	-15%	(3,577)	(3,497)	80	2%

ACCOUNTING/PAYROLL

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	(69)	-5%
This Year's Actual vs. Last Year's Actual	(312)	-30%
Current Estimate vs. Budget	(203)	-8%

The variance in Rental Income versus Budget at year end is due to the sublease of a portion of the second floor of CA's headquarters space, beginning in the third quarter of FY22.

The variance in Other Income versus Budget at year end is primarily due to the continuation of very low rates of return on invested annual charge funds.

The variances in Fees expense in all three comparisons are primarily due to IT consulting services retained by the Vice President and CFO to supplement internal IT resources during FY22.

The variances in Rentals expense in all three comparisons are due to the fact that the headquarters lease was extended for two years in FY21 in exchange for reduced rent during the pandemic. The rent expense for the extended period is recognized over the remaining months of the lease and was not anticipated in the budget.

The variances in Depreciation expense versus Budget year to date and at year end are due to the savings associated with the timing of the spending of FY22 Category III funds and not spending all FY21 Category III funds, respectively.

ACCOUNTING/PAYROLL
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income									42	42		100%
Net Sales												
Gain (Loss) on Fixed Asset Disposals									(2)	(2)		-100%
Other Income	44	21	(23)	-52%	12	21	9	75%	96	44	(52)	-54%
Membership Allocations												
Total Income	44	21	(23)	-52%	12	21	9	75%	96	84	(12)	-13%
Expenses:												
Personnel Expenses	935	850	(85)	-9%	734	850	116	16%	1,881	1,824	(57)	-3%
Operating Supplies/Expenses	19	15	(4)	-21%	7	15	8	114%	39	38	(1)	-3%
Technology Supplies/Expenses					1		(1)	-100%	1		(1)	-100%
Collection and Treasury Expenses	37	44	7	19%	37	44	7	19%	74	84	10	14%
Fees	116	250	134	116%	102	250	148	145%	231	446	215	93%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	81	106	25	31%	72	106	34	47%	163	212	49	30%
Utilities	3	2	(1)	-33%	2	2			6	6		
Insurance and Taxes	65	61	(4)	-6%	51	61	10	20%	129	139	10	8%
Repairs and Maintenance	3	2	(1)	-33%	2	2			7	5	(2)	-29%
Depreciation	55	30	(25)	-45%	31	30	(1)	-3%	117	85	(32)	-27%
Interest Expense Allocation	2	2			2	2			4	4		
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	1,316	1,362	46	3%	1,041	1,362	321	31%	2,652	2,843	191	7%
Increase/(Decrease) in												
Net Assets from Operations	(1,272)	(1,341)	(69)	-5%	(1,029)	(1,341)	(312)	-30%	(2,556)	(2,759)	(203)	-8%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(1,272)	(1,341)	(69)	-5%	(1,029)	(1,341)	(312)	-30%	(2,556)	(2,759)	(203)	-8%

PURCHASING

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	22	10%
This Year's Actual vs. Last Year's Actual	(51)	-35%
Current Estimate vs. Budget	5	1%

The variance in Personnel Expenses versus the prior year through the second quarter is due to salary and staffing reductions in FY21 related to COVID-19.

PURCHASING
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	203	181	(22)	-11%	130	181	51	39%	408	391	(17)	-4%
Operating Supplies/Expenses	1	(5)	(6)	-600%		(5)	(5)	-100%	2		(2)	-100%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals	14	20	6	43%	14	20	6	43%	28	42	14	50%
Utilities												
Insurance and Taxes												
Repairs and Maintenance					1		(1)	-100%				
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production												
Total Operating Expenses	218	196	(22)	-10%	145	196	51	35%	438	433	(5)	-1%
Increase/(Decrease) in												
Net Assets from Operations	(218)	(196)	22	10%	(145)	(196)	(51)	-35%	(438)	(433)	5	1%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(218)	(196)	22	10%	(145)	(196)	(51)	-35%	(438)	(433)	5	1%

ANNUAL CHARGE

	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	1,802	4%
This Year's Actual vs. Last Year's Actual	1,267	3%
Current Estimate vs. Budget	1,972	5%

The variances in Collection and Treasury Expenses versus Budget through the second quarter and at year end are due to the fact that there was no need to increase the bad debt reserve during the first half of FY22. We estimate that \$200,000 of the \$300,000 budgeted increase in the reserve for FY22 is a reasonable, conservative estimate at this time.

The variances in the Allocation of Admin. Services Expenses versus the prior year in the second quarter and versus Budget at year end are formula driven. See the FY22 Budget document, Allocation Formulas section, for a detailed explanation of the formula.

ANNUAL CHARGE
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge	43,051	44,853	1,802	4%	43,586	44,853	1,267	3%	42,451	44,423	1,972	5%
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income	12	34	22	183%	22	34	12	55%	25	47	22	88%
Membership Allocations												
Total Income	43,063	44,887	1,824	4%	43,608	44,887	1,279	3%	42,476	44,470	1,994	5%
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses												
Technology Supplies/Expenses												
Collection and Treasury Expenses	200		(200)	-100%					300	200	(100)	-33%
Fees												
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes												
Repairs and Maintenance												
Depreciation												
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	10		(10)	-100%					16	15	(1)	-6%
Total Operating Expenses	210		(210)	-100%					316	215	(101)	-32%
Increase/(Decrease) in												
Net Assets from Operations	42,853	44,887	2,034	5%	43,608	44,887	1,279	3%	42,160	44,255	2,095	5%
Alloc. of Admin. Serv. Expenses	282	227	(55)	-20%	177	227	50	28%	574	545	(29)	-5%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	42,571	44,660	2,089	5%	43,431	44,660	1,229	3%	41,586	43,710	2,124	5%

**INTENTIONALLY
BLANK**

**INTENTIONALLY
BLANK**

BOARD OF DIRECTORS

Increase/(Decrease) in Net Assets	Variance	Variance
	Amount	%
Year-to-Date Actual vs. Budget	45	9%
This Year's Actual vs. Last Year's Actual	(146)	-49%
Current Estimate vs. Budget	(145)	-17%

The variance in Allocation of Administrative Services Expenses versus the prior year is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

BOARD OF DIRECTORS
For the Period Ended October 31, 2021
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals												
Other Income												
Membership Allocations												
Total Income												
Expenses:												
Personnel Expenses	5	1	(4)	-80%	2	1	(1)	-50%	10	6	(4)	-40%
Operating Supplies/Expenses	7	5	(2)	-29%		5	5	100%	14	11	(3)	-21%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	1		(1)	-100%					3	1	(2)	-67%
Comm. Assoc. Annual Charge Share Grant												
Temporary Funding and Grants Expense												
Rentals												
Utilities												
Insurance and Taxes	38	41	3	8%	31	41	10	32%	77	82	5	6%
Repairs and Maintenance									1		(1)	-100%
Depreciation	4	4			4	4			9	8	(1)	-11%
Interest Expense Allocation												
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	3	2	(1)	-33%	1	2	1	100%	6	6		
Total Operating Expenses	58	53	(5)	-9%	38	53	15	39%	120	114	(6)	-5%
Increase/(Decrease) in Net Assets from Operations	(58)	(53)	5	9%	(38)	(53)	(15)	-39%	(120)	(114)	6	5%
Alloc. of Admin. Serv. Expenses	431	391	(40)	-9%	260	391	131	50%	733	884	151	21%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(489)	(444)	45	9%	(298)	(444)	(146)	-49%	(853)	(998)	(145)	-17%

**INTENTIONALLY
BLANK**

**INTENTIONALLY
BLANK**

VILLAGE COMMUNITY ASSOCIATIONS

Increase/(Decrease) in Net Assets	Variance Amount	Variance %
Year-to-Date Actual vs. Budget	84	3%
This Year's Actual vs. Last Year's Actual	(54)	-2%
Current Estimate vs. Budget	50	1%

The variances in Fees expense versus Budget and the prior year through the second quarter are due to covenant-related legal expenses being less than expected in the first half of the year. These expenses are expected to increase in the second half of FY22.

The variance in Repairs and Maintenance versus the prior year to date is due to the fact that many non-critical repairs and maintenance projects were deferred from FY21 into FY22 due to expense control efforts during the pandemic.

The variance in Allocation of Marketing, Comm., Design & Production versus Budget year to date is formula driven. See the FY22 budget document, Allocation Formulas section, for a detailed explanation of the formula.

VILLAGE COMMUNITY ASSOCIATIONS

For the Period Ended October 31, 2021

(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Budget vs Estimate			
	FY 22 Budget	FY 22 Actual	Variance Amount	Variance %	FY 21 Actual	FY 22 Actual	Variance Amount	Variance %	FY 22 Budget	FY 22 Estimate	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition and Enrollment												
Direct Memberships												
Fees Income												
Rental Income												
Net Sales												
Gain (Loss) on Fixed Asset Disposals	(14)	(15)	(1)	-7%	(15)	(15)			(44)	(53)	(9)	-20%
Other Income		5	5	100%	7	5	(2)	-29%		5	5	100%
Membership Allocations												
Total Income	(14)	(10)	4	29%	(8)	(10)	(2)	-25%	(44)	(48)	(4)	-9%
Expenses:												
Personnel Expenses												
Operating Supplies/Expenses		6	6	100%	5	6	1	20%		6	6	100%
Technology Supplies/Expenses												
Collection and Treasury Expenses												
Fees	95	64	(31)	-33%	92	64	(28)	-30%	190	160	(30)	-16%
Comm. Assoc. Annual Charge Share Grant	1,621	1,658	37	2%	1,650	1,658	8	0%	3,242	3,279	37	1%
Temporary Funding and Grants Expense												
Rentals												
Utilities	3	4	1	33%	4	4			11	12	1	9%
Insurance and Taxes	28	26	(2)	-7%	28	26	(2)	-7%	57	51	(6)	-11%
Repairs and Maintenance	100	90	(10)	-10%	64	90	26	41%	200	190	(10)	-5%
Depreciation	561	521	(40)	-7%	524	521	(3)	-1%	1,157	1,075	(82)	-7%
Interest Expense Allocation	40	44	4	10%	38	44	6	16%	81	85	4	5%
Alloc. of Customer Care												
Alloc. of Department's Admin.												
Alloc. of Marketing, Comm., Design & Production	110	82	(28)	-25%	65	82	17	26%	232	241	9	4%
Total Operating Expenses	2,558	2,495	(63)	-2%	2,470	2,495	25	1%	5,170	5,099	(71)	-1%
Increase/(Decrease) in												
Net Assets from Operations	(2,572)	(2,505)	67	3%	(2,478)	(2,505)	(27)	-1%	(5,214)	(5,147)	67	1%
Alloc. of Admin. Serv. Expenses	461	444	(17)	-4%	417	444	27	6%	905	922	17	2%
Non-Operating Exp./Contingencies												
Increase/(Decrease) in Net Assets	(3,033)	(2,949)	84	3%	(2,895)	(2,949)	(54)	-2%	(6,119)	(6,069)	50	1%

**INTENTIONALLY
BLANK**

**COLUMBIA ASSOCIATION
CAPITAL BUDGET SUMMARY - \$ in 000's**

	REVISED FINAL BUDGET THROUGH 10/31/2021	EXPENDITURES THROUGH 10/31/2021	YEAR TO DATE COMMITMENTS	REMAINING BALANCE
Capital Projects Approved in FY 2013-2022:				
Category I Projects	\$ 1,094	\$ 173	\$ 182	\$ 739
Category II Projects	18,647	10,652	1,852	6,143
Category III Projects	4,125	1,963	1,397	765
TOTAL	\$ 23,866	\$ 12,788	\$ 3,431	\$ 7,647
Projects projected to close in the third quarter of FY 2022	\$ 3,627	\$ 2,401	\$ 816	\$ 410
Projects projected to close later in FY 2022	20,239	10,387	2,615	7,237
TOTAL - active projects as of October 31, 2021	\$ 23,866	\$ 12,788	\$ 3,431	\$ 7,647
Projects closed in the second quarter of FY 2022	\$ 1,418	\$ 1,221	\$ -	\$ 197

Category I - Capital projects approved by the Board of Directors that are focused on meeting the Board's strategic goals and providing improved quality of life venues for Columbia residents. Specifically identified and approved by the Board in the budget process.

Category II - Capital projects that are phased, non-recurring or considered to be major re-investments in facilities, as well as projects that are \$200,000 or greater and exceed the allocated amount for the program or facility requesting the project. Specifically identified and approved by the Board in the budget process.

Category III - Capital projects that are for periodic maintenance and/or upgrades to facilities. Amount approved by the Board in the budget process is the total capital parameter less the amounts for both Categories I and II.

Note: Projects are added/deleted to this report throughout the fiscal year.

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
CATEGORY I PROJECTS										
Columbia Wide - Water Quality Improv	** P02-19-2	2019	75	75		75	35	4	35	07/19
Going Green Projects \$200K	GGP-20	2020								
Swim Center Solar Panels	GGP-20-8	2020	65	65		65	1	59	5	03/22
Watershed Improvement Projects	P02-20-1	2020	360	360		360	23		337	04/22
Columbia Wide - Water Quality Improv	** P02-20-2	2020	75	75		75	6		69	04/20
Building Energy Retrofits \$112.5K	BER-21	2021								
Phelps Luck NC LED Upgrade	** BER-21-6	2021	5	5		5	0	4	0	05/21
Going Green Projects \$150K	GGP-21	2021								
Swim Center Solar PV	GGP-21-1	2021	35	35		35		35	0	03/22
Athletic Club Tennis Arena LEDs	** GGP-21-6	2021	50	50		50	44		6	07/21
Watershed Improvement Projects	P02-21-02	2021	100	100		100	4		96	04/22
Building Energy Retrofits \$113K	BER-22									
Ice Rink LED Retrofit	** BER-22-1	2022	35	35		35	32		3	07/21
Linden Hall Ballroom LEDs	** BER-22-2	2022	13	13		13	10	0	3	09/21
Horse Center parking lot LED	BER-22-3	2022	20	20		20	0	15	5	12/21
Going Green Projects: 150K	GGP-22									
Dorsey Hall Pool EV charging station	GGP-22-1	2022	18	24		24	12	10	2	11/21
SportsPark Solar PV	GGP-22-2	2022	52	52		52			52	03/22
Columbia Wide Water Quality Improvements	P02-22-1	2022	35	35		35			35	11/21
Watershed Improvement Projects	P02-22-2	2022	150	150		150	5	55	90	04/22
Subtotal Category I			1,088	1,094	0	1,094	173	182	738	

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
CATEGORY II PROJECTS										
Hickory Ridge Park - Planning, Design	SF7	2014	150	102		102			102	Pending
Hickory Ridge Park, Phase I	P02-15-8	2015	200	200		200			200	Pending
IT - Enterprise Network Enhancements	** A03-16-1	2016	150	150		150	122	15	13	04/22
IT Improvements, Phase I	** A03-17-1	2017	150	150		150	87	7	56	04/22
IT Improvements, Phase I and II	** A03-19-1	2019	100	100		100	66	4	30	04/22
CG - Exterior Work	** Z04-19-2	2019	400	400		400	382	2	16	07/19
WL - Slayton Hse Theater Renovations	** B08-19-3	2019	45	45		45	45		0	02/22
LR - Art Center - HVAC	B08-19-4	2019	300	300		300	3	93	203	11/21
LR-Stonehouse A/E Bldg Renov	B08-19-5	2019	250	250		250	32	191	26	12/23
Columbia Wide - Watershed Stabilization	** P02-19-5	2019	250	250	75	325	290	17	19	10/19
Columbia Gym HVAC	** Z04-20-1	2020	300	300		300	114	101	85	09/20
Columbia Gym- A/E Renovation Planning	Z04-20-2	2020	100	100		100	58	10	32	12/24
S & F - Facilities and Equip. Upgrades	SFF-20	2020	550	550		550			550	06/22
SSC - Locker Rm and Other Renovations & Facility Assessment Work	** Z16-20-1	2020	6,100	6,100		6,100	5,353	14	733	11/19
CA Wide - HVAC Unit Repl - \$300K	CAW-20	2020								
OM - HVAC Reno. Design	CAW-20-2	2020	45	45		45	42		3	04/23
TC - Oakland Manor HVAC Reno Design	CAW-20-4	2020	40	40		40	17	17	6	04/23
IT Improvements - Phase I and II	A03-20-1	2020	100	100		100			100	04/22
C&M - Website Redevelopment	** M02-20-1	2020	130	130		130	59	0	71	08/19
LR - Art Center - A/E Renovation Planning	B08-20-1	2020	100	100		100	8		92	12/23
Stonehouse Full Building A/E Planning & Construction	B08-20-2	2020	650	650		650	4		646	12/23
Horse Center - Facility Assess. Items	** Z08-20-1	2020	290	290		290	279	7	4	03/20
WL - Slayton House - Theater Renovations	** B08-20-3	2020	470	470		470	306	140	24	03/22
Columbia Wide - Ponds Dredging/Repairs	P02-20-4	2020	550	550	75	625	107	8	510	07/23
Columbia Wide - Watershed Stabilization	** P02-20-5	2020	600	600		600	440	61	99	08/20
Lake Elkhorn Planning & Dredging	** P02-20-11	2020	1,000	1,000		1,000	863	10	128	04/21
Lake Kittamaquundi Planning & Dredging	P02-20-12	2020	60	60		60	9	45	6	04/23
Lakefront Master Plan Design & Implementation	P02-20-13	2020	100	100		100			100	12/21

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
IT Improvements - Phase I and II	A03-21-1	2021	100	100		100			100	04/22
S & F - Facilities and Equip. Upgrades	SFF-21	2021	450	450		450			450	06/22
Columbia Wide - Pathway Renovations	** P02-21-3	2021	450	450		450	428	15	7	04/21
Lake Elkhorn Dam Renovations	P02-21-5	2021	30	30		30	8	21	0	04/22
Wilde Lake Dam Improvements	P02-21-7	2021	30	30		30	8	21	1	04/22
Columbia Wide - Parking Lot Replacements	** P02-21-11	2021	150	150		150	46	61	43	07/21
Equipment and Vehicles	** P02-21-14	2021	500	500		500	304	165	31	04/21
Columbia Wide - Ponds Dredging and Repairs	P02-21-16	2021	100	100		100		5	95	04/22
Columbia Gateway Park Improvements	P02-22-3	2022	50	50		50			50	04/23
Columbia-Wide Boardwalks	P02-22-4	2022	180	180		180		7	173	04/22
Columbia-Wide Bridges	** P02-22-5	2022	250	250		250	157	75	19	04/22
Columbia-Wide Parking Lots	P02-22-6	2022	150	150		150			150	04/22
Columbia-Wide Pathways	** P02-22-7	2022	500	500		500	414	85	1	04/22
Columbia-Wide Tot Lots	** P02-22-8	2022	350	350		350	132	21	197	04/22
Columbia-Wide Watershed Stabilization	P02-22-9	2022	120	120		120	77		43	04/22
Equipment and Vehicles	** P02-22-10	2022	400	400		400	72	253	75	04/22
Lake Elkhorn Dam Improvements	P02-22-11	2022	200	200		200	0		200	05/22
Maintenance Facility Roof Replacement	** P02-22-12	2022	400	400		400	286	97	17	10/21
Wilde Lake Dam Improvements	P02-22-13	2022	200	200		200	0		200	05/22
OB - Community Ctr Roof Replacement	B08-22-1	2022	195	195		195	32	153	10	11/21
S & F - Facilities and Equip. Upgrades	SFF-22	2022	400	400		400			400	06/22
CA Wide - HVAC Unit Repl - \$200K	CAW-22									
Kahler Hall RTU 4-5-6 Replacement	CAW-22-1	2022	90	90		90	1	82	8	02/22
Supreme SC RTU 20 Replacement	CAW-22-2	2022	70	70		70	0	47	23	02/22
Subtotal Category II			18,545	18,497	150	18,647	10,652	1,852	6,143	

