



October 2, 2020

To: Columbia Association Board of Directors
(E-mail: Board.Members.FY21@ColumbiaAssociation.org)
CA Management

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors virtual Work Session will be held on Thursday, October 8, 2020 at 7:00 p.m.

AGENDA

- | | 5 min. | Page Nos. |
|--|----------------|------------------|
| 1. Call to Order | | |
| (a) Announce the procedures being used to conduct the virtual work session | | |
| (b) Roll Call to determine Directors/senior staff in attendance | | |
| (c) Announce that both audio and video of the work session are being broadcast. Anyone using the link on CA's website will be able to see and hear the proceedings. | | |
| 2. Approval of Agenda | 1 min. | |
| 3. Verbal Resident Speakout will be available to individuals who submitted the Resident Speakout form on CA's website by the specified due date. Residents may also send written comments to CA's Board of Directors at Board.Members.FY21@columbiaassociation.org . Please note that, due to time constraints, it may be necessary to limit the number of people at Verbal Resident Speakout. | | |
| 4. Work Session Topics | 95 min. | |
| (a) Discussion of the Most Recent Development Tracker | (15 min.) | 2 – 12 |
| (b) Capital Projects and Open Space Updates | (10 min.) | 13 – 24 |
| (c) Pre-filed State Legislation | (10 min.) | 25 – 27 |
| (d) Fiscal Year 2021 Budget and Operations Plan | (30 min.) | 28 – 38 |
| (e) Discussion (led by Shari Zaret) regarding Columbia Association's Core Values | (30 min.) | 39 – 55 |
| 5. Chairman's Remarks | 3 min. | 56 |
| 6. President's Remarks; Follow-Up Questions from the Board Members | 10 min. | |
| 7. Proposed New Topics | 5 min. | |
| 8. Adjournment – Anticipated Ending Time: Approximately 9:30 p.m. | | |

Next Scheduled Virtual New Town Visioning and Planning Workshop
Thursday, October 15, 2020 – 7:00 p.m.

Next Scheduled Virtual Board Meeting and Budget Work Session
Thursday, October 22, 2020 – BOD Meeting – 7:00 p.m.
Thursday, October 29, 2020 – BOD Budget Work Session – 7:00 p.m.

ARRANGEMENTS FOR AN INTERPRETER FOR THE HEARING IMPAIRED CAN BE MADE BY CALLING 410-715-3111 AT LEAST THREE DAYS IN ADVANCE OF THE MEETING.

CA Mission Statement

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

CA Vision Statement

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

Columbia Development Tracker

October 1, 2020



The Columbia Development Tracker incorporates projects or development proposals going through their entitlement and/or planning review process. The tracker is composed of four separate sections, which are listed below in order of appearance:

1. Upcoming development related public meetings
2. Previous development related public meetings and decisions
3. Newly submitted development plans
4. Previously submitted development proposals and decisions/status

This monthly report is produced by CA's Office of Planning and Community Affairs with information compiled from Howard County Government

Upcoming Development Public Meetings

Special Note: Temporary Modifications to Development Tracker

In response to the Covid-19 virus, most Howard County planning and development meetings have transitioned to a virtual format with computer and phone-based call in options. The procedures and registration requirements of these virtual meetings varies by meeting type. Columbia Association's Office of Planning and Community Affairs will continue to monitor the status of meetings and hearings. When virtual meetings are held the development tracker will attempt to reflect procedures for attending such meetings.

The Howard County Department of Planning and Zoning is still accepting applications and development proposal plans for review which will continue to be tracked in this report. The Howard County Planning Board, Hearing Examiner, and Zoning Board will continue to meet virtually for the next several months.

Developers may now host virtual pre-submission community meetings subject to approval of their proposed accommodations through the waiver petition process. Material presented during these meetings is required to be posted online for at least two weeks after the meeting and accommodate community comments on those materials. The CA development tracker will note when pre-submission community meetings are being held but will not track the WP submissions associated with these meetings.

Upcoming Development Public Meetings

Project	Village	Meeting Date, Time, and Location	Meeting Type	Stage in the Development Review Process	CA Staff Recommendation
SDP-69-904 10227 Wincopin Circle A redline revision to the SDP was submitted in order to install a temporary parking lot and passive lawn area at the recently demolished American Cities Building.	Columbia Non-Village	10/1/2020 7 pm Virtual Meeting - links to watch here	Planning Board – Decision Making Role	Final Approval	No action recommended - the proposed revision is a beneficial use of the property during phasing in of the Downtown Columbia development program.
Erickson at Limestone Valley ZB-1118M A proposal to rezone 62.116 acres from B-2 & RC-DEO to CEF-M for development of a continuing care retirement community and to permit the expansion/relocation of the existing Freestate Gasoline Service Station. Property under consideration is located off MD 108 at 12170 Clarksville Pike.	Near River Hill	10/7/2020 4:30 pm WebEx Hearing – Register and View Online Continuation of hearing from 6/17/2020, 7/15/2020, 9/02/2020, 9/16/20	Zoning Board	Evaluation for change to CEF-M zoning Planning Board previously recommended approval	No action recommended. CA planning staff is monitoring this proposal.
BA-19-004S Howard Community College A sign variance for multiple freestanding ID signs with electronic changeable at 10901 Little Patuxent Parkway.	Columbia non-village	10/8/2020 10 am Virtual Hearing Register at https://cc.howardcountymd.gov/Zoning-Land-Use/Hearing-Examiner	Hearing Examiner	Final decision on variance request	CA OPCA staff is evaluating the proposal.

Upcoming Development Public Meetings

Project	Village	Meeting Date, Time, and Location	Meeting Type	Stage in the Development Review Process	CA Staff Recommendation
Roslyn Rise A redevelopment proposal for 153 units on 3.5 acres of property located at 10339 Twin Rivers Road.	Wilde Lake	10/13/2020 6 pm virtual meeting https://timmons.zoom.us/j/6481212121	Presubmission Community meeting	Community Notice and input prior to submission of any plans for development review.	OPCA staff will attend.
BA 766-D – British American Bldg. LLC, et al Appeal of Planning Board approval of SDP-17-041 Royal Farm store 186 SE corner of Snowden River Pkwy and Minstrel Way.	Columbia Non-village, Guilford Industrial Park	10/16/2020 11 am Registration link pending	Hearing Examiner	Hearing and decision by the Hearing Examiner	No action recommended
BA-20-003V Dorsey Overlook LLLP A residential variance is proposed to reduce structure setbacks for a retaining wall, sidewalks, parking and a private drive associated with the proposed development of 82 townhomes at the northeast corner of MD 108 and Columbia Rd.	Near Dorsey Search	10/20/2020 2 pm Virtual Hearing Register at https://cc.howardcountymd.gov/Zoning-Land-Use/Hearing-Examiner	Hearing Examiner	Final decision on variance request	The proposed site layout and intensity is not appropriate to the proposed housing type and site restraints. CA OPCA staff is reviewing this proposal to determine next steps in recommending CA oppose the variance request.