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
CATEGORY III PROJECTS										
Fitness Clubs										
AC - Fire alarm panel replacement	Z02-22-3	2022	8	8		8	6		2	12/21
CG - Pool and hot tub plaster, tile, etc.	Z04-21-6	2021	95	95		95		95	0	08/22
SSC - Computer for security system	Z16-22-2	2022	7	7		7		7	0	11/21
SSC - Main Fitness SciFit replacement	Z16-22-4	2022	5	5		5		5	0	01/22
SSC - Clean out sewer line	** Z16-22-5	2022	12	12		12		9	3	10/21
SSC - Replacement ellipticals	Z16-22-6	2022	14	14		14		14	0	03/22
CG - Spare hot tub jet pump	Z04-22-1	2022	3	3		3			3	01/22
CG - Main stairwell stair treads	Z04-22-2	2022	9	9		9		8	1	12/21
CG - Replacement ellipticals	Z04-22-3	2022	76	76		76		76	0	03/22
Golf Courses										
HG - Hole #17 Safety Netting	Z07-21-1	2021	30	30		30	7	2	20	12/22
HG - Fairway mower	Z07-21-7	2021	60	60		60		60	0	12/21
Indoor/Outdoor Tennis										
Tennis_LR Evaporator coils for RTUs	** Z10-21-2	2021	20	20		20	15	4	1	04/21
HG Tennis and Pool restroom sewer line	Z10-22-1	2022	15	15		15	0	13	2	11/21
Aquatics										
Macgill's Common - Water Playground/Bath House Design	Z11-20-7	2020	42	42		42	25	15	2	05/23
Clemens Crossing Water Playground design	Z11-20-8	2020	35	35		35	11	22	2	05/25
Faulkner Ridge Pool bath house improvements	Z11-21-6	2021	45	45		45			45	06/22
Phelps Luck main and wading pool plaster	** Z11-21-8	2021	120	120		120	110	10	0	06/21
Spare outdoor pool pumps	Z11-22-3	2022	14	14		14		14	0	05/22
Huntington Pool tile, skimmers, etc.	Z11-22-4	2022	68	68		68	29	39	0	01/22
HG Pool and Tennis restroom sewer line	Z11-22-5	2022	30	30		30	0	25	5	11/21
Hawthorn Pool diving board and stand	Z11-22-6	2022	14	14		14	6	7	0	12/21
Hobbits Glen Pool guard room	Z11-22-7	2022	9	9		9		4	5	01/22
Huntington Pool hot tub repairs	Z11-22-8	2022	12	12		12			12	01/22

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
SkatePark/SportsPark										
SportsPark - Interior Improvements	Z15-21-1	2021	52	52		52			52	04/22
SportsPark - Playground slide replacement	Z15-22-1	2022	4	4		4		2	2	01/22
Swim Center										
Fire alarm panel	** Z17-21-6	2021	6	6		6	0	4	1	07/21
2 hot water storage tanks	** Z17-22-2	2022	14	14		14	12	1	1	09/21
Main electric distribution panel	** Z17-22-3	2022	25	25		25	23	2	1	09/21
Pump room door	Z17-22-5	2022	6	6		6		3	3	01/22
Village Community Association and Community Services Buildings and Equipment										
KC - Amherst House carpet and LVT	** B08-21-5	2021	35	35		35	31		4	09/21
OB - Community Center roof design	B08-21-18	2021	20	20		20	12	7	1	11/21
LR - Stonehouse restrooms	B08-21-24	2021	48	48		48	0	1	47	03/22
LR - Locust Park Nghbrhd Ctr design work	B08-22-2	2022	8	8		8	5	1	2	04/22
TC - Oakland Manor restroom upgrades	B08-22-5	2022	11	11		11	2	5	3	01/22
WL - Slayton House storm water drain line	** B08-22-7	2022	11	11		11			11	09/21
DS - Linden Hall salon floor replacement	B08-22-8	2022	23	23		23			23	01/22
OM - Other Barn UL kitchen floor	** B08-22-9	2022	6	6		6	5		0	10/21
OM - Other Barn mech. closet sprinklers	B08-22-10	2022	6	6		6		3	2	12/21
RH - Water cooler with bottle filler	B08-22-11	2022	4	4		4		3	0	11/21
KC - Amherst House dry sprinkler-addl funds	** B08-22-12	2022	7	7		7	2		4	09/21
WL - Slayton House electrical upgrade	B08-22-13	2022	55	55		55	1	40	15	03/22
OB - Community Center HVAC coil	B08-22-14	2022	13	13		13	0	11	2	12/21
HC - Kahler Hall lobby half door	B08-22-15	2022	4	4		4		1	3	12/21
WL - Slayton House roof equipment	B08-22-16	2022	15	15		15		13	2	12/21
RH - Claret Hall carpeting	B08-22-17	2022	14	14		14		11	3	02/22
OM - Teen Center sprinklers	B08-22-19	2022	6	6		6			6	12/21
HR - Hawthorn Center patio expansion	B08-22-20	2022	7	7		7			7	12/21
Open Space Facilities, Amenities and Improvements										
HRVC - Planning Funds, Open Space	SB3	2013	14	8		8			8	Pending
Columbia Wide - Parking Lots	** P02-19-13	2019	335	335		335	281	24	30	12/22
Columbia Wide - Bridges	** P02-20-19	2020	400	400		400	328		72	10/20
TC - Sister Cities Monument	P02-20-22	2020	18	18		18	8	10	0	Pending
Columbia Wide - Tot Lots	** P02-21-17	2021	300	480		480	450	27	3	09/20
Columbia Wide - bridge replacements	** P02-21-18	2021	540	745		745	345	384	16	12/20

Columbia Association, Inc.
Capital Budget - Current Projects
Category I, II and III Projects - Beginning FY 2013
(000's)

Capital Projects Category I, II and III Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/2021	Year To Date Commitment	Remain. Balance	Estimated In Service Date
Maintenance Facility roof design	** P02-21-24	2021	15	15		15	13	1	1	10/21
Columbia-wide pathway refurbishments	** P02-21-26	2021	200	200		200	189	8	2	06/21
LR - Construction docs for Bridge 44	P02-21-28	2021	15	15		15	8	5	2	Pending
TC - Lakefront railing	P02-22-14	2022	14	14		14		13	1	12/21
HC - Harpers Farm Road sidewalk	** P02-22-16	2022	24	24		24	20		4	09/21
TC - Lakefront stage electric system	P02-22-17	2022	35	35		35		30	5	11/21
OB - Hopewell basketball court resurface	P02-22-18	2022	40	40		40		40	0	11/21
TC - Lakefront fountain repair	P02-22-19	2022	100	100		100		100	0	12/21
Col-Wide - Tot Lot renovations	P02-22-20	2022	240	240		240			240	04/22
Col-Wide - Pathway renovations	P02-22-21	2022	250	250		250	13	153	84	04/22
CA Wide Contingency 200K										
HQ 2d-floor renovation for sub-tenant	A03-21-3	2021	70	70		70	4	63	3	02/22
Subtotal Category III			<u>3,753</u>	<u>4,125</u>	<u>0</u>	<u>4,125</u>	<u>1,963</u>	<u>1,397</u>	<u>765</u>	
Subtotal Category I, II and III			23,386	23,716	150	23,866	12,788	3,431	7,646	
Total Company Current Projects			<u>23,386</u>	<u>23,716</u>	<u>150</u>	<u>23,866</u>	<u>12,788</u>	<u>3,431</u>	<u>7,646</u>	

Columbia Association, Inc.
Capital Budget - Closed Projects
October 31, 2021
(000's)

Capital Projects	Proj Code	Fiscal Year	Original Approved Budget	Current Approved Budget	Proposed Budget Revisions	Revised Budget	Expend. Through 10/31/21	Remain Balance
<u>Category I, II and III Projects</u>								
Watershed Improvements Projects	P02-19-1	2019	350	350		350	210	140
Sports Park Golf LED Retrofit	GGP-21-2	2021	20	20		20	20	0
Owen Brown Tennis HVAC upgrade	GGP-21-4	2021	12	12		12	12	0
Columbia Wide-Public Tennis/Basketball	P02-20-8	2020	150	150		150	148	2
Columbia Wide - Bridges	P02-21-13	2021	250	250		250	247	3
AC - Security camera upgrade	Z02-22-1	2022	6	6		6	5	1
AC - Tot Lot wood carpet and drainage	Z02-22-2	2022	22	22		22	16	6
SSC - Hot tub plaster	Z16-21-4	2021	14	14		14	14	1
SSC - Lower laundry washer	Z16-22-3	2022	14	14		14	13	1
FH - Golf course pathway repaving	Z06-22-1	2022	10	10		10	10	0
HG - Rough mower rear drive axle	Z07-22-1	2022	4	4		4	4	0
IR- Phase III Finish Upgrades	Z09-20-2	2020	93	93		93	81	12
Horse Center Siding for Building 1 - South Side	Z08-21-1	2021	28	28		28	27	1
Horse Center Siding for Building 1 - North Side	Z08-22-1	2022	24	24		24	22	2
Swim Center Locker room and hallway flooring	Z17-22-1	2022	43	43		43	43	0
Swim Center Upgrade locker room wall panels	Z17-22-4	2022	7	7		7	7	0
OM - Other Barn - Elec. Improv. Phase III	B08-19-43	2019	27	27		27	27	0
OM - Other Barn HVAC replacement	B08-21-7	2021	100	100		100	92	8
KC - Amherst House dry sprinkler	B08-21-19	2021	92	92		92	92	0
TC - Rose Price House sprinkler	B08-21-22	2021	6	6		6	4	2
OM - Other Barn trash enclosure	B08-22-3	2022	12	12		12	8	4
OM - Teen Center printer/scanner	B15-22-1	2022	7	7		7	7	0
OM - Stevens Forest NC doors	B08-22-4	2022	4	4		4	3	1
WL - Bryant Woods NC play area	B08-22-6	2022	60	60		60	49	11
OM - Basket Ring Rd. ditch stabilization	P02-21-27	2021	45	45		45	43	2
TC - Lakefront bench refurbishing	P02-22-15	2022	5	5		5	4	1
SSC - ADA Entrance Ramp Design	Z16-19-3	2019	36	13		13	13	(0)
Total Company Closed Projects			1,441	1,418	0	1,418	1,221	197

THE COLUMBIA ASSOCIATION, INC.
STATUS OF CAPITAL PROJECTS OVER ONE YEAR OLD
SECOND QUARTER FY 2022
October 31, 2021

	FACILITY			PROJECT	YEAR	CURRENT APPROVED/RE VISED BUDGET	REMAINING BALANCE	STATUS	ESTIMATED IN SERVICE DATE
1	ADMINISTRATIVE SERVICES								
2	Administrative Services	A03-16-1	**	Enterprise Network Enhancements	2016	\$ 150,000	\$ 13,000	This project is for the design and implementation of a secure and reliable network infrastructure throughout CA	04/22
3	Administrative Services	A03-17-1	**	IT Improvements, Phase I	2017	\$ 150,000	\$ 56,000	This project is for the design and implementation of security and wireless solutions for remaining facilities	04/22
4	Administrative Services	A03-19-1	**	IT Improvements, Phase I and II	2019	\$ 100,000	\$ 30,000	This project is for additional security solutions for the CA data center.	04/22
5	Administrative Services	A03-20-1		IT Improvements - Phase I and II	2020	\$ 100,000	\$ 100,000	These are funds for replacement hardware for CA's network infrastructure. These projects include network security and storage needs for equipment that is reaching the end of support and retirement. These projects have been put on hold at various times over the past several years to address other projects that were determined to have a higher priority.	04/22
6	Administrative Services	A03-21-1		IT Improvements - Phase I and II	2021	\$ 100,000	\$ 100,000	These are funds for replacement hardware for CA's network infrastructure. These projects include network security (Firewalls), additional Meraki gear and storage needs for equipment that is reaching the end of support and retirement. These projects have been put on hold at various times over the past several years to address other projects that were determined to have a higher priority.	04/22
7	Administrative Services	A03-21-3		HQ 2d-floor renovation for sub-tenant	2021	\$ 70,000	\$ 3,000	Finalizing lease agreement and project scope with sublessee	02/22
8	COMMUNICATIONS & MARKETING								
9	Sales & Marketing	M02-20-1	**	C&M - Website Redevelopment	2020	\$ 130,000	\$ 71,000	Significant website redevelopment remains a priority for current C&M leadership.	08/19
10	COMMUNITY SERVICES								
11	Wilde Lake	B08-19-3	**	Slayton House Theater Renovations	2019	\$ 45,000	\$ -	Phase 1 of the project is complete	02/22
12	Long Reach	B08-19-4		Art Center HVAC	2019	\$ 300,000	\$ 203,000	Underway, major portion of the work to be completed this fall	11/21
13	Long Reach	B08-19-5		Stonehouse A/E Building Renovation	2019	\$ 250,000	\$ 26,000	Design continuing	12/23
14	Town Center	CAW-20-2		OM- HVAC Reno. Design	2020	\$ 45,000	\$ 3,000	Design nearly complete. Project delayed until FY23	04/23

THE COLUMBIA ASSOCIATION, INC.
STATUS OF CAPITAL PROJECTS OVER ONE YEAR OLD
SECOND QUARTER FY 2022
October 31, 2021

	FACILITY			PROJECT	YEAR	CURRENT APPROVED/RE VISED BUDGET	REMAINING BALANCE	STATUS	ESTIMATED IN SERVICE DATE
15	Town Center	CAW-20-4		TC - Oakland Manor HVAC Reno Design	2020	\$ 40,000	\$ 6,000	Design nearly complete. Project delayed until FY23	04/23
16	Long Reach	B08-20-1		Art Center - A/E Renovation Planning	2020	\$ 100,000	\$ 92,000	Design continuing	12/23
17	Long Reach	B08-20-2		Stonehouse Full Building A/E Planning & Construction	2020	\$ 650,000	\$ 646,000	Design continuing	12/23
18	Wilde Lake	B08-20-3	**	Slayton House - Theater Renovations	2020	\$ 470,000	\$ 24,000	Lighting and electrical work to be completed in March 2022.	03/22
19	Long Reach	BER-21-6	**	Phelps Luck NC LED Upgrade	2021	\$ 5,000	\$ -	Complete, invoice pending	05/21
20	Kings Contrivance	B08-21-5	**	KC - Amherst House carpet and LVT	2021	\$ 35,000	\$ 4,000	Punchlist, almost complete	09/21
21	Owen Brown	B08-21-18		OB - Community Center roof design	2021	\$ 20,000	\$ 1,000	Design complete; roof replacement started in October 2021	11/21
22	Long Reach	B08-21-24		LR - Stonehouse restrooms	2021	\$ 48,000	\$ 47,000	Project is in design	03/22
23	OPEN SPACE AND FACILITY SERVICES								
24	Hickory Ridge	SB3		Hickory Ridge Park, Planning Funds	2013	\$ 8,000	\$ 8,000	The project is currently on hold pending further discussions	Pending
25	Hickory Ridge	SF7		Hickory Ridge Park, Planning and Design	2014	\$ 102,000	\$ 102,000	The project is currently on hold pending further discussions	Pending
26	Hickory Ridge	P02-15-8		Hickory Ridge Park, Phase 1	2015	\$ 200,000	\$ 200,000	The project is currently on hold pending further discussions	Pending
27	Columbia Wide	P02-19-2	**	Columbia Wide - Water Quality Improv	2019	\$ 75,000	\$ 35,000	Horse center pond improvements required by Howard County are complete, remaining funds will be used for Stabilization of storm drain outfall at Bright Passage.	07/19
28	Columbia Wide	P02-19-5	**	Watershed Stabilization	2019	\$ 325,000	\$ 19,000	Project is completed. Waiting on a few invoices.	10/19
29	Columbia Wide	P02-19-13	**	Parking Lots	2019	\$ 335,000	\$ 30,000	Project will close after the Lake Elkhorn lot has been constructed	12/22

THE COLUMBIA ASSOCIATION, INC.
STATUS OF CAPITAL PROJECTS OVER ONE YEAR OLD
SECOND QUARTER FY 2022
October 31, 2021

	FACILITY			PROJECT	YEAR	CURRENT APPROVED/RE VISED BUDGET	REMAINING BALANCE	STATUS	ESTIMATED IN SERVICE DATE
30	Watershed Projects	P02-20-1		Watershed Improvement Projects	2020	\$ 360,000	\$ 337,000	Project will close after the Dorsey Pool bioretention facility is renovated.	04/22
31	Columbia Wide	P02-20-2	**	Columbia Wide - Water Quality Improv	2020	\$ 75,000	\$ 69,000	Stevens Forest Drainage complete. Remaining funds will be used on an upcoming project at Foregate this fall. Waiting on redline for Foregate project	04/20
32	Columbia Wide	P02-20-4		Ponds Dredging/Repairs	2020	\$ 625,000	\$ 510,000	Funding will be used for joint project with the county. (Proud Foot)	07/23
33	Columbia Wide	P02-20-5	**	Watershed Stabilization	2020	\$ 600,000	\$ 99,000	Whitecord and Rustling Leaf is complete. Hickory Limb is complete. Footed Ridge will be completed in FY22	08/20
34	Owen Brown	P02-20-11	**	Lake Elkhorn Planning & Dredging	2020	\$ 1,000,000	\$ 128,000	Completed; invoices pending	04/21
35	Town Center	P02-20-12		Lake Kittamaqundi Planning & Dredging	2020	\$ 60,000	\$ 6,000	Project has been deferred to FY23	04/23
36	Town Center	P02-20-13		Lakefront Master Plan Design & Implementation	2020	\$ 100,000	\$ 100,000	Project is on hold	12/21
37	Columbia Wide	P02-20-19	**	Bridges	2020	\$ 400,000	\$ 72,000	One bridge remaining to be installed	10/20
38	Town Center	P02-20-22		Sister Cities Monument	2020	\$ 18,000	\$ -	Project on hold pending sister cities status.	Pending
39	Watershed Projects	P02-21-02		Watershed Improvement Projects	2021	\$ 100,000	\$ 96,000	Design for phase III of stream stabilization below Wilde Lake Dam	04/22
40	Columbia Wide	P02-21-3	**	Pathway Renovations	2021	\$ 450,000	\$ 7,000	Project will be complete after the installation of directional signage	04/21
41	Owen Brown	P02-21-5		Lake Elkhorn Dam Renovations	2021	\$ 30,000	\$ -	Awaiting final report and scope from CPJ's structural inspection	04/22
42	Wilde Lake	P02-21-7		Wilde Lake Dam Improvements	2021	\$ 30,000	\$ 1,000	Awaiting final report and scope from CPJ's structural inspection	04/22
43	Columbia Wide	P02-21-11	**	Parking Lot Replacements	2021	\$ 150,000	\$ 43,000	Waiting on design from Tim Prigg for The Other Barn ADA parking lot improvements. Project should be completed by the end of Q4FY22	07/21
44	Columbia Wide	P02-21-14	**	Equipment and Vehicles	2021	\$ 500,000	\$ 31,000	Equipment & vehicle purchases are underway	04/21
45	Columbia Wide	P02-21-16		Ponds Dredging and Repairs	2021	\$ 100,000	\$ 95,000	Awaiting possible Howard County Schools acceptance of maintenance responsibility for the Steven's Forest Pond	04/22