Previous Development Related Meetings and Decisions

Project	Village	Meeting Date, Time, and Location	Meeting Type	Decision	Stage in the Development Review Process	CA Staff Recommendation
<p>Erickson at Limestone Valley ZB-1118M</p> <p>A proposal to rezone 62.116 acres from B-2 & RC-DEO to CEF-M for development of a continuing care retirement community and to permit the expansion/relocation of the existing Freestate Gasoline Service Station. Property under consideration is located off MD 108 at 12170 Clarksville Pike.</p>	Near River Hill	<p>9/2/2020 4:30 pm</p> <p>Continuation of hearing from 6/17/2020, 7/15/2020</p>	Zoning Board	No Decision – Hearing was continued to 9/16/2020 and future meeting scheduled for Oct 7	<p>Evaluation for change to CEF-M zoning</p> <p>Planning Board previously recommended approval</p>	No action recommended. CA planning staff is monitoring this proposal.
<p>SDP-19-068 Taco Bell Redevelopment</p> <p>A Site Development Plan was submitted for the Taco Bell located at 7102 Minstrel Way. The existing building will be replaced with a new building (also Taco Bell) and adjustments made to the site design.</p>	Village of Owen Brown	<p>9/17/2020 7 pm</p> <p>Links to sign up or watch PB meetings are accessible via this webpage.</p>	Planning Board – Decision Making Role	The Planning Board requested more information from the developer on the proposed landscaping and screening. Continued to 10/15/2020	Final decision	No action recommended – PB will reconvene in worksession without further testimony.
<p>SDP-20-051 Talbott Springs Elementary</p> <p>A proposal for the construction of a new elementary school and demolition of the existing Talbott Spring Elementary School including requested adjustments to coverage requirements.</p>	Village of Oakland Mills	<p>9/17/2020 7 pm</p> <p>Links to sign up or watch PB meetings are accessible via this webpage.</p>	Planning Board – Decision Making Role	Approved 5-0	Final Decision	OPCA considered coverage requirements associated with school site redevelopment and recommended no action.

Previous Development Related Meetings and Decisions

Project	Village	Meeting Date, Time, and Location	Meeting Type	Decision	Stage in the Development Review Process	CA Staff Recommendation
BA 766-D – British American Bldg. LLC, et al Motions Only appeal of Planning Board approval of SDP-17-041 Royal Farm store 186 SE corner of Snowden River Pkwy and Minstrel Way.	Columbia Non-village, Guilford Industrial Park	9/21/2020 2 pm WebEx Hearing Access Here Call-in No. 1-650-479-3207 access code: 160 049 1842	Hearing Examiner	The Hearing Examiner determined that two of three appellants have standing to bring an appeal.	Motions Only Hearing	No action recommended
ZB-1119M HRVC Limited Partnership, C/O Kimco Realty Corp A request to amend the Preliminary Development Plan for Columbia's New Town District for the purpose of redeveloping the Hickory Ridge Village Center.	Hickory Ridge	9/30/2020 6:00 pm WebEx Hearing – Register and View Online Continuation of hearing from 7/24/2019, 9/4/2019, 9/25/2019 (cancelled), 11/07/2019, 1/15/2020, 1/29/2020, 2/5/2020 6/3/2020, 6/10/2020, 6/24/2020, 7/22/2020	Zoning Board The Planning Board previously voted to recommend approval of the PDP amendment.	No Decision – Hearing was continued TBS	Final public meeting and decision	No action recommended. CA planning staff will closely monitor this case. The Village of Hickory Ridge is opposing the plan as submitted and requesting alterations.

Newly Submitted Development Plans

WP-21-032, Lot G-39

Village of Long Reach



Project Description:

A townhome property located at 9021 Queen Maria Court is requesting alternative compliance from the 100 ft. stream buffer setback restriction for new structures in order to remove an existing deck and construct a screen porch addition on a concrete slab.

Submitted: 9/22/2020

Zoning: New Town

Decision/Status: Under review

Next Steps: Review and decision by Department of Planning and Zoning

CA Staff Recommendation: CA OPCA reached out to the staff planner to discuss this case and express CA's support for strong environmental protections of open space lands.

ECP-21-011, Mathematics & Athletics Complex

Columbia non-village



Project Description: An environmental concept plan was submitted associated with a project on the Howard Community College Campus. More information about the project is pending.

Submitted: 9/22/2020

Zoning: POR

Decision/Status: Under review

Next Steps: Technical review and decision by Department of Planning and Zoning

CA Staff Recommendation: No action recommended - The applicant will need to meet current design standards as determined by the Development Engineering Division.

Newly Submitted Development Plans

SDP-21-003

Columbia Non-village



Project Description: A Site Development Plan was submitted for a property located at 9190 Red Branch Road. The proposal would demolish the existing building and replace it with two buildings one of which would serve as a warehouse and the other as a warehouse and office space.

Submitted: 9/15/2020

Zoning: NT, New Town

Decision/Status: Under review

Next Steps: Review by DPZ staff and the Planning Board should it choose to exercise review authority

CA Staff Recommendation: No action recommended. Proposal conforms with zoning regulations and is appropriate to the site and surrounding area.

Columbia Development Tracker (October 2020)

Last Updated 8/31/2020

This is the monthly status summary of previously proposed development and redevelopment projects in Columbia.

Previous Development Proposals and Decisions

Project	Latest Submission or Meeting Date	Project Description	Village	Zoning	Decision/Status	Stage in the Development Review Process / Next Steps	CA Staff Recommendation
SDP-19-025 Cedar Creek Bridge and Trail WP-20-094 (3/13/2020)	11/21/2018, 2/28/2019, 5/28/2019, 1/6/2020, 9/10/2020	An SDP was submitted for an environmental trail connecting the Cedar Creek development to the Robinson Nature Center. This project is a community enhancement and a condition of approval for CEF-R associated with the adjacent Cedar Creek residential development on Grace Drive. Alternative Compliance Request is for additional time for developer to address DPZ review comments. (Approved)	Near River Hill & Hickory Ridge	NT	Under Review	Technical review by staff	No action recommended – development is consistent with concept plan approved as part of CEF-R zoning change.
SDP-19-068 Taco Bell WP-20-090 (3/10/2020)	6/18/2019, 11/25/2019, 4/30/2020	A Site Development Plan was submitted for the Taco Bell located at 7102 Minstrel Way. The existing building will be replaced with a new building (also Taco Bell) and adjustments made to the site design. An alternative compliance request was submitted requesting reactivation of SDP which was automatically voided when the applicant failed to submit revised plans by the deadline. The applicant notes that technological issues prevented successful resubmission by the due date.	Village of Owen Brown	NT	Pending Decision by PB	Planning Board	No action recommended – staff will monitor this project to ensure adequate landscape buffering is proposed between the project and Snowden River Parkway.
SDP-20-009 F-20-11 F-21-002 Eden Brook	9/20/2019, 12/05/2019, 1/29/2020	A Site Development Plan and Final Plan were submitted in association with the proposed development of 24 single-family attached age-restricted houses at the SW corner of Guilford Road and Eden Brook Drive on the historic Wildwood House site. Easements on CA open space lot 525 (F-21-002) also associated with this project.	Near Kings Contrivance	R-12	Technically Complete 3/10/2020	Review and decision by Department of Planning and Zoning.	No action recommended. Must comply with previous concept plan and relevant code requirements.
SDP-20-027 Ellicott Gardens II WP-20-095	12/23/2019 3/16/2020	The owners of property at 5513 & 5511 Waterloo Road are proposing to develop a 70 unit apartment building on 3 acres of property partially developed with an existing surface parking lot. This is a Howard County Housing Commission project. Alternative Compliance requests additional time to prepare additional storm-water management plans.	Near Long Reach	POR	Submit Revised	Review and decision by Department of Planning and Zoning.	No action recommended

Columbia Development Tracker (October 2020)						Last Updated 8/31/2020	
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Previous Development Proposals and Decisions							
Project	Latest Submission or Meeting Date	Project Description	Village	Zoning	Decision/Status	Stage in the Development Review Process / Next Steps	CA Staff Recommendation
SDP-20-042, Lakeview Retail	2/25/2020, 6/18/2020	The owner of property located on Broken Land Parkway north of Patuxent Woods Dr. is proposing a single multi-tenant retail building, including a fast food restaurant, on a pad site between Broken Land Parkway and the existing office buildings at 9801, 9821, & 9861 BLP. The proposed use is permitted under the current FDP but subject to Planning Board approval of landscaping plans.	Owen Brown	NT	Submit Revised	DPZ staff level review prior to Planning Board	The Office of Transportation recently discussed this project with the Multimodal Transportation Board indicating that the Office has requested the inclusion of a bicycle and pedestrian sidepath on the frontage of Broken Land Parkway connecting from the proposed development north to the intersection at Cradlerock Way. CA Planning staff is highly supportive of this proposal for improved transportation opportunities and recommends CA support the request.
Jordan Overlook SDP-20-044 F-20-073 F-20-059	3/9/2020; 5/21/2020; 5/6/2020; 6/30/2020; 9/3/2020	The owner of property at 9211, 9214, 9215, & 9219 Jordan River Road (access from Canvasback Dr.), consisting of 5.45 acres total, submitted a site development plan proposing 4 single family detached homes to be built on the three smaller lot. Two final subdivision plans were submitted in association with this proposal (under review).	Near Oakland Mills	R-20	Under Review	Technical review and decision by Department of Planning and Zoning.	No action recommended. Proposal is consistent with surrounding density and zoning.
SDP-20-051, Talbott Spring Elementary School	4/28/2020, 7/2/2020	A site development plan was submitted proposing the construction of an elementary school on the same parcel as the existing school (to be demolished)	Oakland Mills	NT	Technically Complete 7/2/2020 Approved by PB	Technical review by Department of Planning and Zoning; then Planning Board.	No action recommended. Proposal is consistent with FDP use and surrounding neighborhood character.
SDP-20-059, East Columbia 50+ Center	5/26/2020, 8/20/2020	A Site Development Plan was submitted for a 2 story standalone community center at 6600 Cradlerock Way, adjacent to the East Columbia Library. This facility is to replace the existing center located within the library.	Owen Brown	NT	Under Review	Review by Department of Planning and Zoning; then Planning Board.	No action recommended. Project is net community benefit and while impacting existing tree line, is sited to achieve minimum disturbance.
ECP-19-055, Pope Property	6/16/2020, 9/9/2020	The owner of property at 10446 Owen Brown Rd submitted an Environmental Concept Plan for 3 single family detached homes on 1.81 acres.	Near Hickory Ridge	R-20	Under Review	Technical review and decision by Department of Planning and Zoning	No action recommended. The proposal is consistent with the zoning and surrounding area.

Columbia Development Tracker (October 2020)						Last Updated 8/31/2020	
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Previous Development Proposals and Decisions							
Project	Latest Submission or Meeting Date	Project Description	Village	Zoning	Decision/Status	Stage in the Development Review Process / Next Steps	CA Staff Recommendation
F-20-061, Huntington Point	6/4/2020, 8/28/2020	The owner of property at 9454 Volmerhausen Rd submitted a final plan associated with the development of 8 single family detached homes on 2.02 acres.	Near Kings Contrivance	R-SC	Under Review	Technical review and decision by Department of Planning and Zoning	No action recommended. The proposal is consistent with the zoning and surrounding area.
SDP-20-055 Cedar Creek Phase 2	7/30/2020	The owner of property at 7600 Grace Drive submitted a site development plan for 55 single family detached homes which are part of a larger development proposal at this site.	Near River Hill	CEF-R	Technically Complete 9/23/2020	Review and approval by Department of Planning and Zoning	No action recommended – development is consistent with concept plan approved as part of CEF-R zoning change.
ECP-21-003 New Path Reformed Church	8/25/2020	An environmental concept plan was submitted proposing the construction of a new religious facility on currently undeveloped land located at 10425 Clarksville Pike (Route 108).	Near Harper’s Choice	R-20	Submit Revised	Technical review and decision by Department of Planning and Zoning	No action recommended - The applicant will need to meet current design standards as determined by the Development Engineering Division.
ECP-20-052 Harriet Tubman Auditorium	8/18/2020	An environmental concept plan was submitted associated with outdoor site improvements including additional parking, playground, outdoor seating area, etc.	Near Hickory Ridge	R-SC	Submit Revised	Technical review and decision by Department of Planning and Zoning	No action recommended - The applicant will need to meet current design standards as determined by the Development Engineering Division.
F-21-007, F-21-005	8/13/2020	A final plan was submitted in order to record easements for outfall related Talbott Springs Elementary School.	Oakland Mills	NT	Signed 9/30/2020	Review and recordation	No action recommended
SDP-20-077, Columbia EZ Storage	8/11/2020	The owners of property at 9265 Berger Road are proposing demolishing the two existing buildings on the rear of the site and constructing one new storage facility.	Near Columbia non-village & Owen Brown	M-1	Under Review	Technical review and decision by Department of Planning and Zoning	No action recommended - The project is consistent with permitted uses and surrounding area.
F-21-004	8/11/2020	A final plan was submitted in order to record easements related to construction of the new Talbott Springs Elementary School.	Oakland Mills	NT	Under Review	Review and recordation	No action recommended
ECP-21-004	8/4/2020	An environmental concept plan was submitted proposing construction of a single family home on the undeveloped portion of a subdivided lot located at 9237 Cartersville Rd.	Near Columbia non-village	R-12	Submit Revised	Technical review and decision by Department of Planning and Zoning	No action recommended - The applicant will need to meet current design standards as determined by the Development Engineering Division.

A scenic view of a lake at dusk. In the background, a modern multi-story building with many windows is reflected in the calm water. The sky is a soft purple and blue. In the foreground, several ducks are swimming in the water near a rocky shore. Red maple leaves are hanging from a branch in the upper right corner.