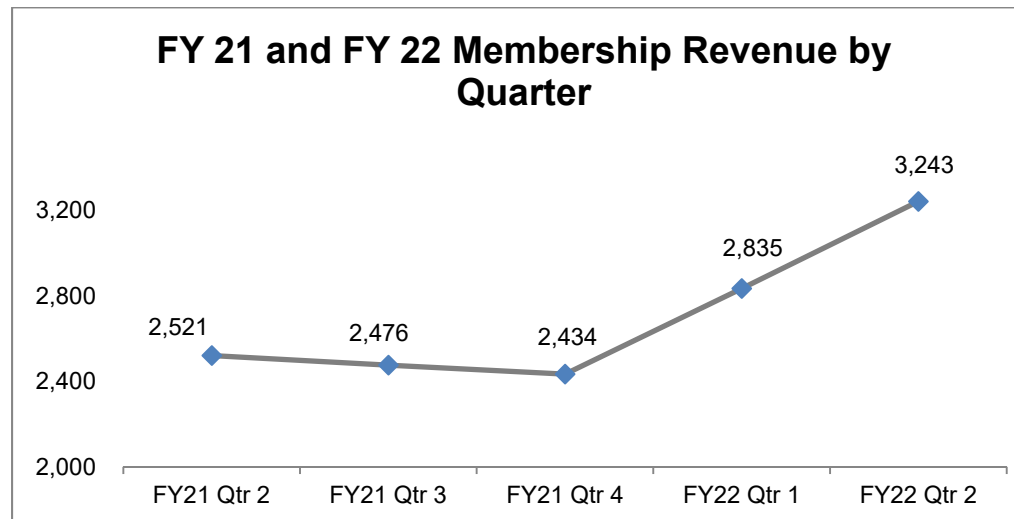
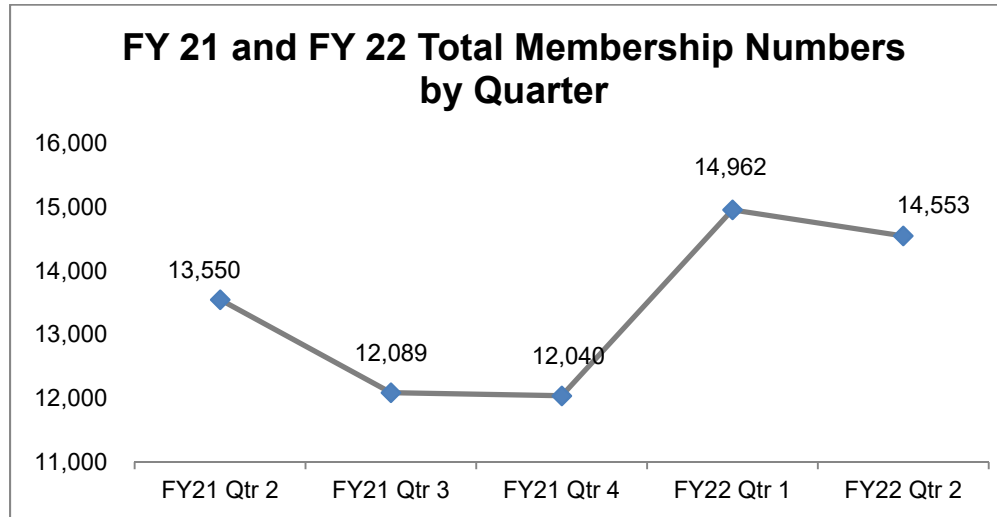
THE COLUMBIA ASSOCIATION, INC.
STATUS OF CAPITAL PROJECTS OVER ONE YEAR OLD
SECOND QUARTER FY 2022
October 31, 2021

	FACILITY			PROJECT	YEAR	CURRENT APPROVED/RE VISED BUDGET	REMAINING BALANCE	STATUS	ESTIMATED IN SERVICE DATE
46	Columbia Wide	P02-21-17	**	Tot Lots	2021	\$ 480,000	\$ 3,000	Projects should be completed in Q3FY22	09/20
47	Columbia Wide	P02-21-18	**	Bridge replacements	2021	\$ 745,000	\$ 16,000	All bridges should be installed by the end of Q3FY22	12/20
48	Maintenance Facility	P02-21-24	**	Roof design	2021	\$ 15,000	\$ 1,000	Complete	10/21
49	Columbia Wide	P02-21-26	**	Pathway refurbishments	2021	\$ 200,000	\$ 2,000	Project complete, waiting on final invoicing	06/21
50	Long Reach	P02-21-28		Construction docs for Bridge 44	2021	\$ 15,000	\$ 2,000	Construction will be in FY23	Pending
51	SPORT AND FITNESS								
52	Columbia Gym	Z04-19-2	**	Exterior Work	2019	\$ 400,000	\$ 16,000	complete; keep open for awning	07/19
53	Swim Center	GGP-20-8		Solar Panels	2020	\$ 65,000	\$ 5,000	To be completed in the winter of FY22	03/22
54	Columbia Gym	Z04-20-1	**	HVAC	2020	\$ 300,000	\$ 85,000	Underway in phases	09/20
55	Columbia Gym	Z04-20-2		A/E Renovation Planning	2020	\$ 100,000	\$ 32,000	Preliminary design largely complete; construction deferred until FY25	12/24
56	Sport and Fitness	SFF-20		Facilities and Equip. Upgrades	2020	\$ 550,000	\$ 550,000	On Hold	06/22
57	Supreme Sports Club	Z16-20-1	**	Locker Rm and Other Renovations & Facility Assessment Work	2020	\$ 6,100,000	\$ 733,000	Remaining funds to be used for Phase III construction	11/19
58	Horse Center	Z08-20-1	**	Facility Assess. Items	2020	\$ 290,000	\$ 4,000	Remaining funds to be used for additional improvements	03/20
59	Aquatics	Z11-20-7		MacGill's Common - Water Playground/Bath House Design	2020	\$ 42,000	\$ 2,000	Conceptual design complete; project on hold FY25	05/23
60	Aquatics	Z11-20-8		Clemens Crossing Water Playground design	2020	\$ 35,000	\$ 2,000	Conceptual design complete; project deferred to FY26	05/25
61	Swim Center	GGP-21-1		Solar PV	2021	\$ 35,000	\$ -	Pending	03/22
62	AC Tennis	GGP-21-6	**	Arena LEDs	2021	\$ 50,000	\$ 6,000	Complete, last commissioning	07/21
63	Sport and Fitness	SFF-21		Facilities and Equip. Upgrades	2021	\$ 450,000	\$ 450,000	Project pending	06/22
64	Columbia Gym	Z04-21-6		Pool and hot tub plaster, tile, etc.	2021	\$ 95,000	\$ -	Project on hold until next summer pool shutdown	08/22
65	Hobbits Glen Golf	Z07-21-1		Hole #17 Safety Netting	2021	\$ 30,000	\$ 20,000	Project in design	12/22
66	Hobbits Glen Golf	Z07-21-7		Fairway mower	2021	\$ 60,000	\$ -	Bids pending	12/21

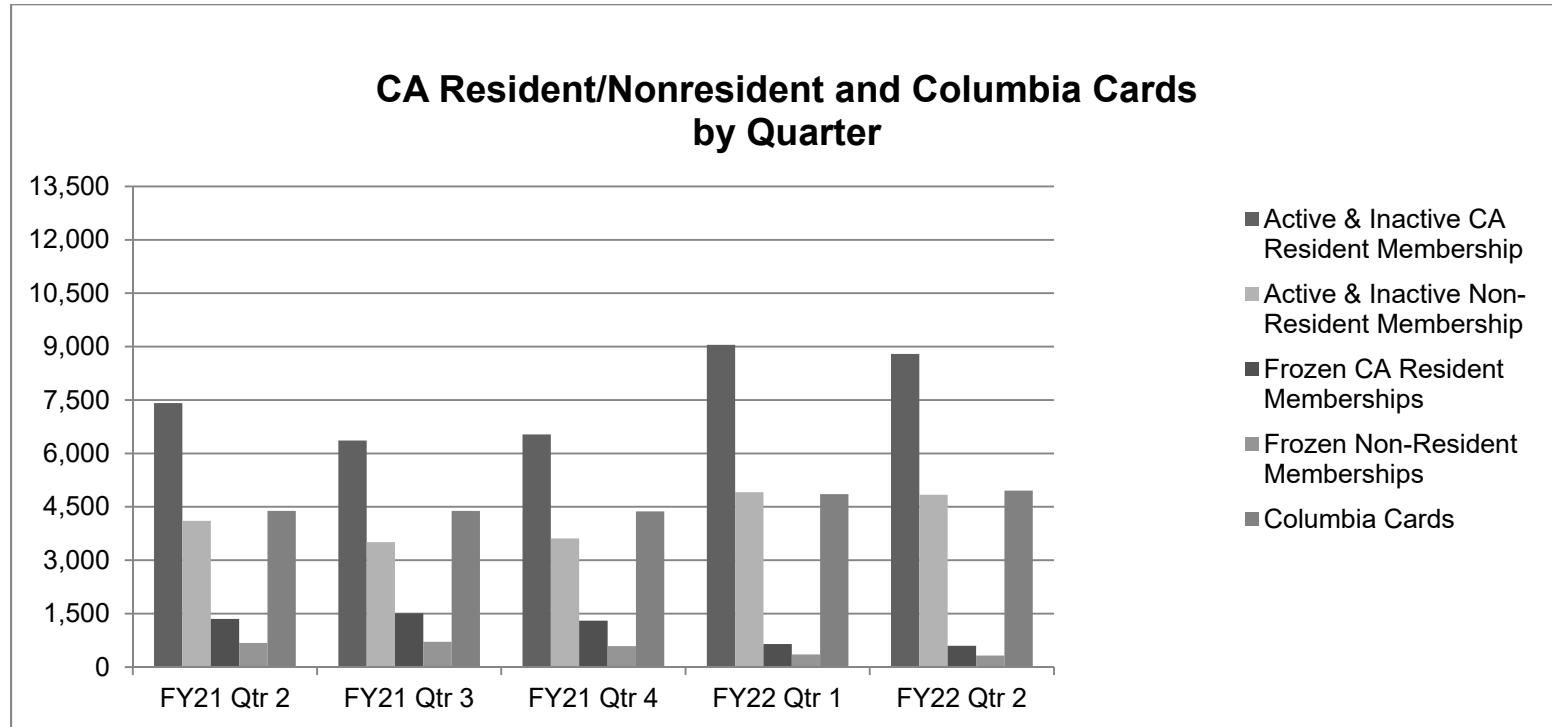
THE COLUMBIA ASSOCIATION, INC.
STATUS OF CAPITAL PROJECTS OVER ONE YEAR OLD
SECOND QUARTER FY 2022
October 31, 2021

	FACILITY			PROJECT	YEAR	CURRENT APPROVED/RE VISED BUDGET	REMAINING BALANCE	STATUS	ESTIMATED IN SERVICE DATE
67	LR Tennis	Z10-21-2	**	Tennis_LR Evaporator coils for RTUs	2021	\$ 20,000	\$ 1,000	Complete, invoice pending	04/21
68	Aquatics	Z11-21-6		Faulkner Ridge Pool bath house improvements	2021	\$ 45,000	\$ 45,000	Project on hold until next season	06/22
69	Aquatics	Z11-21-8	**	Phelps Luck main and wading pool plaster	2021	\$ 120,000	\$ -	Complete, invoice pending	06/21
70	Sports Park	Z15-21-1		SportsPark - Interior Improvements	2021	\$ 52,000	\$ 52,000	Getting updated pricing	04/22
71	Swim Center	Z17-21-6	**	Fire alarm panel	2021	\$ 6,000	\$ 1,000	Complete, invoice pending	07/21
72	Total					\$ 18,751,000	\$ 5,441,000		

**INTENTIONALLY
BLANK**



All of the Total Membership Numbers shown above include frozen memberships, which were negligible before the COVID-19 pandemic (March 2020). FY 22 Qtr 1 total membership numbers include 999 frozen memberships. FY22 Qtr 2 total membership numbers include 919 frozen memberships.



	Active & Inactive CA Resident Memberships	Active & Inactive Non-Resident Memberships	Subtotal of Active & Inactive Memberships	Frozen CA Resident Memberships	Frozen Non- Resident Memberships	Subtotal of Frozen Memberships	Total Memberships	Columbia Cards
FY21 Qtr 2	7,416	4,105	11,521	1,351	678	2,029	13,550	4,383
FY21 Qtr 3	6,363	3,508	9,871	1,511	707	2,218	12,089	4,386
FY21 Qtr 4	6,535	3,612	10,147	1,304	589	1,893	12,040	4,372
FY22 Qtr 1	9,051	4,912	13,963	646	353	999	14,962	4,859
FY22 Qtr 2	8,794	4,840	13,634	596	323	919	14,553	4,958

Prior to FY 20 Qtr 4 (the COVID-19 pandemic), frozen memberships were not tracked, because there were so few of them.

FY 21 and FY 22 Membership Plan Count Detail

	FY21 Qtr 2	FY21 Qtr 3	FY21 Qtr 4	FY22 Qtr 1	FY22 Qtr 2	FY22 Qtr 1 vs. FY22 Qtr 2 Incr/(Decr) ³	Frozen FY22 Qtr 1	Frozen FY22 Qtr 2	Frozen FY22 Qtr 1 vs. FY22 Qtr 2 Incr/(Decr)
Play	2,809	2,344	2,532	4,445	4,209	(236)	1	1	0
1 Fit- Supreme Sports Club	958	876	916	992	1,073	81	103	97	(6)
1 Fit- Columbia Gym	707	670	711	761	843	82	82	82	0
1 Fit- Athletic Club	749	680	695	750	834	84	98	83	(15)
5 Day Golf & Play	90	108	137	146	147	1	1	1	0
7 Day Golf	114	117	134	128	130	2	1	2	1
Golf Fit & Play	89	86	92	108	113	5	0	0	0
Daily Golf	40	33	32	31	29	(2)	0	0	0
Subtotal: Golf	333	344	395	413	419	6	2	3	1
CA Fit & Play ¹	7,673	6,898	6,791	7,601	7,175	(426)	713	653	(60)
Haven on the Lake ²	321	277	0	0	0	0	0	0	0
Total Memberships	13,550	12,089	12,040	14,962	14,553	(409)	999	919	(80)
Columbia Cards	4,383	4,386	4,372	4,859	4,958	99	0	0	0
Haven Add ons	694	578	0	0	0	0	0	0	0

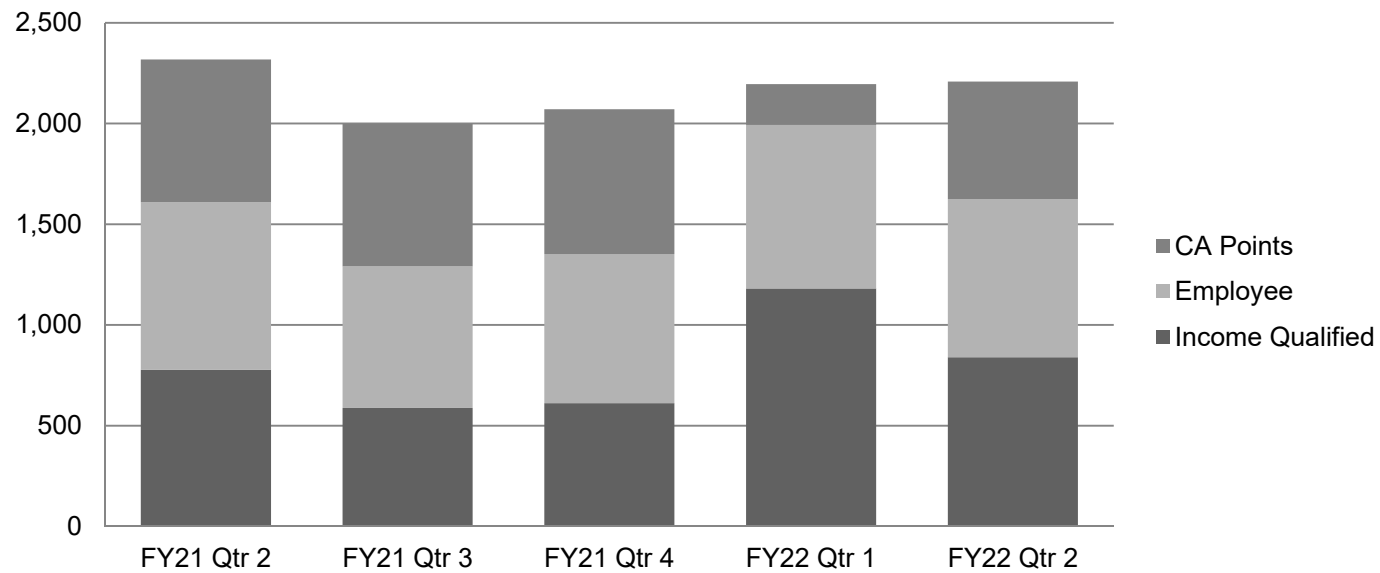
1- Employee memberships are included in CA Fit & Play. See the following page for quarterly counts.

2-Haven on the Lake memberships and Add ons were 210 and 523, respectively, just prior to the facility closing on April 30, 2021.

3- The following memberships were removed due to non-payment:

	FY21 Q2	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2
Play	3	147	21	16	65
1 Fit- Supreme Sports Club	61	20	11	14	12
1 Fit- Columbia Gym	29	15	9	8	11
1 Fit- Athletic Club	35	21	10	14	9
5 Day Golf	1	0	0	1	1
7 Day Golf	2	2	1	1	1
Golf Fit & Play	2	0	0	0	0
CA Fit & Play	194	82	36	36	55
Haven	15	14	4	0	0
Total	342	301	92	90	154

CA Points, Employee Memberships and Income Qualified Memberships



	Income Qualified	Employee	CA Points
FY21 Qtr 2	777	832	709
FY21 Qtr 3	588	703	708
FY21 Qtr 4	612	740	719
FY22 Qtr 1	1,181	812	203
FY22 Qtr 2	840	785	583

Columbia Association
FY22 Membership Revenue Allocation Schedule
Actual Amounts vs Budget as of October 31, 2021

	PLAY		CA Fit&Play		5Day Golf&Play		Golf, Fit&Play		KidSpace		ALLOCATED REVENUE		
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	TOTAL BUDGET	TOTAL ACTUAL	% Variance
Outdoor Pools	329,496	630,368	189,486	430,986	3,498	11,249	996	1,764			523,476	1,074,367	105.2%
Swim Center	141,498	202,942	63,984	73,534	498	3,657	-	236			205,980	280,369	36.1%
Athletic Club			778,986	637,650			4,992	6,152	11,994	10,044	795,972	653,846	-17.9%
Columbia Gym			1,078,488	909,430			6,996	10,762	18,492	9,347	1,103,976	929,539	-15.8%
Supreme Sports Club			1,040,988	977,174			6,492	9,582	23,988	17,340	1,071,468	1,004,096	-6.3%
Fairway Hills Golf Club			51,486	55,357	4,494	19,526	11,496	20,305			67,476	95,188	41.1%
Hobbit's Glen Golf Club			209,988	224,066	42,492	176,163	104,496	187,190			356,976	587,419	64.6%
Ice Rink	27,990	35,416	10,986	3,829	-	429	-	-			38,976	39,674	1.8%
Indoor/Outdoor Tennis Clubs	57,996	102,849	30,984	37,932	498	2,794	-	-			89,478	143,575	60.5%
SkatePark	996	1,005									996	1,005	0.9%
SportsPark	19,998	31,965	7,980	9,398	-	753	-	-			27,978	42,116	50.5%
Total	577,974	1,004,545	3,463,356	3,359,356	51,480	214,571	135,468	235,991	54,474	36,731	4,282,752	4,851,194	13.3%
	73.8%		-3.0%		316.8%		74.2%		-32.6%		13.3%		

COLUMBIA ASSOCIATION, INC.
VENDOR REPORT
PAYMENTS IN EXCESS OF \$75,000
October 31, 2021

The following schedule reflects the cumulative amount paid year to date to individual vendors of \$75,000 or more through October 31, 2021. In a number of instances the cumulative total was the result of several smaller purchases. Any second quarter purchase exceptions are included in the "Purchase Orders Approved with Exceptions" report for the second quarter.

The schedule excludes payments made to governmental authorities (e.g. taxes, permits), and grants approved in the annual budget (e.g. Village Associations, Community Foundation of Howard County, etc.).

VENDOR	CUMULATIVE AMOUNT PAID	DESCRIPTION
All Roads Kubota	79,323	Equipment - tractors
Autlex Electric	188,356	Electrical services - various facilities
B&D Pools, LLC	110,361	Pool cleaning and plaster repairs
BGE	488,940	Utility provider - electricity/natural gas
Bank of America	461,608	Procurement card transactions
Blast It LLC	97,175	Pressure washing services
Carefirst Bluecross Blueshield	1,093,278	Employee health care
Clarabridge, Inc.	113,939	Customer experience management software
Clover Acquisitions, LLC	661,046	Haven on the Lake lease payments
Corelogic	218,958	Payment service used for the Annual Charge
CSI, Software, Inc	94,901	Commercial off-the-shelf membership software
Cushman & Wakefield	103,589	Commercial real estate services
DG Solar Lessee II, LLC	178,495	Solar energy
DLA Piper US LLP	169,444	Legal services
Fidelity Investments	982,571	Quarterly 401(k) plan contributions
FP 6315 Hillside Center, LLC	226,980	Headquarters building lease
Hartman Executive Advisory	127,500	Executive consultants
Highland Turf, Inc	600,149	Lake Elkhorn dredging
Infor (US), Inc	190,142	Software subscription fees

**COLUMBIA ASSOCIATION, INC.
VENDOR REPORT
PAYMENTS IN EXCESS OF \$75,000
October 31, 2021**

Joseph Heil Company, Inc.	79,683	Water line services - multiple facilities
Just Solutions Inc	122,893	Asphalt paving contractor - various locations
Level Green Landscape	391,690	Landscaping services including mowing/trimming
Level Land Inc	530,901	Hardscape/landscape contractor
Miles & Stockbridge, PC	284,338	Legal services
Mutual of Omaha	113,844	Long- and short-term disability insurance
Onix Networking Corp.	133,769	Cloud Solutions Provider
Payne Landscaping	170,211	Structural and landscaping repairs
Pinpont Cleaning Service	120,300	Janitorial services at Supreme Sports Club
Quality Elevator Co., Inc.	180,000	Supreme Sports Club elevator modernization
Red River Management Service	173,259	Software licenses and maintenance
Redmiles Tree Service	319,894	Tree removal services
TEO Construction Services, Inc.	268,130	Maintenance Facility roof replacement
TLC Cleaning Service, Inc.	88,243	Staffing for cleaning services at various facilities
Toyota Financial Services	76,122	Purchasing of leased vehicles and lease payments
Tree Services, Inc.	251,014	Tree removal and trimming
Turf Equipment	166,314	Golf, Open Space equipment and maintenance
USA Commercial Cleaning	112,295	Janitorial services

Total 9,769,654

COLUMBIA ASSOCIATION, INC.
PURCHASES APPROVED WITH EXCEPTIONS DURING THE
SECOND QUARTER OF FY22
October 31, 2021

VENDOR	DEPARTMENTS/ CAPITAL PROJECT	EXCEPTION AMOUNT	EXCEPTION JUSTIFICATION
EMERGENCY PURCHASES			
Total Emergency Purchases		-	
OTHER EXCEPTIONS			
Collins Wharf Sod	Golf Maintenance	\$25,000.00	Sod
S Haley & Assoc	Human Resources	\$40,000.00	Diversity, Equity and Inclusion professional services
K 17 Security	Open Space	\$20,000.00	Security Guard services at the Lakefront
ABC Equipment Rental	Construction	\$14,000.00	Rental of ground mats for use in Open Space construction projects
Pump & Power Equipment	Golf Maintenance	\$20,000.00	Rental of large river pump
D & D Products	Open Space	\$15,000.00	Parts to repair Aquatic Weed Harvester
Total Other Exceptions		\$134,000.00	

COLUMBIA ASSOCIATION, INC.
PURCHASES APPROVED WITH EXCEPTIONS DURING THE
SECOND QUARTER OF FY22
October 31, 2021

SUMMARY		
	Number of Purchase Orders	Dollar Amount of Purchase Orders
Purchase Orders Approved by the Board with Exceptions	0	\$0.00
Percentage of Purchase Orders Approved by the Board	0.0%	0.0%
Other Purchase Orders Approved with Exceptions During the Quarter	6	\$134,000
Percentage of Other Purchase Orders Approved During the Quarter	1.8%	2.3%
Total Purchase Orders Approved with Exceptions During the Quarter	6	\$134,000.00
Percentage of Total Purchase Orders Approved During the Quarter	1.8%	2.3%
Total Purchase Orders Approved During the Quarter	329	\$5,936,006.00

Total paid to Minority Business Enterprises through second quarter FY 21 \$753,753 = 7.6%

Total paid to Local Businesses through second quarter FY 21 \$1,403,631 = 14.1%

Turnover Report for the Quarter Ended October 31, 2021

Turnover Report	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total Terminations	FY22 Total Severance Amount
Total Departures	71	237			308	
# Voluntary	68	55			123	
# Involuntary	3	182			185	
# Severance	-	1	-			
\$ Severance	\$ -	\$34,465.38	\$ -		\$ 34,465	\$ 34,465

COLUMBIA ASSOCIATION, INC.
FEES EXPENSE
October 31, 2021
(\$000)

	SPORT & FITNESS	COMMUNITY SERVICES	OPEN SPACE & FACILITY SERVICES	COMM. & MARKETING	OFFICE OF THE PRESIDENT LEGAL	PRESIDENT OTHER	ADMIN. SERVICES	BOARD OF DIRECTORS	VILLAGE COMMUNITY ASSNS.	TOTAL ORGANIZATION
Consulting & Professional Services	\$2		\$79		\$321		\$291		\$64	\$757
Security Services Fees	\$18	\$2	\$6							\$26
Mowing and Landscaping Services			\$318							\$318
Tree Removal/Planting			\$604							\$604
Other Fees	\$337	\$6	\$231	\$22		\$16	\$41			\$653
Rounding										-
TOTAL	\$357	\$8	\$1,238	\$22	\$321	\$16	\$332	-	\$64	\$2,358

Fees Expenses represent the cost of outside services pertinent to a particular department's activities, and they range from tree removal to legal costs for that reason.



December 2, 2021

Dear Members of the Columbia Association Board of Directors:

I am pleased to present you with the organization's Financial Report for the second quarter of Fiscal Year ("FY") 2022, covering the six months from May 1, 2021 to October 31, 2021.

You will see that this Financial Report is in the organizational format of previous reports, as opposed to the format of my organizational realignment that established the Department of Community Programs and Services led by Vice President Dan Burns and the Department of Community Operations led by Vice President Dennis Matthey. That realignment was initiated in early October, which did not allow enough time in the reporting cycle to reflect those changes in the FY 2022 second quarter financial report. Our intention is to produce the FY 2022 third quarter financial report in a format that reflects the new organizational realignment.

We completed the second quarter \$6.3 million above budget and \$216,000 above the same period in FY 2021. The three pillars of CA's financial success in FY 2021 continue to provide strong and reliable financial results halfway through FY 2022:

- Resource stewardship
 - The April 30, 2021 closing of Haven on the Lake and subsequent subleasing of the space contributed approximately \$2 million to the favorable results projected for FY 2022.
 - Staff efforts to continually alternative sources of funding have resulted in the receipt of \$862,500 in Maryland State Department of Education grants for our School Age Services program.
- Community stability – the July 2021 annual charge billing was higher than budgeted as Columbia residential property values continue to exceed expectations and commercial property abatements have been slower to materialize than anticipated.
- Community activation – our community continues to engage in CA gatherings, activities, wellness opportunities, etc. at levels beyond our initial expectations around COVID impacts and behavior changes.

Additional financial insights are included in the 2nd Quarter FY 2022 Financial Report. Also, as part of their reports, the department directors have provided further explanation of their second quarter results, including noteworthy variances.

I am very proud of these excellent financial results for Columbia Association, especially as we are still in the throes of a global pandemic. However, news of the omicron variant of COVID-19 is currently creating uncertainty and anxiety world-wide and close to home. On an economic standpoint, inflationary pressures are being felt by everyone, including CA. It remains critically important to remember that we continue to conduct the business

of CA in unprecedented, uncertain and challenging times. For example, while vacant staff positions and supply chain challenges have contributed to our expense savings for the period, staff recruiting and supplier difficulties present significant operational challenge. These challenges are impacting organizations nationwide, and we see no true means of relief on the horizon.

We appreciate your leadership in all of CA's efforts especially during this extended season of unparalleled disruption and challenge for each of us. We remain committed to serving the Columbia community and stewarding CA forward responsibly.

Lakey K. Boyd
President/CEO
Columbia Association, Inc.



COLUMBIA ASSOCIATION, INC. SECOND QUARTER FY 2022 FINANCIAL REPORT

VARIANCE EXPLANATIONS are required for line-item variances in a budget center (not summary page) for each variance that exceeds \$25,000 and 25 percent. This requirement does not apply to totals or subtotals.

ORGANIZATIONAL REALIGNMENT NOTE

The organizational realignment that established the Department of Community Programs and Services led by Vice President Dan Burns and the Department of Community Operations led by Vice President Dennis Matthey was initiated in early October 2021. There was not enough time in the reporting cycle to reflect those changes in the FY 2022 second quarter financial report. Our intention is to issue the FY 2022 third quarter financial report in accordance with the new organizational realignment.

ORGANIZATION-WIDE FINANCIAL HIGHLIGHTS

As Ms. Boyd noted in her letter, Columbia Association ("CA") completed the second quarter of FY22 approximately \$6.3 million, or 29%, over the budgeted increase in net assets. Total income of \$57.3 million was \$3.3 million or 6% above budget for the period and about \$6.6 million, or 13%, above the same period in FY21. Total operating expenses of \$30.4 million were 7% below budget and \$7.2 million, or 31%, higher than the second quarter of last year. At the halfway point in the fiscal year, CA anticipates ending FY22 above budget with an increase in net assets of approximately \$6.8 million.

It should be noted that approximately \$2 million of the projected year-end favorable variance is due to the May 2021 execution of a sublease for the rental of the space formerly occupied by Haven on the Lake and the accounting for the closure of that facility, which was finalized after the FY22 budget was approved.

Haven on the Lake ceased operations as of April 30, 2021. The sublease income for the term of the sublease agreement was netted against the rental expense and other anticipated operating expenses for the remainder of the primary lease, which expires August 31, 2025. That net amount was accrued as a liability as of April 30, 2021 on the statement of financial position.

Income and expenses for the former Haven facility will continue to be recorded in the quarterly financial reports. However, there will be an entry on the Non-Operating Exp./Contingencies line to offset the net loss for each period, because the net loss will be charged against and reduce the liability described above.

Income Variances – Actual to Budget (Year-to-Date and Current Year Estimate)

Key income variances as compared to budget and the year-end estimate are:

- **Annual Charge** revenue is above budget for the period by 4%, due primarily to increased property valuations and transfer activity, and lower than expected abatements. When the FY22 budget was prepared, we anticipated more abatements being processed by the State Department of Assessments and Taxation prior to the July 2021 billing than occurred, based on communication with that department. At the halfway point in the fiscal year, we are more confident now that the annual charge revenue will not be as negatively affected by tax credits and abatements as we anticipated earlier in the year.
- **Tuition and Enrollment** is \$505,000 below budget for the period and is projected to be \$589,000 below budget for the year, due to the impact on the School Age Services program of hybrid learning in Howard County Public Schools during the spring semester of the 2021 school year and lower than anticipated full-day program participation.
- **Fees Income** is better than budget for the period by \$610,000 and is projected to be above budget by \$572,000 for the year, due to greater than expected play at both golf clubs and the tennis facilities and increased participation in the Learn to Skate program at the Ice Rink.
- **Rental Income** is slightly over budget for the period, and is projected to be above budget by \$669,000 for the year, due primarily the sublease income for the former Haven on the Lake property, increased play at both golf clubs (cart rentals) and anticipated sublease income for a portion of the headquarters office space.
- **Other Income** is above budget by \$824,000, which is projected to decrease slightly to \$795,000 for the year. The favorable variance is due to the Maryland State Department of Education grants received by School Age Services to support that program.
- **The total of Direct and Allocated Membership Income** is \$368,000, or 6%, over budget for the period, and is projected to be about \$935,000, or 8%, above budget for the year, due to new membership sales.

Income Variances – Year to Year

Key income variances as compared to the first six months of FY21 are:

- The **Annual Charge** revenue variance of approximately \$1.3 million (3%) is due to increases in assessed valuations for both residential and commercial properties, transfer activity, and additional billing from improvements.
- **Tuition and Enrollment** is \$554,000 greater than last year, due to remote learning in Howard County Public Schools in FY21 because of COVID-19.
- **Fees Income** is \$1.7 million, or 83% higher than the second quarter of FY21, due to the COVID-19 closures and phased re-openings in FY21, the FY22 outdoor pool season, increased play at both golf clubs, and increased participation in fee-based programs at nearly all Sport and Fitness facilities.
- **Other Income** is \$866,000 greater than the same period last year, due to the Maryland State Department of Education grants received by School Age Services to support that program.
- **Direct and Allocated Membership Income** combined are over \$2 million, or 50%, higher than the same period last year, due to an increase in membership sales after the FY21 COVID-19 closures and restrictions were lifted, the opening of 16 outdoor pools in FY22 and more community members returning to our facilities.

Expense Variances – Actual to Budget (Year-to-Date and Current Estimate)

Key expense variances as compared to budget and the year-end estimate are as follows:

- **Personnel costs** (the sum of salaries, wages, annual performance incentives, contract labor, payroll taxes and employee benefits) are \$999,000 or 7% below budget for the period, the same percentage variance as reported for the first quarter. The variance is

due to vacancies in a number of positions, as well as the impact of hybrid learning on the School Age Services (SAS) program from March 2021 through the end of the 2021 school year and lower than anticipated SAS and camps participation. Multiple recruitment efforts are ongoing to fill vacant positions; this continues to be a significant challenge for the organization.

- **Operating Supplies/Expenses** are under budget and expected to be at budget for the year due to the COVID-19 closure and the ongoing impact of the pandemic on CA programs, facility usage and restrictions on events and gatherings; operational efficiencies; and, supply chain challenges for some materials.
- **Fees** are \$529,000, or 29% above budget for the period, and we anticipate the variance to increase to \$632,000 for the year, due to fees for outsourced interim IT leadership and support, the outsourced part-time interim general counsel, other legal matters and the brokerage fee for subleasing the former Haven on the Lake space. Increased spending in Open Space is also contributing to the overage.
- **Repairs and Maintenance expenses** are under budget by \$206,000, but are anticipated to be only slightly under budget for the year, due primarily to timing related to supply chain delays in materials and contractors.
- **Depreciation** is under budget by \$531,000 for the period, and is anticipated to be \$959,000, or 7%, under budget for the year, primarily due to projects closing later than anticipated, intentionally reduced spending in FY21 and no further depreciation expense to be recognized for Haven on the Lake after its April 30, 2021 closure.

Expense Variances – Year to Year

Key expense variances as compared to the prior year are as follows:

- **Personnel costs** (the sum of salaries, wages, annual performance incentives, contract labor, payroll taxes and employee benefits) are \$4.7 million greater than in the second quarter of FY21, due to the COVID-19 closures and phased re-openings in FY21, increased participation in our programs and services, the opening of 16 outdoor pools in FY22, and the return to full pay and standard hours for staff.
- **Operating Supplies/Expenses and Repairs and Maintenance** are significantly greater than the same period last year, due to the COVID-19 closures and phased re-openings in FY21, increased participation in our programs and services, and the opening of 16 outdoor pools in FY22.
- **Fees** are \$898,000, or 62% above the second quarter of FY21, due to the COVID-19 closures and phased re-openings in FY21 and increased participation in our programs and services, increased legal fees for certain matters and temporary legal services required by the vacancy in the general counsel's position. Interim outsourced IT leadership and other services due to the vacancy in the Director of IT position. Implementing multi-factor authentication and a Lawson upgrade also contributed to this variance.

For further explanation of individual variances throughout the organization, please refer to the FY22 Second Quarter Financial Report and the reports from the department directors.



SECOND QUARTER FY 2022 FINANCIAL REPORT SPORT AND FITNESS DEPARTMENT

The Sport and Fitness Department completed the second quarter of fiscal year 2022 \$2,763,000 (40%) better than budget and \$310,000 (7%) better than the same period last year. Increases in Fees Income and Membership Income combined with savings in Personnel Expenses, Operating Supplies/Expenses, Repairs and Maintenance and Depreciation combined to create the positive variance. The accounting for the closure of Haven on the Lake also contributed to the positive variance. We expect these items to persist, and to finish the year \$4,053,000 (32%) better than budget.