Open Space and Facility Services October 8, 2020 Update

Columbia
Association

Capital Improvement Projects

Pathway Creation Complete Symphony Woods



Capital Improvement Projects

Pathway Creation Complete Chrysalis



Capital Improvement Projects

Tot Lots Opened HR01 and HR17



Capital Improvement Projects

Pickle Ball Striping Complete Vantage Park



Construction

Vinyl Plank Flooring Installed

Other Barn Loft



Construction

Carpet Installed Other Barn Office



Construction

Kitchen Remodel Underway

Hawthorn Center



Landscape Services

Landscaping Around the Lake

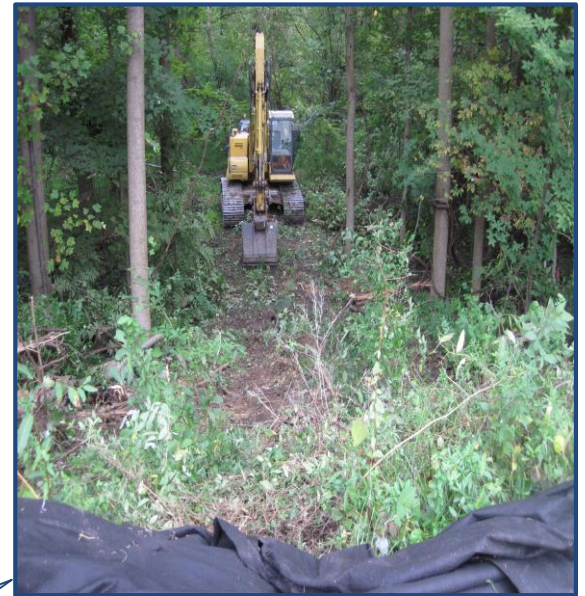


Watershed Management

Stream Stabilization Underway



Construction entrance off Hesperus being built



Construction entrance off Little Patuxent Parkway being built

Finished construction entrance off Elliotts Oak Road



No Board action requested or
required







TO: COLUMBIA ASSOCIATION BOARD OF DIRECTORS

FROM: SHERI V.G. FANAROFF

RE: PRE-FILED LEGISLATION

DATE: OCTOBER 2, 2020

Although there had been discussions regarding the possibility of scheduling a special session of the General Assembly during the fall of this year, it has been decided that such a special session will not be held. I have attached a letter from the Speaker of the House and the President of the Senate explaining that decision and outlining some of the issues likely to be addressed by the General Assembly during the 2021 session. There is no pre-filed legislation at this time.

BILL FERGUSON
PRESIDENT OF THE SENATE



ADRIENNE A. JONES
SPEAKER OF THE HOUSE

MARYLAND GENERAL ASSEMBLY
STATE HOUSE
ANNAPOLIS, MARYLAND 21401-1991

September 17, 2020

Colleagues:

Yesterday, we stopped by the rally calling for a Special Session this fall. While we were not invited, we thought it was important for the advocacy community – many of whom are our friends, supporters and family in the struggle - to hear directly from us why we do not intend to have a special session. We have talked with Senators and Delegates throughout the summer about this but wanted to jointly articulate our feelings to you again.

We feel strongly that having a special session this fall would require the General Assembly to act on generational initiatives for Maryland with imperfect information that will only be clear after the November 2020 Presidential election. This will be one of the most critical federal elections in our lifetimes and will yield radically different landscapes about Maryland's financial and civic stability for the future. Convening before January 2021 would be a misstep and a disservice to the people of Maryland.

The passion of the advocates and the pain of Marylanders in need is real. We feel that as we know all of you do. The country is facing compounding crises stemming from the COVID-19 pandemic and federal incompetence: housing and food insecurity, disruption to our children's education, police brutality and record unemployment - and we are not immune to the effects of any of this in Maryland.

Between the House and the Senate, we have held hundreds of hours of briefings, heard and received testimony from thousands of Marylanders to prepare for real legislative solutions, and worked continuously on constituent casework for our neighbors to solve individual problems. You all know that passing legislation is not the same as branding a slogan. This work requires research, fact-based solutions and consensus building, which is always harder on the most difficult and impactful issues. To move forward with rushed policies that don't actually include necessary resources or legal authority to solve problems would be a disservice to all Marylanders.

The worst outcome would be to call a special session and not have consensus or the resources needed to achieve results: giving people hope for solutions that we cannot guarantee in a rushed environment, severely altered convening format, and uncertain funding landscape.

The stakes are too high and failure is not an option.

Maryland is facing an \$800 million deficit this year and a potential \$3.4 billion deficit next year. As noted, the outcome of November's election will provide radically different financial pictures for Maryland's future, and we need to act to solve problems, not just appear to. Without greater clarity of federal support for state and local governments, we put these generational solutions at risk.

In January, we are committing to have real solutions to:

- Police accountability and reform;
- Decoupling from the federal tax provisions and clawing back any unjust funding to corporations;
- Permanent fixes to vote by mail laws;
- Improvements to working conditions for workers; and
- Long-term housing stability.

In the meantime, we will continue to what we have done since we left on March 18th - connect Marylanders to safety net services and supports; hold agencies accountable for protecting people; pressure the Governor to support those struggling Marylanders who could be assisted today with a stroke of his pen; and do the complex work of preparing legislation that helps solve the dynamic problems in our midst. We know that each Senator and Delegate has been working nonstop to support communities across Maryland - and we thank you for it. We have to work together and rely on each other to get through this.

Last night, we told these Marylanders to give us a chance and have faith in the hard working members of the General Assembly. These issues are too important to get wrong, and we are confident that by working together we can be successful for Marylanders when we reconvene in January.



Bill Ferguson
Senate President



Adrienne A. Jones
Speaker of the House



October 2, 2020

TO: Columbia Association Board of Directors
Milton W. Matthews, President/CEO

FROM: Susan Krabbe, Vice President and CFO

CC: Lynn Schwartz, Director of Finance/Treasurer
Members of the Senior Leadership Team

SUBJECT: Status Report on the Fiscal Year 2021 Operating Budget and Requested
Information Regarding a Structure for the Statement of Financial Position
and an Operations Plan

Status Update on the FY 2021 Budget:

I am planning to share operating results through September 2020 at the October 8 work session. The team is currently closing the month of September and should have actual results by the evening of the work session. The actual results through July 31, 2020 as compared to the FY 2021 budget and the same period last year, as well as our updated estimated results for the full fiscal year (FY 2021) are posted on the CA website at: <https://www.columbiaassociation.org/wp-content/uploads/2020/09/FY21-First-Quarter-for-posting.pdf>

"Balance Sheet" Structure:

One of the requests at the August 31, 2020 Board Operations Committee meeting was for a "balance sheet" or a statement of financial position structure for CA. Some of the considerations raised at the meeting were:

- Should we start repaying the cash to the general liability self-insurance trust, and if so, when?
- What about repaying the employer portion of payroll taxes deferred earlier this calendar year?
- How much should CA borrow under the line of credit, because what happens if FY 2022 is worse than FY 2021?
- Where do we want CA to be structurally to survive?

As you know, the CA Board approved a cash reserve parameter or benchmark for the FY 2022 budget that addresses some of these considerations in FY 2022, if not this fiscal year. Staff planning and cash flow projections incorporate the following, some of which is related to the cash reserve guidance:

- Repayment of \$1 million to the general liability self-insurance trust in FY 2022, planned for May 2021.

- Compliance with the regulatory requirements for repayment of the deferred payroll taxes, which mandate repayment over 24 months beginning January 1, 2021; thus, four repayments will be made in FY 2021.
- Current cash flow projections with actual activity through August 2020 indicate no line of credit borrowing in FY 2021.

Attached is the Summary of Cash Flows, Sources and Uses of Cash as of July 31, 2020, projected for FY 2021 based on the first quarter actual results. This exhibit will be updated with the second quarter financial results and a revised projection for FY 2021 will be issued in December. FY 2022 cash flow projections are being developed, now that the CA Board approved the FY 2022 budget parameters.

Operations Plan

While all of us would love to see pre-COVID participation in our programs and services, it is clearly not the reality and frequently not possible due to our own financial limitations and capacity restrictions imposed by regulatory bodies. Therefore, the goal toward which the CA team is currently working is to serve the greatest possible number of Columbia community members through the services, programs and facilities that can be offered within the financial constraints of the FY 2021 budget. This goal presumes the full employment of as many CA team members as are needed, as constrained by program needs (what work actually must be done given program participation levels) and our financial limitations.

The attached document provides an updated contingency plan for CA programs and facilities.

Columbia Association, Inc.