Department highlights for the Second Quarter of FY22 include:

Community Engagement

August, September and October brought more opportunities for the team to offer free community yoga, Zumba classes, and tips on healthy eating and exercise to such varied audiences as the Wilde Lake (community) Backyard Bash, the Stevens Forest Elementary Family Fun Night and Oakland Mills High School freshman back-to-school event.

On October 1st, the SportsPark, in collaboration with the Millennial Advisory Committee, held its first Midnight Mini Golf event for those 21 years and older. This was an opportunity for teams from multiple departments to engage with the community in a unique event. More than 200 attendees enjoyed food trucks, games, prizes and beer/wine until late in the evening.

The SportsPark also was host to a spectacular CA Trunk or Treat Event on October 30th. The Trunk or Treat was a free community event and featured games and treats for the kids of Columbia. More than 1,700 members of the community attended and were treated to games, events and, of course, sweet treats. This event involved teamwork from several different departments and locations as well as members of the community.

The team participated in Howard County's Walktober Event hosting a complimentary dance break for walkers at Lake Elkhorn on October 30th. Despite the cool, wet weather, walkers joined in for a Haunted Dance Party.

Comings and Goings

After 16 years at the helm of the Columbia Athletic Club, general manager Leslie Flynn moved to Colorado with her family. In September, we were excited to announce that Chris Lucas, most

recently assistant general manager for Supreme Sports Club, was promoted to general manager of the Athletic Club.

CA's first director of Membership Sales, Mike Fecht, moved with his family to Georgia after four years of sales team development. We now welcome June Palmer to the team as the new director of Membership Sales.

Golf

Seventy members participated in the Hobbit's Glen Club Championship in August -- members Nick Desimone and Tara Coates were the Men's and Women's champions for the 2021 season.

Fitness

The three fitness clubs have partnered with Howard County Public School System's (HCPSS) Transition & Work Study Program to provide work study opportunities for special needs students beginning in November. All three clubs will have students working alongside staff to fold towels, clean equipment and welcome members midday Monday through Friday. Some students may be accompanied by a teacher or para-educator and others who are more independent will be working just with staff. HCPSS and CA are excited for the opportunities this will provide the students, and they bring some great energy into the facilities.

Supreme Sports Club

After a long hiatus, the popular Teen Glow Skate is back on Friday nights from 7-9pm. An additional family-friendly public skate session was added Saturday 3:30-5:30pm.

Supreme Skate Arena featured a special Halloween-themed public skate session on Saturday, Oct 30. Roller skate party bookings continue to grow. We had 17 parties during skate sessions from October 12 - November 15.

Supreme KidSpace hosted two Adventure Days that served 44 kids. During Adventure Day, the kids enjoyed physical activity games, arts/crafts and School's Out Roller Skate.

Tennis

CA Racquet Sports renewed our partnership with Maryland Special Olympics Tennis to host their practices and tournament at Wilde Lake Tennis Club for nine weeks beginning in August.

CA played host to the United States Tennis Association Mid-Atlantic 40 & over Sectional Championships at Owen Brown Tennis Club and Wilde Lake Tennis Club for more than 500 players over three days.

Aquatics

Aquatics completed the outdoor pool season on Labor Day. We had 306,106 admissions between the Saturday before Memorial Day and Labor Day. The full indoor pool schedules began on September 7 -- Clippers, Masters, Swim Lessons and Clinics -- as well as all normal operating hours.

Ice Rink

On October 23rd and 24th, the Columbia Ice Rink celebrated its 50th anniversary. Prices for admission and concessions were rolled back to 1971. Many CA members took advantage of the free rental skate offer and were given commemorative 50th anniversary hockey pucks. Nearly 500 visitors attended the public skate, many for the first time. The Howard County Commissioner's office presented the rink with a proclamation citing the rink's dedication to the community.

On October 26th, the Ice Rink donated ice time and rental skates to the Oakland Mills High School physical education class. Fifty-five students enjoyed the sport of ice skating, some for the first time.



SECOND QUARTER FY 2022 FINANCIAL REPORT COMMUNITY SERVICES DEPARTMENT

The Community Services Department finished the second quarter of fiscal year 2022 \$803,000 (93%) better than budget and \$867,000 (94%) better than the same period last year. The positive variance is a direct result of the grants for the current school year to the School Age Service program from the Maryland State Department of Education. We project that the grant funding and payroll savings due to staffing shortages will combine to allow us to finish the fiscal year \$549,000 (32%) better than budget.

Department highlights for the Second Quarter of FY22 include:

Community Engagement

The Youth and Teen Center (YTC) partnered with Oakland Mills Leadership Teams (OMLT) on the Movie in the Mills Event in celebration of Hispanic Heritage Month on Friday Oct 29th.

Art Center

The Art Center participated in Long Reach Village's 50th Birthday Celebration on October 16, 2021. Columbia Art Center hosted an outdoor ceramics sale, student art sale, a family art activity, a RAKU firing in the Japanese Garden, and facility tours. More than 200 people visited the Art Center during the event. Columbia Art Center also hosted the green room for musicians and dancers performing in the 50th Birthday event to use before and after their performances. CA has operated the Art Center since 1988.

School Age Services

School Age Services has begun receiving grants from Maryland State Department of Education (MSDE) to be used to cover staffing and operational expenses for the program.

Youth and Teen Center

The Youth and Teen Center opened The Barn on Friday October 15 for an afternoon drop-in program when the Howard County public schools were closed.

The Middle School and Teen Advisory Committee orientation was held on October 28 to welcome new and returning committee members.

YTC began offering Teen Night Tuesdays from 6-8pm at The Barn to provide another opportunity for youth to gather, socialize and have fun.

Multicultural Programs

Sister Cities committee volunteers also participated in the Long Reach 50th Birthday Celebration. They had tables with Chinese artists, Haitian art for sale, and a fundraiser that raised \$370 to be used for Tema, Ghana Sister Cities activities.

Columbia Maryland Archives

The Columbia Maryland Archives displayed a "walk along" exhibit of four posters at the Village of Long Reach's 50th Birthday celebration, which talked about the history and community of the village over the past 50 years.



SECOND QUARTER FY 2022 FINANCIAL REPORT DEPARTMENT OF OPEN SPACE AND FACILITY SERVICES

The Department of Open Space and Facility Services is responsible for the management of Columbia's 3,600+ acres of open space, the construction, renovation and maintenance of CA's building inventory, capital improvements in Columbia's open space, watershed management and education and energy management. This department includes the functions and operational units of Open Space Maintenance and Services, Landscape Services, Facility Services, Fleet Management, Energy Management and Sustainability, Real Estate Services, Capital Improvements and Watershed Management and Improvements.

The Department of Open Space and Facility Services completed the second quarter \$390,000, or 5%, below budget, and current projections indicate ending the fiscal year \$122,000, or 1% under budget.

Noteworthy accomplishments during the second quarter included the following:

- Completion of Amherst House sprinkler system and flooring replacements
- Completion of Owen Brown Community Center and Maintenance Facility roof replacements
- Tot lot replacement at Bryant Woods Neighborhood Center
- Structural repairs at Columbia Horse Center
- Electric vehicle charging station installation at Dorsey's Search Meeting Room
- Installation of six ENERGY STAR HVAC units at Stonehouse and the Art Center
- LED lighting retrofit at Talbott Springs Neighborhood Center
- Sanitary sewer repairs at Supreme Sports Club and Hobbit's Glen Pool
- Installation of four pedestrian bridges and associated work throughout Columbia
- Tot lot repairs and refurbishment at Athletic Club, August Light, Lightfall and Camelback
- Completion of the paving project from Audubon Drive to Kiteline Court
- Completion of the stream stabilization project at Majors Lane
- Installation of two new bioretention facilities at Manor Hill
- Invasive bamboo removal at Angelina Circle and Thunder Hill Road
- Completion of WSSI Stream Restoration contract, allowing for the restoration of over 33,000 feet of streambed
- Finalized the Shaw Property annexation so that it is now subject to the CA annual charge and part of the Village of River Hill



SECOND QUARTER FY 2022 FINANCIAL REPORT DEPARTMENT OF COMMUNICATIONS & MARKETING

Member Acquisition: Following a record quarter (Q1FY22) for lead generation and new member acquisition, the Marketing team experienced an expected decline in demand for CA memberships in what is typically a slow period during the year. Lead generation volume was approximately 49% lower than the previous quarter, and cost per member acquisition was a little more than double the previous quarter, though still lower than historical average.

This past summer included re-opening of 16 outdoor pools following the previous year's closures and the rollout of COVID-19 vaccinations for most adults but largely preceded the subsequent onset of Delta variant concerns.

In September, the team welcomed a new Senior Marketing Manager, filling a critical vacancy required to develop and deploy effective marketing strategies.

CA Points Program: While this program, providing incentives and membership opportunities to low-income families, was first created approximately 20 years ago, CA created a more public campaign to promote CA Points to eligible students, along with revamped enrollment processes and partner communications (parents and school liaisons).

Customer Care: With the Welcome Center opening in the previous quarter, the Customer Care Team has provided the community and members with an efficient hybrid experience, allowing for in-person consultations as well as streamlined virtual customer service via phone and email. During the quarter, the Customer Care team responded to 4,345 phone calls (a little over 70 phone inquiries per business day) and provided more than 3,000 answers and information via email response. Walk-in traffic during this period was just over 1,400 visits.

Website: The CA Website remains an important channel for CA to provide information across a vast array of facilities and services, but requires substantial re-organization and content updates to best serve the community and the organization. Investments were made this quarter in resolving core navigation improvements, and some progress was made in reviewing existing content in partnership with CA teams, though much work remains to be done. Challenges in member acquisition delayed progress in website improvements somewhat during the quarter.

Columbia Conversation: The Columbia Conversation project continued to draw new visitors and insights during the quarter, attracting approximately 1,100 unique visitors to the dedicated website

at ColumbiaConversation.org during this period. Insights from the comments and input provided across a wide variety of topics have been presented to the CA Board, and the associated Facebook Group remains active while we explore new options for community engagement in the new year.



SECOND QUARTER FY 2022 FINANCIAL REPORT DEPARTMENT OF ADMINISTRATIVE SERVICES

Administrative Services finished the second quarter of fiscal year (FY) 2022 \$2.2 million, or 5% above budget, and \$1.4 million, or 3%, higher than FY21. The variances are primarily due to the increase in annual charge revenue, due primarily to assessed valuation increases, phase-in values from transfers and additional billing for improvements. We anticipate ending FY22 with a favorable variance of \$2.1 million, or 5%.

Second quarter highlights from the department include:

Accounting and Finance

The finance team led the FY23 scenario development project for purposes of determining corporate and community priorities and related operating budget direction. This was a new approach and was completed (the scenario phase) within a compressed time frame. Our team modified the budget system to accommodate different scenarios, to accommodate the new organizational structure, and trained department budget managers so that they could develop their scenario P&L's using a familiar tool.

The annual charge team responded to thousands of calls and emails, and processed many refunds and credits, as well as handling collection efforts including lien processing.

Human Resources and Learning and Organizational Development (HR)

The Human Resources (HR) team continued to be very active with multiple initiatives in addition to their daily support of CA managers and team members. Some of these initiatives are:

- Led and supported CA's diversity, equity and inclusion (DE&I) committees, in the development of pronouns workshops and the Introduction to Pronoun Use e-learning course.
- Prepared for and hosted the Optics workshops for all full-time and many part-time CA team members, a key component of our ongoing DE&I efforts.
- Completed the search processes for a new director of IT and a new general counsel.
- Created a customized proof of COVID-19 vaccine electronic document in Dayforce, our human resources information system, in anticipation of a vaccine mandate.
- Tracked continuously changing state and local COVID-19 restrictions as they evolved, to address impacts on CA team members.
- Held several team member recruiting events.

Information Technology (IT)

Information Technology (IT) successfully completed the CA-wide deployment of multi-factor authentication with excellent team member participation and the need for very few devices in lieu of cell phones.

IT continued our ongoing data security program enhancements with another installment of KnowB4 training for all CA users.

The CA IT team continued to operate successfully under outside interim IT leadership -- supporting the organization, equipping 16 outdoor pools and other seasonal facilities, completing important projects and making further progress on the new project delivery process and updated incident response protocol.

Purchasing

The Director of Purchasing participated in several outreach events to further engage MBE, WBE and DBE vendors, including making a presentation on how to do business with CA to approximately 75 firms at the Maryland Procurement Technical Assistance Center (PTAC) webinar. Current and future procurements were discussed, providing detailed information on the types of goods and services CA procures and how to be included in that process.

The Purchasing team continues to develop creative strategies to overcome supply chain issues of shortages, back orders, price increases and long lead times for a variety of products and materials.

Columbia Association, Inc.

Financial Statements

October 31, 2021 and 2020

Columbia Association, Inc.

Index

	<u>Page</u>
Financial Statements	
Statements of Financial Position	2
Statements of Activities	3
Statements of Functional Expenses	4
Statements of Cash Flows	6
Notes to Financial Statements	7

Columbia Association, Inc.

**Statements of Financial Position
October 31, 2021 and 2020
(in Thousands)**

	2021	2020
Cash and cash equivalents	\$ 37,965	\$ 36,631
Grant restricted to School Age Services	863	-
Emergency cash reserves	2,000	-
Accounts receivable, net	4,579	3,762
Prepaid expenses and other assets	1,377	873
Risk management fund	6,619	3,628
Workers' compensation fund	3,549	3,601
Property, facilities and equipment, net	129,831	135,097
Intangible assets, net	287	298
	<hr/>	<hr/>
Total assets	\$ 187,070	\$ 183,890
	<hr/>	<hr/>
<u>Liabilities and Net Assets</u>		
Liabilities		
Accounts payable and accrued expenses	15,476	11,561
Deferred revenue	5,279	4,422
	<hr/>	<hr/>
	20,755	15,983
	<hr/>	<hr/>
Term debt		
Term loans, net of deferred financing costs	34,075	38,609
Capital lease obligations	677	813
	<hr/>	<hr/>
Total term debt	34,752	39,422
	<hr/>	<hr/>
Total liabilities	55,507	55,405
	<hr/>	<hr/>
Net assets		
Without donor restrictions	130,700	128,485
With donor restrictions	863	-
	<hr/>	<hr/>
Total net assets	131,563	128,485
	<hr/>	<hr/>
Total liabilities and net assets	\$ 187,070	\$ 183,890
	<hr/>	<hr/>

Columbia Association, Inc.

**Statements of Activities
October 31, 2021 and 2020
(in Thousands)**

	<u>2021</u>	<u>2020</u>
Revenue		
Annual charge	\$ 44,853	\$ 43,586
Sport and fitness	10,685	6,782
Community services	670	77
Communications and marketing	98	117
Open space and facility services	112	117
Village community associations	(10)	(8)
Interest income and other	65	52
Unrealized loss on marketable securities	<u>(9)</u>	<u>(20)</u>
Total revenue	<u>56,464</u>	<u>50,703</u>
Expenses		
Program services:		
Sport and fitness	13,488	10,427
Community services	1,320	839
Communications and marketing	853	505
Open space and facility services	6,841	5,346
Village community associations	<u>2,413</u>	<u>2,405</u>
Total program services	24,915	19,522
Supporting services:		
Administrative	<u>4,628</u>	<u>3,612</u>
Total expenses	<u>29,543</u>	<u>23,134</u>
Increase in net assets without donor restrictions	26,921	27,569
Change in net assets with donor restrictions:		
Grant restricted to School Age Services	<u>863</u>	<u>-</u>
Increase in net assets with donor restrictions	863	-
Increase in total net assets	27,784	27,569
Net assets, beginning	<u>103,779</u>	<u>100,916</u>
Net assets, ending	<u>\$ 131,563</u>	<u>\$ 128,485</u>

Columbia Association, Inc.

**Statements of Functional Expenses
October 31, 2021
(in Thousands)**

	Sport and Fitness	Community Services	Communications and Marketing	Open Space and Facility Services	Village Community Associations	Total Program	Administrative	Total
Personnel Expenses	\$ 6,601	\$ 870	\$ 788	\$ 2,373	\$ -	\$ 10,632	\$ 2,537	\$ 13,169
Operating Supplies/Expenses	522	43	158	230	6	959	68	1,027
Technology Supplies/Expenses	48	6	8	12	-	74	619	693
Collection and Treasury Expenses	92	7	97	1	-	197	43	240
Fees	357	87	22	1,159	64	1,689	669	2,358
Comm. Assoc. Annual Charge Share Grant	-	-	-	-	1,658	1,658	-	1,658
Temporary Funding & Grants Expense	-	-	-	-	-	-	-	-
Rentals	578	33	147	58	-	816	295	1,111
Utilities	718	32	5	50	4	809	142	951
Insurance & Taxes	420	24	3	153	26	626	112	738
Repairs & Maintenance	1,032	76	31	567	90	1,796	19	1,815
Depreciation	3,232	101	21	2,015	521	5,890	106	5,996
Non-Operating Exp/Contingencies	(824)	-	-	-	-	(824)	-	(824)
Allocations	712	41	(427)	223	44	593	18	611
Total functional expenses	\$ 13,488	\$ 1,320	\$ 853	\$ 6,841	\$ 2,413	\$ 24,915	\$ 4,628	\$ 29,543

Columbia Association, Inc.

**Statements of Functional Expenses
October 31, 2020
(in Thousands)**

	Sport and Fitness	Community Services	Communications and Marketing	Open Space and Facility Services	Village Community Associations	Total Program	Administrative	Total
Personnel Expenses	\$ 3,641	\$ 502	\$ 536	\$ 1,796		\$ 6,475	\$ 2,031	\$ 8,506
Operating Supplies/Expenses	242	4	109	128	5	488	30	518
Technology Supplies/Expenses	9	5	13	9	-	36	580	616
Collection and Treasury Expenses	60	1	123	-	-	184	38	222
Fees	151	18	57	767	92	1,085	375	1,460
Comm. Assoc. Annual Charge Share Grant	-	-	-	-	1,650	1,650	-	1,650
Temporary Funding & Grants Expense	-	45	-	-	-	45	-	45
Rentals	557	71	102	32	-	762	193	955
Utilities	502	30	5	52	4	593	139	732
Insurance & Taxes	444	18	3	139	28	632	92	724
Repairs & Maintenance	779	23	2	331	64	1,199	4	1,203
Depreciation	3,279	106	29	1,898	524	5,836	115	5,951
Allocations	763	16	(474)	194	38	537	15	552
Total functional expenses	\$ 10,427	\$ 839	\$ 505	\$ 5,346	\$ 2,405	\$ 19,522	\$ 3,612	\$ 23,134

Columbia Association, Inc.