For the Period Ended July 31, 2020
Summary of Cash Flows
Sources and Uses of Cash
(\$000's)

	Current Year Estimate vs Budget		
	FY 21 Budget	FY 21 Estimate	Variance Amount
Total Income	\$ 55,997	\$ 55,594	\$ (403)
Total Expenses	(55,961)	(54,730)	1,231
Net Income	36	864	828
Add Back: Depreciation (1)	11,686	12,432	746
Net Adjustments (2)	(2,061)	(2,061)	-
Cash Generated from Operations/Investment Activities	9,661	11,234	1,573
Cash Required:			
Net Sales (Purchases) of Investments			
Held by Trustees	\$ (3,000)	\$ (1,000)	\$ 2,000
General Cash Reserves	-	(3,000)	(3,000)
Long Term Debt	(4,005)	(4,005)	-
Capital Projects (3)	(10,000)	(9,400)	600
New Financing Proceeds - Net	10,085	10,118	33
Subtotal - Cash Required	(6,920)	(7,287)	(367)
Cash (Borrowings)	\$ 2,741	\$ 3,947	\$ 1,206

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, INC.

Contingency Plan - Summarized and Updated March 2020; Updated September 30, 2020

Organization-Wide

Columbia Association's response to extraordinary events depends on the nature and extent of the event.

Plan for Pandemic or the Impairment or Destruction of Properties within the Columbia Association ("CA") Assessable Base

Given CA's location within AAA-rated Howard County, which never entered into a recession during the Great Recession, and that many residents are employed by the federal government or its contractors, CA anticipates the impact of a pandemic or other impairment of properties to be less here than in many areas of the country in terms of long-term unemployment and reductions in property values, especially residential. The factors that have made Howard County and Columbia desirable places to live, work and own businesses since 1965 will largely remain intact through a pandemic. Those factors are location, very low crime, very high quality public schools, low unemployment at all times, household and per capita income levels, a highly educated workforce and an excellent quality of life.

CA is not responsible for any essential services in Howard County, such as schools, public safety, fire, water and sewer, etc.

CA did not experience a reduction in the annual charge revenue from recent crises such as 9-11 and the Great Recession. Assessed valuations declined for individual properties but overall annual charge revenue did not.

However, the COVID-19 pandemic is unprecedented and will impact CA for a longer term than we anticipated at its beginning in March 2020. Since then, CA completed the July 2020 annual charge billing and found that through September 2020, there was no significant negative impact on the billing and collection for two primary reasons:

- Most of the residential annual charge billing is escrowed with property owners' mortgage payments.
- Howard County needs the real property tax proceeds to help fund the loans, grants and unemployment support to respond to the impact of the pandemic on our community. The source data for CA's annual charge is the Howard County real property data and valuations. Howard County did not make any changes to the timing or amount of its real property tax billing.

CA anticipates, and budgeted for, a significant increase in abatements primarily for commercial properties in FY 2021. The abatement process is a rolling process throughout the year, so the full impact on FY 2021 will not be known until much closer to April 30, 2021.

Ongoing impairment of a significant number of properties within the CA assessable base would negatively impact the billing and collection of the CA annual charge. Based on the July 2020 assessable base of \$12.838 billion, every one percent change in the assessable base is a change to annual charge revenue of approximately \$436,000. That could potentially be offset by the \$5 billion Downtown Columbia development that is underway. Even if that development is slowed by the current pandemic, as is likely, the favorable growth in the annual charge will still be significant.

To address the impact of a pandemic, or the impairment or destruction of properties within the CA assessable base areas, CA will implement some or all of the following, depending on the organization's needs:

- Reduce operations of or close under-performing and non-revenue generating facilities.
- Reduce the CA workforce and manage all expenses to eliminate all unnecessary expenditures during time of impairment.
- Expand expense reductions to include suspension of all capital and non-life/safety work.
- Request CA Board approval for an increase in the annual charge rate. Each one-cent increase in the rate on the 2021 assessable base of \$12.838 billion is \$642,000.

In addition, we secured additional financing in June 2020 comprised of a \$20 million term loan, most of which was used to pay off the existing line of credit, and a new \$20 million line of credit. Current cash flow projections indicate that the new line of credit will not be needed until early FY 2021, to serve as bridge financing until the proceeds from the July 2021 annual charge billing are collected.

Plan in Response to Impairment or Destruction of CA-Owned Facilities

Extreme Weather Events Lasting More than One Day

The summarized response to extreme weather events lasting more than one day is to clear physical access to Columbia Association (CA) assets, inspect them and determine when they can be reopened if the weather event has closed them. Only one weather event of the past 20 years closed all of CA's revenue-generating activities at one time for more than one day. In most events, all of the revenue-generating activities were re-opened within 48 hours, with the exception of the before and after school program, which operates mainly in Howard County public school buildings so that most of this programming does not restart until the schools reopen.

The financial impact, including the impact on revenues, of extreme weather events lasting more than one day has been negligible for over 20 years. In these circumstances, CA manages expenses to eliminate unnecessary expenses, and the part-time work force does not work when their building is closed. Also, CA carries property insurance with business interruption coverage for all of its buildings. This coverage has applied in some weather events.

Fire or Other Events Resulting in Long-Term Closure of a Facility

Please refer to the Sports and Fitness Section for the contingency plans for the various facilities in an event such as a fire.

Terrorism or Act of War

Please refer to the Sports and Fitness Section for the contingency plans for the various facilities in an event such as a terrorist act or act of war that resulted in the destruction of one or more CA facilities.

Sports and Fitness Department

Single Facility Closure

Columbia Gym, Athletic Club, Supreme Sports Club and Haven on the Lake

Member Usage - For an individual fitness club closure members are provided full access to the two open facilities plus limited access to Haven on the Lake.

Membership Fees - Billing of membership fees will continue with option for a temporary membership freeze.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part-time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Hobbit's Glen or Fairway Hills Golf Club

Member Usage - Hobbit's Glen members have access to Fairway Hills Golf Club as part of their membership. In the event of a closure at Fairway Hills Golf Club, CA non-golf members will be provided non priority access to Hobbit's Glen.

Membership Fees - Billing of Hobbit's Glen membership fees will continue with option for a temporary membership freeze depending on length of closure. Fairway Hills does not have a membership option.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Tennis - Indoor: Long Reach Tennis Club and Athletic Club

Member Usage - Tennis members have access to both facilities and will be encouraged to utilize the other facility. If shutdown occurs during the summer season, members will be directed to outdoor courts as well.

Membership Fees - Billing of Play membership fees will continue with the option for a temporary membership freeze depending on length of closure.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to move programming to another location. If that is not possible, members will be provided credits for programming that can be used upon reopening. If closure occurs during the summer season, programming may be moved to outdoor courts if available. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Tennis - Outdoor: Owen Brown Tennis Club, Wilde Lake Tennis Club and Hobbit's Glen Tennis Club

Member Usage - Tennis members have access to all outdoor facilities and will be encouraged to utilize the other, including indoor, facilities.

Membership Fees - Billing of Tennis membership fees will continue with the option for a temporary membership freeze depending on length of closure.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to move programming to another location. If that is not possible, members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Ice Rink

Member Usage - Members will be unable to utilize a commensurate facility.

Membership Fees - Members would be presented with an option for a temporary membership freeze depending on length of closure if closure is unplanned.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to reschedule programming for an alternate time. Members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure, including melting the ice depending upon the length of the closure.

Pools - Swim Center

Member Usage - Members will be provided access to other available indoor pools.

Membership Fees - Billing will continue with the option for a temporary membership freeze.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to reschedule programming for an alternate time. Members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Pools - Outdoor

Member Usage - Members have access to all outdoor pools.

Membership Fees - Billing will continue with the option for a temporary membership freeze.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to reschedule programming for an alternate time. Members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Sports Park and Skate Park

Member Usage - Members will be unable to utilize a commensurate facility.

Membership Fees - A specific membership is not sold for these facilities so membership billing would continue.

Staff -

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, staff will attempt to reschedule programming for an alternate time. Members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Multi Facility Closure - Two facilities up to and including complete shutdown of all Facilities

Member Usage - Senior staff will conduct assessment of which, if any, facilities will be available to members.

Membership Fees - Membership fees will be reduced or eliminated in the event of significant reduction or elimination of services available.

Staff - Senior staff will conduct assessment of staffing needs based on extent of closure.

In the event of partial closure of Columbia Association facilities:

- Salaried staff will continue to work either at the facility or elsewhere in the organization depending on reason for closure.
- Part time staff will be able to work in other facilities if openings exist. If no openings exist, staff would be able to use leave if available or not work for that time period.

In the event of full closure of Columbia Association facilities:

- Senior staff will evaluate potential length and severity of closure to ascertain impact on revenues and implications for staff
- Senior staff will implement as necessary
 - Compensation reductions
 - Benefit reductions
 - Workforce reductions including furloughs and layoffs

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, members will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure. Expense reductions will expand to include all capital and non-life/safety work should the extent of the closure prove significant and detrimental to the financial stability of the organization.

Community Services Department

School Age Services (SAS) closure- Multi Site Closure or full shut down of school sites

When the Howard County public schools close, CA's School Age Services program does not operate in the schools.

Participant Usage - other CA facilities such as Teen Center and Art Center may be used to operate full-day programs. If CA shuts down all facilities, no full-day program will operate.

Participant Fees - fees will be charged for full-day programs.

Depending on how long the schools are closed, fees may be reduced or eliminated.

Staff: some full-time and part-time staff will work the full-day program based on number of participants registered and staffing ratios. Other full-time and part-time staff may work at other CA facilities. If full-time and part-time staff cannot work, may use accrued leave or not work during this time period.

In the event of an extended closure of the schools (more than 2 weeks) and CA full facility closure

Participant Usage - If it is determined that the Art Center and Teen Center are closed, the full-day program does not operate.

Participant Fees- participant fees may be reduced or eliminated, credited for the following month, or credited to next school year or refunded depending on how long the closure lasts.

Staff:

- Senior staff will evaluate potential length and severity of closure to ascertain impact on revenues and implications for staff
- Senior staff will implement as necessary
 - Compensation reductions
 - Benefit reductions
 - Workforce reductions including furloughs and layoffs

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, participants will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the member's needs, program fees will be refunded.

Expenses - All expenses for a closed program will be managed to eliminate all unnecessary expenditures during time of closure.

Camps

Shutdown of one or more camps:

Program Participants: participants in the closed camps will have the option to be moved and registered in another Camp program.

Program Fees: If camp is closed, participants will have an option to move to another Camp, or be provided a credit for future week of camp, or be offered a refund.

Staff:

After evaluating the staffing needs to maintain appropriate ratios, Camp seasonal staff may be moved to another camp, or may have hours reduced. If no openings exist, staff would be able to use leave if available or not work for that time period.

Expenses - All expenses for a closed camp will be managed to eliminate all unnecessary expenditures during time of closure.

In the event of full closure of Columbia Association facilities and camps:

- Senior staff will evaluate potential length and severity of closure to ascertain impact on revenues and implications for staff
- Senior staff will implement as necessary
 - Compensation reductions
 - Benefit reductions
 - Workforce reductions including furloughs and layoffs

Program Revenue - In the event of planned closure, programming will be halted for the duration of planned closure. If closure is not planned, participants will be provided credits for programming that can be used upon reopening. If the rescheduled programming does not meet the participant's needs, program fees will be refunded.

Expenses - All expenses for a closed facility will be managed to eliminate all unnecessary expenditures during time of closure.

Information Technology - Summary of Contingency and Redundancy Plans

Business continuity is an integral part of CA's IT strategic plan. The continued management and monitoring of CA's technology ecosystem is based on the information security model of confidentiality, integrity, and availability.

CA's technology ecosystem is a hybrid cloud model with identity access management performed internally and federated to enable the use of several SaaS solutions for critical organizational information management (membership management, enterprise resource planning, and human capital management). All solution providers have their business continuity plans reviewed and addressed as part of CA's IT vendor management processes.

CA's remote access capabilities are integrated with internal identity access management tools to ensure consistency between onsite and remote security. Assets that have been identified as critical and sensitive require virtual private network (VPN) access in addition to CA's standard identity access management. Collaboration tools are available through direct internet access

(DIA) and managed through internal identity access management. All VPN devices utilize CA's standard endpoint protection software and they are monitored and patched the same as local devices.

CA's physical network security is based on defense in depth. Firewall rules and network segmentation limit access to specific organizational units. Network activity, including traffic shaping, are remotely monitored and managed by CA IT staff. Additional capacity to service an increase in remote access usage is accomplished with existing hardware in CA's datacenter.

Columbia Association Board of Directors

Questions for Discussion—Pre-Budget Work Session 2020

Question 1: Who do you consider to be CA's Primary Stakeholders?

Secondary stakeholders? Allies?

Question 2: What do you think are CA Values and guiding Principles?

Question 3: What do you consider to be CA's milestones/accomplishments since 2000?

Question 4: What do you think are some things which did not turn out well or we should have accomplished?

Question 5: What constraints and challenges do you think CA faces in both the next 12 months, and the near future?

Background:

The questions above were put to the Board of Directors as a discussion exercise on 6/25/20, to help direct the Board's focus on the underlying values and principles that have guided CA as an organization.

Both before and during the COVID pandemic shut down of CA facilities, programs and services, there have been difficult financial issues facing the CA Board and Staff members. CA's aging infrastructure requires increasing maintenance and repair, Open Space pathways and tot lots need constant upgrading, and emergency responses to environmental events (increased local flooding, ongoing stream erosion, and even a tornado!) has strained personnel and finances. Now CA faces new challenges from an uncertain future due to the pandemic, and the Board has had to make immediate and significant cuts in both Operating and Capital budgets.

Process:

During times of uncertainty, organizations may need to revisit their purpose & meaning, their values & principles, as they modify strategies and plans for both resources and personnel. CA Board members answers to the five questions during the board's brainstorming session are included in Document 1, attached. In addition, the CA Senior Leadership Team later answered the same questions and forwarded them to Andy Stack, CA Chair of the Board of Directors, and are in Document 2.

In order to get feedback from the Columbia community, the same five questions were sent to the Village Boards of all ten Columbia villages. The responses from the Hickory Ridge Village Board, Owen Brown Village Board, Kings Contrivance Village Board, and Wilde Lake Village

Board, are included in Document 4. In addition, several members of the Oakland Mills Village Board sent in their individual feedback as well.

I have collated and reformatted all of the responses for ease of reading, and to assist in comparing and contrasting responses. No answers were changed or omitted, and all are verbatim.

It may be helpful to analyze responses in terms of areas of Common Ground, where there are broad areas of agreement, and areas where there are clear differences in approach or values being expressed.