Statements of Cash Flows
October 31, 2021 and 2020
(in Thousands)

	2021	2020
Cash flows from operating activities		
Increase in net assets	\$ 27,784	\$ 27,569
Adjustments to reconcile increase in net assets to net cash provided by operating activities		
Depreciation expense and amortization	5,996	5,951
Bad debt expense	13	70
Amortization of deferred financing costs	23	22
Loss (gain) on disposal of fixed assets	96	16
Unrealized loss (gain) on marketable securities	9	20
Changes in operating assets and liabilities		
Accounts receivable	(2,245)	(1,810)
Prepaid expenses and other assets	(60)	(379)
Accounts payable and accrued expenses	(1,481)	(2,713)
Deferred revenue	1,409	724
Net cash provided by operating activities	<u>31,544</u>	<u>29,470</u>
Cash flows from investing activities		
Purchases of investments held by trustees	(2,035)	(1,198)
Proceeds from maturities of investments held by trustees	80	1,155
Purchase of property, facilities and equipment	(3,134)	(2,187)
Proceeds from the sale of equipment	5	14
Proceeds from the sale of intangible assets	<u>-</u>	<u>21</u>
Net cash used in investing activities	<u>(5,084)</u>	<u>(2,195)</u>
Cash flows from financing activities		
Net repayments on line of credit	-	(9,746)
Net new lease/principal payments on capital lease obligatio	(80)	759
Term loan proceeds	-	20,000
Term loan issuance/financing costs	-	(136)
Term loan principal payments	<u>(2,309)</u>	<u>(1,581)</u>
Net cash provided by (used in) financing activities	<u>(2,389)</u>	<u>9,296</u>
Net increase in cash equivalents and restricted cash	24,071	36,571
Cash and cash equivalents at beginning of quarter	<u>16,757</u>	<u>60</u>
Cash equivalents and restricted cash at end of quarter	<u>\$ 40,828</u>	<u>\$ 36,631</u>
Supplemental disclosure of cash flow information		
Cash paid during the year for interest	<u>\$ 601</u>	<u>\$ 553</u>

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Note 1 - Organization and summary of significant accounting policies

Organization

Columbia Association, Inc. (the "Association") is a nonprofit membership corporation, incorporated under Maryland law. It develops and operates recreation and community facilities; provides community programs and assistance; and maintains and develops park land and open space in Columbia, Maryland. The Association is governed by an eleven-member Board of Directors comprised of the Association's President and ten members elected by residents of each of the ten villages.

Use of estimates in preparing financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and cash equivalents

The Association defines cash equivalents as all highly liquid investments with maturities of ninety days or less when acquired, except when such investments are held by trustees for the risk management and workers' compensation funds.

Emergency cash reserves

In April 2021 the Board of Directors approved the establishment of an emergency cash reserves policy and designated an initial balance of \$2,000. The policy requires the Board to approve use of the funds only for emergency purposes and increases to the fund balance.

Accounts receivable

Accounts receivable consist principally of membership fees receivable, which are uncollateralized and generally have a term of one year. Accounts receivable also include annual charge balances, which are collateralized by the related property.

The carrying amount of accounts receivable is reduced by a valuation allowance. The reserve for abatements and allowance for doubtful accounts is based on management's assessment of the collectability of specific accounts and the amount of abatements property owners will receive on their property assessment.

Risk management fund

Under the Association's risk management program, self-insured claims for general liability risks are accrued based on the best estimate of the ultimate cost of both asserted claims and unasserted claims from reported incidents and estimated losses from unreported incidents. Such estimates are reviewed by counsel. The Association is funding the risk management program under a trust fund arrangement, which currently provides for funding as actuarially determined by independent actuaries.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Workers' compensation fund

The Association has a self-insurance program for workers' compensation. Under this program, the Association has a workers' compensation fund for its estimate of the ultimate cost of both asserted and unasserted claims from reported workers' compensation incidents and estimated losses from unreported incidents. Claims and fund expenses are paid directly out of the workers' compensation fund. The program includes a trust deposit escrow account in the name of Maryland Workers' Compensation Commission for the benefit of the Association. The investment level of the fund is periodically reviewed by the State of Maryland Workers' Compensation Commission and by independent actuaries.

Investments held by trustees

Investments held by trustees consisting of money market funds and U.S. Government mortgage bonds and treasuries are stated at fair value and are reflected in the risk management fund and workers' compensation fund on the statements of financial position.

Property, facilities and equipment, net

Land includes approximately 3,600 acres of land that has been contributed to the Association since the establishment of the community of Columbia and is recorded at zero value. The contributed land is subject to a zoning ordinance limiting its usage to public or community usage. Costs of parks, lakes and related permanent land improvements are accounted for as land and are not depreciated because they have an indefinite useful life. Facilities, equipment and land improvements that have a limited life are stated at cost and are depreciated using the straight-line method.

<u>Assets</u>	<u>Estimated useful lives</u>
Building and recreational facilities	10 to 40 years
Land improvements	5 to 25 years
Furniture, equipment and other	3 to 10 years

Expenditures are capitalized if the expenditure results in a new asset with a useful life of at least two years and meets the monetary threshold or represents an addition to an existing asset that materially improves or extends the asset beyond its original intended function or increases the useful life by at least two years. The monetary threshold is defined as \$2.5 for a single item except for certain equipment or livestock, which should be capitalized if a single item costs at least \$1.5. This includes an expenditure that is for a group of identical or coordinating items with a total cost of at least \$2.5 that are purchased together and replaced at the same time.

Accounting for the Impairment or Disposal of Long-Lived Assets, requires that an impairment loss be recognized only if the carrying amount of a long-lived asset is not recoverable from its undiscounted cash flows and that the measurement of any impairment loss be the difference between the carrying amount and the fair value of the asset. There were no impairment losses recognized during the periods ended October 31, 2021 and 2020, respectively.

Columbia Association, Inc.

Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)

Intangible assets

Goodwill relates to the purchase of land. The annual charge resulting from this transaction exceeds the carrying amount of the goodwill and therefore no adjustment to carrying value is deemed necessary.

Deferred financing costs

Expenses related to the term loans are being amortized using the effective interest method over the term of the respective debt. Accumulated amortization as of October 31, 2021 and 2020 was \$160 and \$107, respectively. Amortization expense for the periods ended October 31, 2021 and 2020 was \$23 and \$22, respectively. Estimated future amortization expense is as follows:

Year ending April 30,	Amortization expense
2022	\$ 23
2023	40
2024	33
2025	26
2026	19
2027 and thereafter	20
	<u>\$ 161</u>

Revenue recognition

Annual charge

Annual charge revenue consists of annual charges for which future services are not required and are recognized as revenue when the annual charges are levied and due. The annual charge is based on \$0.68 per \$100 of assessed value. The Association's annual charge is billed annually on or about July 1, and the payment is due within 30 days. Annual charge revenue is recognized when billed.

Sport and Fitness

Sport and Fitness revenue is primarily comprised of memberships, fees, and sales.

Membership - Memberships are recognized as revenue on a pro rata basis during the membership period with unearned fees recorded as deferred revenue. Memberships are generally one year, starting on an agreed upon date, or month to month.

Fees - This category contains income from daily admission and guest passes to various facilities and programs. Fees for tournaments, leagues, driving range use and lessons are also included. The Association recognizes revenue when services are provided.

Sales - The majority of this category is comprised of sales of merchandise at the Association's facilities, such as the pro shops at the golf courses, tennis clubs, athletic clubs, etc. The Association recognizes revenue at the time of sale.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Community Services

Community Services revenue is primarily comprised of tuition and enrollment, fees and sales from School Age Services and Camps.

School Age Services - The School Age Services (SAS) Programs are offered in certain elementary schools and middle schools. Tuition payments are received for 10 months from September through June and revenues are recognized ratably as services are provided. Unearned tuition payments are reflected as deferred revenue on the statement of financial position. Services during the periods ended October 31, 2021 and 2020, were limited due to the pandemic.

Camps - Camps are normally held during the months of June through August. Camp registration fees are recognized as income when received. Camp program fees are recognized ratably over the camp duration. Unearned revenue is reflected as deferred revenue on the statement of financial position. Two camps were held in the summer of 2021. No camps were held during the period ended October 31, 2020, due to the pandemic.

Deferred Revenue

Deferred revenue is comprised of the following as of October 31:

	<u>2021</u>	<u>2020</u>
Membership fees	\$ 3,578	\$ 2,848
School Age Services	573	648
Other	<u>1,128</u>	<u>926</u>
Total Deferred Income	<u>\$ 5,279</u>	<u>\$ 4,422</u>

Rental expense

Rental expense is recognized over the lease terms as it becomes payable according to the provisions of the respective leases. However, if the rental expense varies from a straight-line basis, future rental expense including scheduled and specific rent increase and/or rent concession are recognized on a straight-line basis over the lease terms.

Advertising

The Association uses advertising to promote its programs among the audiences it serves. The costs of advertising are expensed as incurred. Advertising and promotion costs totaled \$147 and \$74 for the periods ended October 31, 2021 and 2020, respectively.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Income taxes

The Association is exempt under Section 501(c) (4) of the Internal Revenue Code. However, the Association is subject to federal and state taxes on unrelated business income, if any. Net unrelated business income was \$0 for the periods ended October 31, 2021 and 2020.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of activities. Accordingly, costs have been allocated among the programs and supporting services that benefit from those costs. The expenses that are allocated include interest expense which is allocated proportionally based on property and equipment. Costs that can be identified with particular programs or support functions are charged directly to the program or function including salaries and related expenses which are charged based on time and effort.

Subsequent events

The Association evaluated subsequent events through December 1, 2021, the date the financial statements were available to be issued.

Note 2 - Accounts receivable

Accounts receivable are comprised of the following as of October 31:

	2021	2020
Membership fees	\$ 2,944	\$ 2,139
Annual charges	1,938	2,545
Other	338	593
Total accounts receivable	5,220	5,277
Less reserves for abatements and allowance for doubtful accounts	641	1,515
	<u>\$ 4,579</u>	<u>\$ 3,762</u>

Note 3 - Investments and other assets

Risk management fund

Investments included in the risk management fund are held by a Trustee and are combined in a portfolio, which consists of the following as of October 31:

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

	2021		2020	
	Cost	Fair value	Cost	Fair value
Cash and cash equivalents	\$ 8	\$ 8	\$ 38	\$ 38
Government debt securities	6,623	6,610	3,544	3,566
Accrued interest	1	1	24	24
	<u>\$ 6,632</u>	<u>\$ 6,619</u>	<u>\$ 3,606</u>	<u>\$ 3,628</u>

Workers' compensation fund

Investments included in the workers' compensation fund are held by a Trustee in a portfolio, which consists of the following as of October 31:

	2021		2020	
	Cost	Fair value	Cost	Fair value
Cash and cash equivalents	\$ 3,549	\$ 3,549	\$ 427	\$ 427
Government debt securities	-	-	3,173	3,174
	<u>\$ 3,549</u>	<u>\$ 3,549</u>	<u>\$ 3,600</u>	<u>\$ 3,601</u>

Note 4 - Fair value measurements

In determining fair value, the Association uses various valuation approaches within the fair value measurement framework. Fair value measurements are determined based on the assumptions that market participants would use in pricing an asset or liability.

Professional guidance establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. The levels within the hierarchy based on the reliability of inputs are as follows:

- Level 1 - Valuations based on unadjusted quoted prices for identical assets or liabilities in active markets;
- Level 2 - Valuations based on quoted prices for similar assets or liabilities or identical assets or liabilities in less active markets, such as dealer or broker markets; and

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

- Level 3 - Valuations derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable, such as pricing models, discounted cash flow models and similar techniques not based on market, exchange, dealer or broker-traded transactions.

The following is a description of the valuation methodologies used for instruments measured at fair value and their classification in the valuation hierarchy.

Debt securities

Debt securities consisting of government agency debt obligations are generally valued at the most recent price of the equivalent quoted yield for such securities, or those of comparable maturity, quality and type.

The following table presents assets and liabilities measured at fair value by classification within the fair value hierarchy as of October 31, 2021:

	<u>Fair value measurements using</u>		
	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Total
Government debt securities*	\$ -	\$ 6,610	\$ 6,610

The following table presents assets and liabilities measured at fair value by classification within the fair value hierarchy as of October 31, 2020:

	<u>Fair value measurements using</u>		
	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Total
Government debt securities*	\$ -	\$ 6,740	\$ 6,740

*Government debt securities are included in the risk management fund and workers' compensation fund as discussed in Note 3.

Columbia Association, Inc.

Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)

Note 5 – Liquidity

Columbia Association, Inc. financial assets available within one year of the statement of financial position date for general expenditures are as follows as of October 31, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Total assets at quarter end	\$ 187,070	\$ 183,890
Less:		
Grant restricted to School Age Services	863	-
Emergency cash reserves	2,000	
Prepaid expenses and other assets	1,377	873
Risk management fund	6,619	3,628
Workers' compensation fund	3,549	3,601
Property, facilities and equipment, net	129,831	135,097
Intangible assets, net	<u>287</u>	<u>298</u>
Financial assets available to meet cash needs for general expenditures within one year	<u><u>\$ 42,544</u></u>	<u><u>\$ 40,393</u></u>

Columbia Association has \$42,544 and \$40,393 of financial assets available within one year as of October 31, 2021 and 2020, respectively, on the statement of financial position date to meet cash needs for general and/or emergency expenditures. This consists of cash of \$37,965 and \$36,631 and net accounts receivable of \$4,579 and \$3,762 as of October 31, 2021 and 2020, respectively. Accounts receivable consist of annual charge balances, which are collateralized by the related property. Accounts receivable also include membership fees receivable, which are uncollateralized and generally have a term of one year. None of the identified available financial assets are subject to any contractual restrictions that make them unavailable for general expenditures within one year of the statement of financial position; however, the June 25, 2020 loan documents do require that the Association maintain a minimum cash balance of \$3,000. See Notes 8 and 9.

In addition, in the event of unanticipated liquidity needs, the Association has a line of credit in the amount of \$20,000 of which \$-0- was committed as of October 31, 2021. See Note 8.

The Association's operating activity generates positive cash flow of approximately \$16,003 based on a five year average of cash provided by operating activities. The cash is used to fund capital projects, debt service and the emergency cash reserves when approved by the Board. Any additional funds needed for approved expenditures are obtained from line of credit borrowings.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Note 6 - Property, facilities and equipment, net

Property, facilities and equipment consist of the following as of October 31, 2021:

	<u>Cost basis</u>	<u>Accumulated depreciation</u>	<u>Book value</u>
Land	\$ 6,533	\$ -	\$ 6,533
Parks, lakes & related improvements	102,311	52,741	49,570
Buildings	139,181	75,649	63,532
Leasehold Improvements	5,555	3,366	2,189
Equipment and Vehicles	29,380	23,436	5,944
Other	2,066	3	2,063
Property, facilities and equipment	<u>\$ 285,026</u>	<u>\$ 155,195</u>	<u>\$ 129,831</u>

Property, facilities and equipment consist of the following as of October 31, 2020:

	<u>Cost basis</u>	<u>Accumulated depreciation</u>	<u>Book value</u>
Land	\$ 6,533	\$ -	\$ 6,533
Parks, lakes & related improvements	98,545	48,911	49,634
Buildings	137,944	70,947	66,997
Leasehold Improvements	5,572	2,829	2,743
Equipment and Vehicles	29,784	22,776	7,008
Other	2,208	26	2,182
Property, facilities and equipment	<u>\$ 280,586</u>	<u>\$ 145,489</u>	<u>\$ 135,097</u>

Note 7 - Annual charge

The principal source of the Association's revenue is an annual charge, based on a rate (68 cents per \$100 of assessed valuation in both fiscal years 2021 and 2020) established annually by the Board of Directors, on all of Columbia's assessable real property. The Association's net assessed value is 50% of the State's assessed phased-in cash value subject to a 10% annual increase cap; however, the Board of Directors capped the increase at 3.5% for fiscal years 2021 and 2020.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

The net assessed value for assessment years beginning July 1 was as follows:

2021	\$13,460,941
2020	\$12,838,389

Note 8 - Line of credit

The Association entered into a revolving line of credit with a bank on June 25, 2020, which, under the loan agreement, is limited to borrowings of \$20,000 beginning September 15, 2020 with the condition that the Association maintains a \$3,000 cash balance. The outstanding note bears interest at LIBOR plus 1.15%. Interest only on the outstanding principal balance was payable monthly beginning August 1, 2020. The line of credit matures on June 1, 2023. Additionally, the Association pays a quarterly unused commitment fee equal to 25 basis points of the principal amount of the line of credit that is unused.

During fiscal year 2020, the Association had available an unsecured line of credit with a bank under a loan agreement, with varying monthly caps ranging from \$0 to \$30,000 designated by the Association based on forecasted borrowing requirements. The outstanding note bore interest at the lower of the bank's prime rate or LIBOR plus 55 basis points and was due on demand. Additionally, the note bore an unused commitment fee of 10 basis points on any difference between the preauthorized schedule of the projected outstanding balance and the amount of the credit actually used.

The Association had \$-0- outstanding under the lines of credit as of October 31, 2021 and 2020.

Note 9 - Term debt

Term loans

On June 26, 2014, the Association entered into a 15-year fixed rate bank loan with a bank in the amount of \$30,000. The loan's interest rate is 3.63% and it matures in fiscal year 2030. The Association began making monthly principal and interest payments in August 2014 for the term of the loan. The funds were used to refinance certain interim indebtedness incurred to finance capital improvements.

As a result of the COVID-19 outbreak, the Association entered into an agreement for a term loan on June 25, 2020 in the amount of \$20,000. The loan's interest rate is 2.5% and it matures in fiscal year 2028. The Association began making monthly principal and interest payments in August 2020. The portion of the proceeds from this loan were used to pay off the line of credit in Note 8.

Columbia Association, Inc.

Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)

As of October 31, 2021, the future loan principal payments by fiscal year are as follows:

2022	\$	2,347
2023		4,798
2024		4,942
2025		5,094
2026		5,250
2027 and thereafter		<u>11,805</u>
Total term loan		34,236
Less deferred financing costs, net		<u>161</u>
Term loan, net	\$	<u><u>34,075</u></u>

Capital lease obligation

The cost and accumulated amortization of equipment under capital leases were \$867 and \$157, respectively, as of October 31, 2021, and \$867 and \$37, respectively, as of October 31, 2020. As of October 31, 2021, the future minimum annual payments under capital leases are as follows:

2022	\$	60
2023		143
2024		143
2025		143
2026		143
2027 and thereafter		62
Total minimum lease payments		<u>694</u>
Less amount representing interest		<u>17</u>
Present value of net minimum lease payments	\$	<u><u>677</u></u>

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Note 10 - Net Assets with Donor Restrictions

Restricted net assets consists of the following as of October 31, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Grant restricted to School Age Services	<u>\$862,500</u>	<u>-</u>

The restricted net assets resulted from a School Age Services grant received in 2021 from the Maryland State Department of Education to support the CA School Age Services program in FY 2022. The amount is being used to pay for expenses of the School Age Services program and, to the extent possible, provide relief beyond that already provided to families struggling to make payments of copays and/or tuition. The grant period is September 6, 2021 through March 6, 2022.

Note 11 - Retirement benefit plan

Substantially all full-time and eligible part-time employees are covered by a defined contribution retirement benefit plan. Contributions through April 12, 2020, were based on 6% of eligible employees' salaries. Employees became fully vested after six years of service. However; effective April 13, 2020, due to the financial pressures from COVID-19, employer contributions were reduced to 3% and vest immediately. Expenses under this plan were \$203 and \$166 for the periods ended October 31, 2021 and 2020, respectively.