Thank you to all of the community leaders who shared their ideas and candid comments with the CA Board.

Respectfully submitted,

Shari Zaret,

Kings Contrivance Village Representative

9/30/20

CA Board Budget Discussion—Assumptions & Challenges

Feedback from CA Board Members Discussion

6/25/20

Question 1: Who are our Stakeholders?

Who are our stakeholders?

1. Primary:

- People of Columbia
- Businesses on CA property
- Renters
- Villages
- Residents of Columbia

2. Secondary:

- Surrounding community
- Outparcels
- People who visit to shop
- Vendors

3. Allies:

- Legislators—County, State
- School system
- Police/Fire
- Health organizations
- County departments
- Religious organizations
- Nonprofits
- Cultural Arts groups

Question 2: What are our organizational Values and foundational Principles?

What are CA's values and guiding principles?

- Transparency
- Amenities
- Diversity
- Planning
- Community involvement
- Economic integration [multi economic]
- Respect for land
- Financial stability

- Environment [sustainability]
- Encourage growth

Question 3: What are we most **Proud** of when we look back over CA's history for the last 20 years? What are some of the **milestones** and **accomplishments** that CA has achieved since 2000?

- Pathway completion around Lake Kitt
- Programs at Lakefront
- SW Park programs/free concerts
- Paid off bonds [2018?]
- Tennis Facility [Long Reach]
- Solar Coop
- Lake Dredging plan
- Ponds—County & CA sharing [equity]

Question 4: But it's not all positive. Are there things we are **Sorry** about, and wished we had accomplished? Are there **Strategic Goals and Objectives, or Policies**, that were set by the Board but we acknowledge have not *yet* been accomplished?

- Headquarters moving out of Downtown
- Have not developed better relationship with villages
- More transparency in communication
- Board development [training]
- Budget Advisory Committee
- 2nd Indoor Pool
- Gave up City Fair
- Perpetual easement to IAT
- CA Advisory Committees [help/expertise]
- Minority Business hiring/procurement policy

Question 5: Looking out towards the future, what are CA's Challenges and Opportunities?

1. What constraints do we face in planning for the near future (next 12 months)?
 - How to involve & serve Millennials
 - How do we communicate with every one
 - "Uncertainty" as normal
 - Make decisions by August
 - Loss of CA staff
 - Lack of knowledge of revenue[financials]

2. What challenges do we face in planning for the long-term future of CA (2—5 years)?

- “Business Model”—changes?
- Change in Fitness models re Downtown development
- Diversity in county—leadership

Hickory Ridge Community Association

Questions from the CA Board for the Hickory Ridge Village Board to Consider

Question 1: Stakeholders

1a. Who do you consider to be CA's **Primary stakeholders**?

- Residents and businesses that pay Annual Charge.
- CA dues-paying members

1b. Who do you consider to be CA's **Secondary stakeholders**?

- Residents on non-assessed property

1c. Who do you consider to be CA's *partners*[1, see Footnote]?

- Other non-profits in the area (Inner Arbor Trust, Horizon Foundation, Columbia Festival of the Arts, Girls on the Run, Howard County Arts Council, Bright Minds Foundation, etc.)
- Howard County Government, especially Recreation and Parks
- Business partners with who share our vision for Columbia including the Howard County Chamber of Commerce, the Economic Development Authority, and the Downtown Columbia Partnership

Question 2: What do you think are CA values and guiding principles?

- James Rouse's four goals - to build a complete city; to respect the land; to provide for the growth of people; and to make a profit.
- Development according to a cohesive plan
- The importance of the arts in the community
- Remaining a "unique" community
- Amenities for families – "The 3 Ps" o Pools o Pathways o Playgrounds

Question 3: What do you consider to be CA's milestones/accomplishments since 2000?

- Minimizing long-term debt and paying down debt.
- Preservation and acquisition of open space.
- Embracing environmental sustainability.
- Investments in facilities.
- Successful 50th anniversary celebration.

Question 4: What do you think are some things which did not turn out well or we should have accomplished?

- Haven on the Lake
- Decline of community participation in CA offerings
 1. membership numbers trending down since 2014
 2. Fewer people walking on the paths
- Communication
 1. Communication with villages about CA operations, plans, organization, contact etc.

2. Communication regarding Covid – pools, finances, etc.

Question 5: What constraints & challenges do you think CA faces in both in the next 12 months and the near future?

- The search for a new CA president – someone who is capable of running a large corporation while also having good “people skills.”
- Improving communication strategy with stakeholders including villages.
- Dealing with the implications of Covid.
 1. Significant loss of membership revenue and community services (e.g. before and after school care) revenue;
 2. Unwillingness of residents to participate in CA programs/activities that do not allow for distancing;
 3. With respect to our older and sensitive populations, a fear of participating in any CA programs/activities.

Footnote 1: The Hickory Ridge Village Board feels that the term “partners” is more accurate and appropriate than “allies.”

CA BOD Pre-Budget Exercise, 2020

Owen Brown Village Board

TO: CA Board of Directors

FROM: Owen Brown Village Board

Thank you for the opportunity to provide input to Columbia Association. We hope you find Owen Brown's input to your deliberations useful.

Question 1: Stakeholders

- The Columbia Association's **primary stakeholders** are Columbia's fee-paying property owners and all residents.
- Also included are the ten village associations, to the extent that they represent the views, needs and efforts of CA residents.
- The core purpose of CA is to serve the interests of these primary stakeholders.

While we understand that CA's role and importance to the community extends beyond primary stakeholders, the OBCA Board views "**secondary stakeholders**" more as local allies.

CA considers Allies' interests so far as they align with the interests of the primary stakeholders. There are likely many areas where economies of scale mean that providing services to neighboring communities is ultimately beneficial to CA residents – this is prudent; however, this is not a core mission and should be done only at a net benefit to CA's primary stakeholders.

CA **Allies** should include county and state governments,

- utilities (BGE & telecommunications),
- local land owners (Howard Hughes Corporation),
- businesses,
- developers,
- HOA's,
- neighboring communities and local civics,
- environmental, educational, charitable, & faith organizations.

CA should seek out opportunities to work with these entities when it serves the interests of the primary stakeholders.

Question 2: What do you think are CA values and guiding principles?

James Rouse's initial vision is still applicable as the guiding principles for Columbia.

- Self-sustaining city
- Growing people
- Respecting the land

- Facilitating profit for residents, investors, and businesses

Question 3: What do you consider to be CA's milestones/accomplishments since 2000?

- The OBCA board has a limited perspective of CA's accomplishments since 2000. This is partially due to turnover on the board, but also represents a deficiency in CA's communication with residents.
- CA should be making a stronger case for its accomplishments and successes on behalf of the community.
- One mixed success is the Columbia Dog Park. A dog park is a great amenity; however, a single large dog park that hasn't been used to capacity was not the optimal way to provide this amenity to residents. Multiple smaller dog parks within walking distance of more residents would rightsize this type of investment and be a more practical amenity for pet owners.

Question 4: What do you think are some things which did not turn out well or we should have accomplished?