Note 12 - Commitments

The Association leases certain facilities and equipment under operating leases. Rental expense exclusive of these costs, was \$1,085 and \$965 for the periods ended October 31, 2021 and 2020, respectively.

The Association records rent expense using the straight-line method over the life of the lease terms, which differs from the amount of rent due under the terms of the leases, resulting in a deferred rent payable, of \$766 and \$533 which was included in accounts payable and accrued expenses as of October 31, 2021 and 2020, respectively.

As of October 31, 2021, the Association's total commitment for minimum annual rentals, exclusive of maintenance and other occupancy costs, under non-cancellable operating leases is:

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

2022	\$ 760
2023	1,675
2024	1,708
2025	1,743
2026	1,138
2027 and thereafter	<u>3,465</u>
Total	<u>\$ 10,489</u>

The lease for the headquarters building located on Hillside Court includes a rent abatement for the period September 1, 2015 to October 31, 2016 which is valued at \$460. Accrued abatements of \$236 and \$272 were included in accounts payable and accrued expenses as of October 31, 2021 and 2020, respectively.

On March 9, 2021, the Association entered into an amendment to the deed of lease for headquarters office space that provided for a 50% abatement of the base rent due under the lease for the months of January through December 2021 and extended the lease for a period of two years. The lease termination date will be October 31, 2030. The gross amount of the rent abatement is \$378. Accrued abatements of \$281 were included in accounts payable and accrued expenses as of October 31, 2021.

Estimated rental costs and unamortized rent abatement and tenant improvement allowance related to the lease for Haven on the Lake, which expires August 31, 2025, as well as potential sublease rental income and related expenses through the expiration date were accrued as of April 30, 2021, due to the closing of operations on that date. The revenue and expenses netted against the accrual for the quarter ended October 31, 2021 was \$824. A sublease for the rental of the space through August 28, 2025 was executed in May 2021.

Note 13 - Postretirement health care

The Association sponsors a defined postretirement medical benefit plan that covers both salaried and nonsalaried full-time employees and their spouses or surviving spouses. The postretirement health care plan is contributory. The Association will provide a maximum contribution of \$2.5 to retired employees and their spouses for employees who have 20 or more years of full-time service with the Association and have passed their 60th birthday. This contribution will decrease to a maximum of \$1.5 when the retiree reaches age 65. This benefit terminates on the 10th anniversary of the benefit commencement date. The employee contributes the remainder of the health care cost.

Columbia Association, Inc.

Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)

The following table sets forth the funded status of the Association's postretirement health care benefit plan reconciled to the accrued postretirement benefits cost recognized by the Association as of April 30:

	<u>2021</u>	<u>2020</u>
Reconciliation of benefit obligations		
Obligation at beginning of year	\$ 829	\$ 729
Service cost	34	28
Interest cost	23	28
Actuarial loss	-	4
Plan amendments	-	56
Benefit payments	<u>(17)</u>	<u>(16)</u>
Obligation at end of year	<u><u>\$ 869</u></u>	<u><u>\$ 829</u></u>
Amount not yet recognized in net periodic postretirement benefit costs		
Unrecognized prior service cost (credit)	\$ 43	\$ 50
Unrecognized loss (gain)	<u>(140)</u>	<u>(140)</u>
Total amount not yet recognized in net periodic postretirement benefit costs	<u><u>\$ (97)</u></u>	<u><u>\$ (90)</u></u>
Net periodic postretirement benefit costs include		
Service cost	\$ 34	\$ 28
Interest cost	23	28
Amortization of net gain from prior periods	(6)	(19)
service cost	<u>6</u>	<u>6</u>
Net periodic postretirement benefit costs	<u><u>\$ 57</u></u>	<u><u>\$ 43</u></u>

The discount rate was 4.05% as of April 30, 2021 and 2020. The gross trend rate for health care coverage is 4.45% for all years.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. A one percent change in assumed health care cost trend rates would have the following effects as of April 30, 2021:

	<u>1% increase</u>	<u>1% decrease</u>
Effect on total service and interest cost components of net periodic postretirement health care benefit cost	\$ 8	\$ (7)
Effect on the health care component of the accumulated postretirement benefit obligation	105	(92)

The following is a projection of benefit costs under the plan:

2022	\$ 34
2023	46
2024	51
2025	62
2026	62
2027 - 2030	283
	<hr/>
	\$ 538

Note 14 - Significant estimates

Reserve for general liability self-insurance

Under its general liability self-insurance plan, the Association accrues the estimated expense of general liability claims based on claims filed subsequent to year-end and an additional amount for incurred, but not yet reported claims based on prior experience. Accruals for such costs of \$1,112 and \$1,129 are included in accrued expenses as of October 31, 2021 and 2020. Claim payments based on actual claims ultimately filed could differ materially from these estimates.

Columbia Association, Inc.

**Notes to Financial Statements
October 31, 2021 and 2020
(in Thousands)**

Reserve for workers' compensation self-insurance

Under its workers' compensation self-insurance plan, the Association accrues the estimated expense of workers' compensation claims based on claims filed subsequent to year-end and an additional amount for incurred, but not yet reported claims based on prior experience. Accruals for such costs of \$1,733 and \$1,830 are included in accrued expenses as of October 31, 2021 and 2020, respectively. Claim payments based on actual claims ultimately filed could differ materially from these estimates.

Note 15 - Concentration of credit risk

The Association maintains its cash balance in several accounts in various banks. At times, these balances may exceed the federal insurance limits; however, the Association has not experienced any losses with respect to its bank balances in excess of government provided insurance. Management believes that no significant concentration of credit risk exists with respect to these cash balances as of October 31, 2021.

Note 16 - Contingencies

The Association is periodically a party to various lawsuits, claims and investigations, both actual and potential arising in the normal course of business. Based on internal review and advice of legal counsel, management believes the ultimate outcome of these matters, individually and in the aggregate, will not have a material adverse effect on the Association's financial position or results of operations.

Note 17 – COVID-19 impact

The Association's operations were negatively impacted in both fiscal years by the spread of the Coronavirus Disease (COVID-19), which was declared a worldwide pandemic by the World Health Organization on March 11, 2020. COVID-19 impacted various aspects of its 2020 and 2021 operations and financial results, including sport and fitness, community services, and open space and facility services. Management believes the Association is taking appropriate actions to mitigate the negative impacts.

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2020 calendar year, or tax year beginning 5/1/2020, and ending 4/30/2021	
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization Columbia Association, Inc. Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 6310 Hillside Court, Suite 100 City or town State ZIP code Columbia MD 21046 Foreign country name Foreign province/state/county Foreign postal code
D Employer identification number 52-0823992	
E Telephone number (410) 715-3000	
G Gross receipts \$ 55,119,699	
F Name and address of principal officer: Milton W. Matthews 6310 Hillside Court, Columbia, MD 21046	
H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions	
I Tax-exempt status: <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) (4) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	
J Website: www.columbiaassociation.org	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other	
L Year of formation: 1965	
M State of legal domicile: MD	
H(c) Group exemption number	

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: Develops and operates recreation and community facilities; provides community programs and assistance; maintains and develops park land and open space in Columbia, Maryland.
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3	Number of voting members of the governing body (Part VI, line 1a) 3 10
	4	Number of independent voting members of the governing body (Part VI, line 1b) 4 10
Revenue	5	Total number of individuals employed in calendar year 2020 (Part V, line 2a) 5 1,429
	6	Total number of volunteers (estimate if necessary) 6 860
	7a	Total unrelated business revenue from Part VIII, column (C), line 12 7a 0
	7b	Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0
Expenses	8	Contributions and grants (Part VIII, line 1h) 8 42,188,881 43,705,745
	9	Program service revenue (Part VIII, line 2g) 9 27,969,823 15,014,632
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d) 10 -221,102 -169,174
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 11 278,959 -3,902,697
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12 70,216,561 54,648,506
	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3) 13 4,191,852 3,438,397
	14	Benefits paid to or for members (Part IX, column (A), line 4) 14 0 0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 15 32,033,146 20,221,349
	16a	Professional fundraising fees (Part IX, column (A), line 11e) 16a 0 0
	16b	Total fundraising expenses (Part IX, column (D), line 25) 16b 0 0
Net Assets or Fund Balances	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 17 32,273,246 28,078,978
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 18 68,498,244 51,738,724
	19	Revenue less expenses. Subtract line 18 from line 12 19 1,718,317 2,909,782
	20	Total assets (Part X, line 16) 20 148,992,231 161,724,749
Net Assets or Fund Balances	21	Total liabilities (Part X, line 26) 21 48,076,141 57,945,245
	22	Net assets or fund balances. Subtract line 21 from line 20 22 100,916,090 103,779,504

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	Mary L Schwartz	Treasurer			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name	Firm's EIN			
	Firm's address	Phone no.			

May the IRS discuss this return with the preparer shown above? See instructions. ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2020)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III. ☒ **X**

1	Briefly describe the organization's mission: Engage our diverse community, cultivate a unique sense of place and enhance quality of life.
2	Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," describe these new services on Schedule O.
3	Did the organization cease conducting, or make significant changes in how it conducts, any program services? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If "Yes," describe these changes on Schedule O.
4	Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.
4a	(Code:) (Expenses \$ 22,417,000 including grants of \$) (Revenue \$ 14,340,751) The Sport & Fitness Department runs a variety of athletic facilities for community use. These facilities include athletic and wellness clubs, golf courses, swimming pools, indoor and outdoor tennis courts, an ice skating rink, and a sports/skate park. In FY21, amid the COVID-19 pandemic, the department of Sport & Fitness welcomed over 770,000 participant visits across 14 facilities. These visits included: 395,000 visits to our three fitness clubs, 20,000 visits to Haven on the Lake, 93,000 rounds of golf, 57,000 in person and virtual group fitness participants, 64,000 visits to the Ice Rink, 22,000 visits to the Sports and Skate Park, 110,000 visits to the Swim Center, 66,000 visits to the Tennis clubs and 355 youth in the Clippers competitive swim team.
4b	(Code:) (Expenses \$ 12,018,488 including grants of \$) (Revenue \$ 275,025) The Open Space and Facility Services Department maintains CA's buildings and facilities, community tot lots, pathways, parks, lakes, a RV storage lot and provides landscaping and mowing of these areas for community use. Conservative fiscal management during the COVID-19 pandemic caused many planned construction projects to be deferred. Lower priority repairs and maintenance needs were secondary to mowing, tree removal and trash removal. Keeping the open space of Columbia clean and well-maintained was as important as prior to the pandemic.....if not more.....as people went outdoors to safely exercise, socialize and maintain their mental health.
4c	(Code:) (Expenses \$ 4,982,028 including grants of \$ 3,393,510) (Revenue \$ -58,653) The Village Community Associations serve residents as a key source for programs, information, referral service and covenant enforcement, as well as providing space for meetings and special events (10 village community centers and 14 neighborhood centers).
4d	Other program services (Describe on Schedule O.) (Expenses \$ 3,362,580 including grants of \$ 44,887) (Revenue \$ 601,477)
4e	Total program service expenses ▶ 42,780,096

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	X
2 Is the organization required to complete Schedule B, Schedule of Contributors See instructions?	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a X	
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	X
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I See instructions.	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	36	
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>	37	X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	38	X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	1a	74
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	1,429
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state?	13a	
Note: See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year	15	X
If "Yes," see instructions and file Form 4720, Schedule N.			
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16	X
If "Yes," complete Form 4720, Schedule O.			

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI. ☒ X

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year. 1a 10 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
b Enter the number of voting members included on line 1a, above, who are independent. 1b 10		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2		X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? 3		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets? 5		X
6 Did the organization have members or stockholders? 6	X	
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a	X	
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7b		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body? 8a	X	
b Each committee with authority to act on behalf of the governing body? 8b	X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O. 9	X	

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates? 10a		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a	X	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13. 12a	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done. 12c	X	
13 Did the organization have a written whistleblower policy? 13	X	
14 Did the organization have a written document retention and destruction policy? 14	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official. 15a	X	
b Other officers or key employees of the organization. 15b	X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16a		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? 16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed. ►

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records. ►
 Columbia Association, Inc. 410-715-3000
 6310 Hillside Court, Columbia, MD 21046

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII. ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Sheri Fanaroff General Counsel	45.00 0.00					X		174,911		34,709
(2) Milton W. Matthews President/CEO	45.00 0.00			X				185,526		22,371
(3) Susan Krabbe Vice President/CFO/Secretary	45.00 0.00			X				175,034		14,643
(4) Mary L. Schwartz Treasurer	45.00 0.00			X				158,218		14,496
(5) Paul Papagjika Controller	45.00 0.00					X		148,162		21,655
(6) Dan Burns Director of Sport & fitness	45.00 0.00				X			145,214		15,817
(7) Dennis Matthey Director of Open Space & Facilities Services	45.00 0.00				X			150,605		6,883
(8) Charles Thompson Chief Information Officer	45.00 0.00					X		142,570		13,849
(9) Jacqueline Tuma Director of Audit and Advisory Services	45.00 0.00					X		130,993		18,701
(10) Michelle Miller Director of Community Services	45.00 0.00					X		142,797		6,550
(11) Don Van Deusen Assistant Secretary	45.00 0.00			X				83,108		3,329
(12) Virginia Thomas Director	20.00 0.00	X						992		
(13) Lin Eagan Director	20.00 0.00	X						992		
(14) Nancy McCord Director	20.00 0.00	X						831		

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Andrew Stack Director	28.00 0.00	X						660		
(16) Jesamine Duvall Director	5.00 0.00	X								
(17) Dick Boulton Director	15.00 0.00	X								
(18) Janet Evans Director	18.00 0.00	X								
(19) Alan Klein Director	12.00 0.00	X								
(20) Shari Zaret Director	15.00 0.00	X								
(21) Renee DuBois Director	10.00 0.00	X								
(22)										
(23)										
(24)										
(25)										
1b Subtotal								1,640,613	0	173,003
c Total from continuation sheets to Part VII, Section A								0	0	0
d Total (add lines 1b and 1c)								1,640,613	0	173,003

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

23

3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual.

	Yes	No
3		X

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual.

4	X	
----------	---	--

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person.

5		X
----------	--	---

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Morgan Keller, INC 70 Thomas Johnson Drive, Suite 200 Fredrick, MD 2	Construction	1,302,069
Clover Acquisitions, LLC P.O.Box 86 Minneapolis, MN 55486	Leasing	1,148,163
FP 6315 Hillside Center, LLC C/O The RMR Group LLC, Dept - 2400 Philadelphia,	Leasing	764,959
Fidelity Mechanical Services 25 Loveton Circle Sparks, MD 21152	Mechanical Services	672,447
Gray Kirk Vansant Advertising 1500 Whelston Way, 4th Floor Baltimore, MD 21230	Advertising	588,738
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	42	

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII. ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a	0			
	b	Membership dues	1b	43,503,545			
	c	Fundraising events	1c	0			
	d	Related organizations	1d	0			
	e	Government grants (contributions)	1e	202,200			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	0			
	g	Noncash contributions included in lines 1a-1f	1g	\$ 0			
	h	Total. Add lines 1a-1f		43,705,745			
Program Service Revenue				Business Code			
	2a	Membership Income	713940	9,199,926	9,199,926		
	b	Fees for Community Programs	900099	5,516,203	5,516,203		
	c	Tuition and Enrollment	624410	134,435	134,435		
	d	Other Program Services	900099	164,068	164,068		
	e			0			
	f	All other program service revenue		0			
	g	Total. Add lines 2a-2f		15,014,632			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		103,533	103,533		
	4	Income from investment of tax-exempt bond proceeds		0			
	5	Royalties		0			
	6a	Gross rents	(i) Real (ii) Personal				
	b	Less: rental expenses					
	c	Rental income or (loss)		-3,986,501	0		
	d	Net rental income or (loss)		-3,986,501			
	7a	Gross amount from sales of assets other than inventory	(i) Securities (ii) Other				
	b	Less: cost or other basis and sales expenses					
	c	Gain or (loss)		0	99,541		
	d	Net gain or (loss)		0	372,248		
	e			0	-272,707		
	f	Net gain or (loss)		-272,707			
	8a	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c). See Part IV, line 18			0		
	b	Less: direct expenses			0		
	c	Net income or (loss) from fundraising events		0			
	9a	Gross income from gaming activities. See Part IV, line 19			0		
	b	Less: direct expenses			0		
c	Net income or (loss) from gaming activities		0				
10a	Gross sales of inventory, less returns and allowances			182,749			
b	Less: cost of goods sold			98,945			
c	Net income or (loss) from sales of inventory		83,804				
Miscellaneous Revenue				Business Code			
	11a			0			
	b			0			
	c			0			
	d	All other revenue		0			
	e	Total. Add lines 11a-11d		0			
12	Total revenue. See instructions		54,648,506	15,118,165	0	0	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations domestic governments. See Part IV, line 21	3,438,397	3,438,397		
2	Grants and other assistance to domestic individuals. See Part IV, line 22	0			
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	0			
4	Benefits paid to or for members	0			
5	Compensation of current officers, directors, trustees, and key employees	934,151	381,547	552,605	
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	15,389,218	11,700,502	3,688,715	
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	371,704	264,655	107,049	
9	Other employee benefits	2,192,920	1,696,459	496,461	
10	Payroll taxes	1,333,356	1,028,859	304,497	
11	Fees for services (nonemployees):				
a	Management	0			
b	Legal	866,975	213,170	653,805	
c	Accounting	37,450		37,450	
d	Lobbying	207,528		207,528	
e	Professional fundraising services. See Part IV, line 17	0			
f	Investment management fees	0			
g	Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	2,634,471	2,327,340	307,131	
12	Advertising and promotion	298,445	281,263	17,182	
13	Office expenses	1,778,019	1,620,199	157,820	
14	Information technology	1,314,775	127,527	1,187,248	
15	Royalties	0			
16	Occupancy	5,678,027	4,950,665	727,362	
17	Travel	3,347	2,776	571	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19	Conferences, conventions, and meetings	436	361	75	
20	Interest	1,211,338	1,174,530	36,808	
21	Payments to affiliates	0			
22	Depreciation, depletion, and amortization	11,876,895	11,654,017	222,878	0
23	Insurance	801,021	637,962	163,059	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	Vehicle Maintenance	573,262	572,387	875	
b	Open Space/Golf Course Materials & Maintenance	518,852	518,852		
c	-----				
d	-----	0			
e	All other expenses	278,137	188,628	89,509	
25	Total functional expenses. Add lines 1 through 24e	51,738,724	42,780,096	8,958,628	0
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X. ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	47,047	1	16,741,789
	2 Savings and temporary cash investments	12,563	2	14,808
	3 Pledges and grants receivable, net	0	3	0
	4 Accounts receivable, net	2,021,850	4	2,346,911
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	
	7 Notes and loans receivable, net	0	7	0
	8 Inventories for sale or use	0	8	
	9 Prepaid expenses and deferred charges	494,498	9	1,317,925
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 282,530,017		
	b Less: accumulated depreciation	10b 149,736,005	138,891,481	10c 132,794,012
	11 Investments—publicly traded securities	7,206,192	11	8,222,204
	12 Investments—other securities. See Part IV, line 11	0	12	0
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets	318,600	14	287,100
	15 Other assets. See Part IV, line 11	0	15	0
16 Total assets. Add lines 1 through 15 (must equal line 33)	148,992,231	16	161,724,749	
Liabilities	17 Accounts payable and accrued expenses	14,273,860	17	16,956,927
	18 Grants payable	0	18	
	19 Deferred revenue	3,698,129	19	3,870,408
	20 Tax-exempt bond liabilities	0	20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	0	21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	
	23 Secured mortgages and notes payable to unrelated third parties	20,358,049	23	37,117,910
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	9,746,103	25	0
	26 Total liabilities. Add lines 17 through 25	48,076,141	26	57,945,245
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	100,916,090	27	103,779,504
	28 Net assets with donor restrictions	0	28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds	0	29	
	30 Paid-in or capital surplus, or land, building, or equipment fund	0	30	
	31 Retained earnings, endowment, accumulated income, or other funds	0	31	
	32 Total net assets or fund balances	100,916,090	32	103,779,504
33 Total liabilities and net assets/fund balances	148,992,231	33	161,724,749	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	54,648,506
2	Total expenses (must equal Part IX, column (A), line 25)	2	51,738,724
3	Revenue less expenses. Subtract line 2 from line 1	3	2,909,782
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	100,916,090
5	Net unrealized gains (losses) on investments	5	-46,369
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	1
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	103,779,504

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

OMB No. 1545-0047

2020

- ▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Columbia Association, Inc.

Employer identification number

52-0823992

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(4) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3 % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization Columbia Association, Inc.	Employer identification number 52-0823992
--	--

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	N/A Foreign State or Province: _____ Foreign Country: _____	\$ 191,200	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	N/A Foreign State or Province: _____ Foreign Country: _____	\$ 11,000	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	 Foreign State or Province: _____ Foreign Country: _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization Columbia Association, Inc.	Employer identification number 52-0823992
--	--

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----

Name of organization Columbia Association, Inc.	Employer identification number 52-0823992
--	--

Part III **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.** Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ► \$ _____ 0

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	----- ----- ----- For. Prov. Country	----- ----- -----	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	----- ----- ----- For. Prov. Country	----- ----- -----	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	----- ----- ----- For. Prov. Country	----- ----- -----	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	----- ----- ----- For. Prov. Country	----- ----- -----	

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

- ▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2020

**Open to Public
Inspection**

Name of the organization	Employer identification number
Columbia Association, Inc.	52-0823992

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (for example, recreation or education) <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of open space <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Preservation of a certified historic structure	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ (ii) Assets included in Form 990, Part X ▶ \$	
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1 ▶ \$ b Assets included in Form 990, Part X ▶ \$	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

a ☐ Public exhibition

d ☐ Loan or exchange program

b ☐ Scholarly research

e ☐ Other _____

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
1c Beginning balance	
1d Additions during the year	
1e Distributions during the year	
1f Ending balance	0

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☒ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	0	0	0	0	0

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ☐ %

b Permanent endowment ☐ %

c Term endowment ☐ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land	6,533,226	0		6,533,226
b Buildings	138,468,709	0	73,204,497	65,264,212
c Leasehold improvements	5,555,333	0	3,093,020	2,462,313
d Equipment	29,105,950	0	22,648,338	6,457,612
e Other	102,866,799	0	50,790,150	52,076,649

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 132,794,012

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives	0	
(2) Closely held equity interests	0	
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)	0	

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.)	0	

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	0

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	0
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	0

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☒

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	54,602,137
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	-46,369	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e	-46,369	
3	Subtract line 2e from line 1	3	54,648,506	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c	0	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	54,648,506	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	51,738,724
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e	0	
3	Subtract line 2e from line 1	3	51,738,724	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c	0	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	51,738,724	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part X Line 2 The Association adopted the guidance provided in Accounting for Uncertainty

in Income Taxes on April 1, 2009. Management has determined that the Association has no

material uncertain tax positions that would require recognition under the guidance. The

federal and state income tax returns of the Association are subject to examination by the

IRS and state taxing authorities, generally for three years they were filed.

Part XI Line 2a Unrealized loss on securities \$46,369.

Part XIII Supplemental Information *(continued)*[illegible]

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

**Open to Public
Inspection**

Name of the organization

Columbia Association, Inc.

Employer identification number

52-0823992

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ **Yes** ☐ **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) Dorsey's Search Community Assoc 4765 Dorsey Hall Drive Ellicott City, M	52-1279142	C4	283,236				Conducting day-to-day services, covenant
(2) Harper's Choice Community Assoc 5440 Old Tucker Row Columbia, MD 2	52-0993424	C4	364,776				Conducting day-to-day services, covenant
(3) Hickory Ridge Community Associa 6175 Sunny Spring Columbia, MD 210	52-1145609	C4	293,288				Conducting day-to-day services, covenant
(4) Kings Contrivance Community Ass 7251 Eden Brook Drive Columbia, MD	52-1183017	C4	297,921				Conducting day-to-day services, covenant
(5) Long Reach Community Associatio 8775 Cloudleap Court Columbia, MD 2	23-7165259	C4	492,272				Conducting day-to-day services, covenant
(6) Oakland Mills Community Associat 5851 Robert Oliver Place Columbia, M	23-7350490	C4	358,605				Conducting day-to-day services, covenant
(7) Owen Brown Community Associati 6800 Cradlerock Way Columbia, MD 2	52-1020415	C4	312,606				Conducting day-to-day services, covenant
(8) River Hill Community Association 6020 Daybreak Circle Clarksville, MD 2	52-1821283	C4	296,271				Conducting day-to-day services, covenant
(9) Town Center Community Associati 5430 Vantage Point Road Columbia, N	52-1002415	C4	322,677				Conducting day-to-day services, covenant
(10) Wilde Lake Community Association 10451 Twin Rivers Road Columbia, M	52-0997150	C4	371,858				Conducting day-to-day services, covenant
(11) The Inner Arbor Trust 10630 Little Patuxent Pkwy Columbia	46-2748824	C3	44,887				Promote the social welfare of the people
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 1

3 Enter total number of other organizations listed in the line 1 table 10

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2020

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1					
2					
3					
4					
5					
6					
7					

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Part I Line 2 Financial Reports are provided by the grantee which are reviewed.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Columbia Association, Inc.

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**

▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2020

Open to Public Inspection

Employer identification number

52-0823992

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|---|
| <input type="checkbox"/> Compensation committee | <input checked="" type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b

2

4a

4b

4c

5a

5b

6a

6b

7

8

9

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	Milton W. Matthews President/CEO	(i) 185,526			8,043	15,731	209,300	
		(ii)					0	
2	Susan Krabbe Vice President/CFO/Secretary	(i) 175,034			7,540	8,873	191,447	
		(ii)					0	
3	Mary L. Schwartz Treasurer	(i) 158,218			6,704	9,406	174,328	
		(ii)					0	
4	Dan Burns Director of Sport & fitness	(i) 145,214			6,181	10,584	161,979	
		(ii)					0	
5	Dennis Matthey Director of Open Space & Facilities S	(i) 150,605			6,382	2,087	159,074	
		(ii)					0	
6	Paul Papagjika Controller	(i) 148,162			6,217	16,950	171,329	
		(ii)					0	
7	Charles Thompson Chief Information Officer	(i) 142,570			6,068	9,323	157,961	
		(ii)					0	
8	Sheri Fanaroff General Counsel	(i) 174,911			7,467	29,012	211,390	
		(ii)					0	
9		(i)						
		(ii)						
10		(i)						
		(ii)						
11		(i)						
		(ii)						
12		(i)						
		(ii)						
13		(i)						
		(ii)						
14		(i)						
		(ii)						
15		(i)						
		(ii)						
16		(i)						
		(ii)						

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

This image shows a blank sheet of white paper with horizontal dashed lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the paper.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

**Open to Public
Inspection**

Name of the organization

Columbia Association, Inc.

Employer identification number

52-0823992

Form 990, Part III, Line 3: The Association's operations were negatively impacted by the

spread of the Coronavirus Disease (COVID-19) a worldwide pandemic. The COVID-19 pandemic is

having significant effects on global markets, supply chains, businesses, and communities.

Specific to the Association, COVID-19 may impact various parts of its 2020 and 2021 operations

and financial results including sport and fitness, community services, open space and facility

services. Management believes the Association is taking appropriate actions to mitigate the

negative impact. However, the full impact of COVID-19 is unknown and cannot be reasonably

estimated as these events are still developing.

Form 990, Part III, Line 4d: Program Service Expenses: \$1,897,746, Grants and allocations:

\$44,887. Revenue: \$354,654. Prior to the COVID-19 pandemic, the Community Services Department

operated school age services, a volunteer center, day camps, an art center, a teen center, and

other programs and facilities for community use. The International and Multicultural programs

team offered free World Languages Cafe, Culture Fests, International Book Club, and

International youth and adult exchanges. Unfortunately, all except for school age services and

the art center were closed for most of FY21. School age services operated at twenty-two sites

in FY20 versus three sites during the school year in FY21. The Art Center had 23,000 visits in

FY20 versus 1,110 visits in FY21.

Form 990, Part III, Line 4d: Program Service Expenses: \$1,464,834, Grants and Allocations: 0,

Revenue: \$246,823. The Communications & Marketing Department informs CA residents about the

activities and financial information of the organization and the Board as well as educates

residents about Columbia's vision, history, and purpose.

Form 990, Part VI, Section A, Line 6: The members are the 10 Board members.

Form 990, Part VI, Section A, Line 7a: The 10 members elect themselves directors.

Form 990, Part VI, Section B, Line 11b: The 990 is presented to the Audit Committee and

accepted by the Board.

Form 990, Part VI, Section B, Line 12c: The Association's Code of Ethics and Conflicts of

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

HTA

Schedule O (Form 990 or 990-EZ) 2020

Name of the organization

Employer identification number

Columbia Association, Inc.

52-0823992

Interest Policy mandates full compliance with the code and an expectation of its Team Members,

Team Leaders, Officers and Directors to foster a culture of transparency, integrity, and

honesty. Complaints are made to the Principal Ethics Official (PEO) who makes an initial

determination of whether an investigation of the allegations in the complaint is warranted.

Form 990, Part VI, Section B, Line 15a/b: Periodically, CA has a compensation study for all

team members to ensure salaries are consistent with market conditions. Also, individual

positions are independently benchmarked to the market as needed. In response to COVID-19

outbreak, Columbia Association took the extraordinary step of closing all of its facilities

and cancelling all programs with a phased reopening strategy to address the public health

threats posed by COVID-19. As a result, a reduction of workforces, temporary furloughs and

reduction of salary was necessary through August 2020; senior management through December

2020.

Form 990, Part VI, Section C, Line 19: The governing documents conflict of interest policy and

financial statements are available to the public upon request. Additionally, the financial

statements, the ethics policies, and governing documents are on CA's website.

Form 990, Part XI, Line 9: Rounding +\$1.

Form 990, Part VI, Line 9: Milton W. Matthews, 11748 Morningmist Lane, Columbia, MD 21044,

Sheri Fanaroff, 104 Somers DR, Downingtown, PA 19335, Charles Thompson, 2414 Springlake CT West

Gambrills, MD 21054



December 1, 2021

To: Members of the Audit Committee
James Young, Chair
Dick Boulton
Eric Greenberg
Andrew Stack
Timothy Redmond

Cc: Lakey Boyd, President/CEO
Susan Krabbe, Senior Vice President, Administrative Services

From: Jackie Tuma, Chief Staff Liaison

Re: Recommendation for appointment of external auditors – FY22 Audits

CliftonLarsonAllen LLP submitted a not-to-exceed cost proposal for independent audit services for fiscal years 2018 – 2022. Continuation with the firm is contingent upon recommendation by the Audit Committee and reappointment by the Board of Directors each year.

Proposed FY22 fees compared to FY21 fees are as follows:

	FY22 Proposed Fees	FY21 Actual Fees
Financial statement audit	\$32,700	\$31,700
Incentive savings plan audit	\$11,950	\$11,600
Total	\$44,650	\$43,300

The Audit Committee charter includes a requirement to review and confirm the independence of the external auditors before finalizing the recommendation by obtaining statements from the auditors on relationships between the auditors and CA, including non-audit services. Please see the attached letter from CliftonLarsonAllen which documents the firm's independence.

If the committee agrees to continue with this firm, a vote will be taken at the December 8, 2021 meeting to recommend to the Board of Directors the appointment of CliftonLarsonAllen LLP to perform CA's FY22 independent audits.



CliftonLarsonAllen LLP

1966 Greenspring Drive, Suite 300
Timonium, MD 21093

phone 410-453-0900 fax 410-453-0914
CLAconnect.com

November 17, 2021

Audit Committee
Columbia Association, Inc.
6310 Hillside Court
Columbia MD 21046

Dear Committee Members:

CliftonLarsonAllen LLP (CLA) is independent of Columbia Association, Inc. and the Columbia Association, Inc. Incentive Savings Plan and Trust under the American Institute of Certified Public Accountant's *Code of Professional Conduct* and its interpretations. Our firm-wide quality control policies and procedures foster strict compliance with these professional standards. In addition, the individuals assigned to your engagement are independent of Columbia Association, Inc. and the Columbia Association, Inc. Incentive Savings Plan and Trust.

When performing an audit, we are sensitive and understanding of the fact that we report to those charged with governance. We maintain objectivity and independence in order to be able to issue our audit opinions. We will act within our philosophy of total client service, maintain the professional relationship refined with management, and fulfill our responsibilities with the utmost professionalism.

If you have any questions, please do not hesitate to contact me via the information below.

Sincerely,

CliftonLarsonAllen LLP

Marie Caputo, CPA, CGMA, CGFM
Client Relationship and Audit Engagement Principal
direct 301-902-8518 | mobile 410-371-7116 marie.caputo@CLAconnect.com



CLA is an independent member of Nexia International, a leading, global network of independent accounting and consulting firms. See nexia.com/member-firm-disclaimer for details.

**Tracking Form - Audit Committee
Open Meeting Items**

	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	Action to be Taken	Date Due to AC	Extensions	Revised Due Date to AC	Item Complete? (Y/N)
1	Mr. Redmond	3/23/2021	Is it worthwhile for CA to pay CLA to prepare the IRS Form 990 and relieve staff time?	Ms. Krabbe to ask CLA for a quote	June 2021 AC meeting			Y - Based on the quote received and workload involved, CA staff will continue to prepare the IRS Form 990.
2	Mr. Young	6/28/2021	Amend the Audit Committee charter to state that the terms of the Chair and Vice Chair remain in effect until the date of the next election for the positions.	Ms. Tuma to draft revised language	September 2021 AC meeting			Y - Draft amendment provided as backup to the 9/20/21 AC meeting.
3	Mr. Redmond	6/28/2021	Amend the Audit Committee charter to incorporate a requirement for the AC to provide copies of annual financial statements and footnotes to the BOD.	Ms. Tuma to draft revised language	September 2021 AC meeting			Y - Draft amendment provided as backup to the 9/20/21 AC meeting.

Audit Committee Responsibilities Checklist

Key:

Task expected to occur.

Ad hoc responsibility; not regularly scheduled.

Area of Responsibility	Audit Committee Meeting – FY 2022				
	JUNE	JUL	SEPT	DEC	MAR
1. Recommend to the Board the appointment and discharge of the external auditors. Review and confirm the independence of the external auditors before finalizing the recommendation by obtaining statements from the auditors on relationships between the auditors and CA, including non-audit services.	-	-	-	✓	-
2. Review external audit fees and engagement letters.	-	-	-	-	
3. Review the external auditors' proposed audit scope and approach, including coordination of audit effort with Audit and Advisory Services.	-	-	-	-	
4. Review with management and the external auditors the results of the audit, including any difficulties encountered.	-	✓	-	-	-
5. Review the annual financial statements and footnotes with the external auditors and management and consider whether they are complete and consistent with information known to the committee members and reflect appropriate accounting principles. Provide the annual financial statements and footnotes to the Board.	-	✓	-	-	-
6. Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.	-	✓	-	-	-
7. Review with the external auditors and management all matters required to be communicated to the committee under Generally Accepted Auditing Standards (i.e. management letter, internal control weaknesses, audit adjustments, any disagreements with management, etc.). Resolve any disagreements between management and the external auditors.	-	✓	-	-	-
8. Review the results of other external/investigative audits (i.e. report findings, recommendations, observations, etc.).	-	-	-	✓ OAAS self-assessment with independent validation	
9. If necessary, meet separately with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.	-	✓	-	-	-
10. Ensure that the audit engagement partners are rotated every five years.	-	✓	-	-	

Audit Committee Responsibilities Checklist, continued

Area of Responsibility	Audit Committee Meeting – FY 2022				
Audit and Advisory Services	JUNE	JUL	SEPT	DEC	MAR
11. Obtain and review reports on significant audit findings and recommendations, together with management's responses.	✓	-	✓	✓	
12. Review and recommend changes to the Office of Audit and Advisory Service's Charter.	✓	-	-	-	
13. Review and approve the Audit Plan.	✓	-	-	-	-
14. Review the Office of Audit and Advisory Services' performance relative to its audit plan.	✓	-	-	-	-
15. Meet on a quarterly basis (or as considered necessary) with the Office of Audit and Advisory Services and President/CEO. All committee members are expected to attend each meeting in person or via teleconference.	✓	✓	✓	✓	

Area of Responsibility	Audit Committee Meeting – FY 2022				
Internal Control and Other Responsibilities	JUNE	JUL	SEPT	DEC	MAR
16. Consider the effectiveness of the organization's controls surrounding accounting, financial reporting, operations and information technology.	✓	✓	✓	✓	
17. Understand the scope of the Office of Audit and Advisory Services' and external auditors' review of internal control over financial reporting.	✓	✓	✓	✓	
18. Review and provide to the Board the quarterly financial statements.	-	-	✓	✓	
19. Review and provide to the Board the quarterly Financial Report.	-	✓	✓	✓	
20. Regularly report to the Board of Directors about Audit Committee activities, issues, and related recommendations.	✓	✓	✓	✓	
21. Monitor CA's ethics program.	✓	-	✓	✓	
22. Provide an open avenue of communication between Audit and Advisory Services, the external auditors, and the Board of Directors.	✓	✓	✓	✓	
23. Review and recommend for approval the annual IRS Form 990 and IRS Form 990T before it is filed with the IRS.	-	-	Review of IRS Form 990 postponed until Dec.	✓ (IRS Form 990)	-
24. Review and assess the adequacy of the Audit Committee Charter annually, requesting Board approval for proposed changes.	✓	-	✓	-	-
25. If necessary, meet separately with the Director of Audit and Advisory Services to discuss any matters that the committee or the Director of Audit and Advisory Services believes should be discussed privately.	-	-	-	-	
26. Confirm annually that all responsibilities outlined in this charter have been carried out.	-	-	-	-	
27. Review the Office of Audit and Advisory Services' compliance with the Institute of Internal Auditor's International Standards for the Professional Practice of Internal Auditing.	✓	-	-	✓	-

Note: Responsibilities listed in this checklist are excerpted from the Audit Committee Charter approved by CA's Board of Directors on November 11, 2021.