1. Shedding or repurposing assets.

- CA owns several assets whose costs may outweigh the benefits to residents. These are assets that are used by a small number of residents, operate at a net loss or require residents to pay additional fees greater than those of comparable private businesses. The pandemic and associated financial stress could provide the impetus to sell those assets or repurpose them to better serve the community.
- Owen Brown does not have access to the financial or usage information to speak authoritatively on specifically which assets fall into this category. Some assets that should be evaluated are:

1. The Haven by the Lake: an ambitious facility that overreached and has proven too costly
2. Golf Courses
3. Horse Stables
4. Neighborhood Centers

2. Gyms:

- Based on CA's loss of market share, alternatives provided by other companies, and the dramatic increase in the portion of the budget dedicated to Sports and Fitness since 2013 (a 21% increase),
- CA should reconsider the Sports and Fitness offerings it provides.
- CA should concentrate on facilities/services that are not likely to be replaced by competitors (neighborhood pools, ice rinks, tennis courts, etc.) and avoid competing with private companies that are optimized to provide fitness services.

3. Rainy Day Fund.

- CA should no longer rely on a short-term line of credit to cover operational costs towards the end of fiscal years.
- Instead, CA should attempt to have a balanced operational budget and accumulate a rainy-day fund with any excess cash at the end of each FY. Accumulating a rainy-day fund should be established as a budgetary goal.

4. Equity Amongst Villages.

There is a substantial inequity in the resources that CA provides to the villages. CA should address those inequities which result from three compounding factors:

- Disparity in facilities (Community & Neighborhood Centers) that CA provides villages.
- The portion of the annual share CA provides villages based on the square footage of facilities given to villages.
- The opportunity individual villages have to generate revenue from the facilities CA provides to them

Much of the inequity is a result of historic decisions to invest more in older villages and less in newer villages. While CA can't fix the past, there's no reason to continue contributing to these inequities today.

- For example, CA provides Wilde Lake over eight times as much facility space per resident compared with Hickory Ridge (and approximately four times as much compared to Owen Brown).
- Working with villages, CA should determine what services villages should be able to provide to residents and provide each village with equitable resources to provide those services.

5. CA's Self-Identify.

- CA often gives the impression that it thinks of itself as a local YMCA that is saddled with some HOA responsibilities instead perceiving itself as an HOA that provides athletic facilities as amenities to its residents.
- The CA website, the budget, and some interactions with CA staff (particularly during the pandemic) contribute to this impression. As CA recovers from the pandemic and makes tough decisions about its priorities, it should take the opportunity to commit to a new (or old) identity.

6. Public Relations.

In the early years of Columbia, the Rouse Company (HRD) did a marvelous job of “selling” the “Columbia Concept.”

- Most new residents of Columbia would go to the visitor center and watch a film that presented a bright future for the next America. James Rouse was an active and visible proponent of his dream.
- The Columbia Flyer was an outstanding community newspaper which did a good job of presenting a vibrant thriving city. These voices are all but gone.
- In those days, CA did not need to spend time and money selling itself and Columbia; but it should have noticed the gradual disappearance of the free PR these voices provided. It is not too late for CA to attempt to replace some of what has been lost.
- A good start would be to hire a new CEO who understands that PR is a vital responsibility for the leadership of CA.

Question 5: What constraints & challenges do you think CA faces in both in the next 12 months and the near future?

1. Development:

- Many of Columbia’s perks and elements of its identity are largely reliant on things outside of CA’s control. In particular, the county’s decisions (zoning, development, schools, etc.) have a large impact on quality of life for CA residents.
- As undeveloped land in Howard County becomes increasingly scarce, pressure to redevelop in and around Columbia will increase. This will increase demand for services provided to CA residents. CA should be proactive in ensuring these developments do not diminish the quality of CA services and public spaces.
- As development continues, the green space within Columbia will become an increasingly rare amenity and CA should do its utmost to protect and preserve this green space

2. Lack of Local Journalism:

- Columbia will continue to be challenged by the collapse of local journalism. The void in local reporting allows other groups or individuals, who may be indifferent or opposed to CA interests, greater opportunity to shape public perception in a manner detrimental to CA and Columbia residents.

- CA must proactively communicate what it is doing, and why, or risk having the answers to those questions defined by potentially adversarial interests (e.g. Other groups had success painting CA as the Grinch who stole Symphony of Lights).

3. Leadership:

- Like any organization, CA will only succeed if its leadership makes sound judgements.
- CA should consider investments in the CA board to increase their effectiveness and ability to make sound judgements.

Wilde Lake Village Board
CA's Pre-Budget 5 Questions, 2020

Question 1: Stakeholders

- Primary Stakeholders are those CA is obligated to directly serve, per our Mission.
- Secondary Stakeholders are those CA wants to reach out to in the larger community with our programs and services.
- Allies are those who impact the community (i.e., County, State), who can help CA serve the greater good.

1a. Who do you consider to be CA's Primary stakeholders?

- Any business that pays a CA property tax.
- Any property owner who pays CA a tax.

1b. Who do you consider to be CA's Secondary stakeholders?

- Those who pay for before or after school care, camps, classes, access, user fees, permits, tickets, dog park users, etc.
- Those who live in out parcels and nearby communities.

1c. Who do you consider to be CA's Allies?

- Individuals, organizations and groups who provide services that help CA fulfill its mission.
- Stormwater and open space management groups like Howard EcoWorks www.howardecoworks.org and the watershed stewards academy.
- Tennis, golf and sports academies, teams, and their affiliates.
- Non-profits, volunteers and advisory committees and their associates who provide feedback, support and advice regularly. They act as a referral network, give positive testimony at hearings and board meetings, and overall, add value.

Question 2: What do you think are CA values and guiding principles?

- To serve the community so they feel they are getting the most out of their investment.

Question 3: What do you consider to be CA's milestones/accomplishments since 2000?

- Upgrades to the athletic facilities.
- Stormwater management, bioretention facilities and raingardens in neighborhoods and commercial areas.
- The Chrysalis, Symphony Woods Park and its offerings and expansion.

- Initiating upgrades to tot lots.
- The upgrades to the Columbia Swim Center, The Wilde Lake Tennis Club and upgrades at Hobbit's Glen Golf Club and Fairway Hills9.
- The pathway, bridges and signage around Lake Kittamaqundi, Wilde Lake and Lake Elkhorn.
- Supporting Howard County Streets for All and Complete Streets efforts.
- The move to a larger resident friendly headquarters.
- Expanding and supporting the Columbia Archives and its programs like the BikeAbout and WalkAbout.

Question 4: What do you think are some things which did not turn out well or we should have accomplished?

- Built the large indoor swimming complex that was researched and promoted.
- Advocated for and supported the proposed South Entrance trail between the new Merriweather District and CA Headquarters (under I-29 & Broken Land Parkway). It is a direct shot from Downtown Columbia and Symphony Woods Park to the new CA Headquarters building giving all new downtown residents easy access to CA and all it has to offer.
- Invested more in storm drain connections and stream restoration in severely flooding areas, especially along CA pathways in neighborhoods, for instance along the badly eroding CA stream property attached to the Wilde Lake Village neighborhood of Bryant Woods and the Beaverbrook HOA neighborhood leading into Wilde Lake. Pursuing remediation may save money and time spent on frequent dredging. Address the more frequent flooding issues generated by the Wilde Lake stream that flows above ground just before it reaches West Running Brook (just southwest and adjacent to 5042 West Running Brook), then disappears into a culvert that flows under and into Stoneboat Row neighborhood storm drains (specifically flooding 5076 Stoneboat Row), which occasionally overflows throughout the lower cul de sac into a clogged storm drain along the CA pathway behind Cloudburst Hill, then into another clogged storm drain on the Fairway Hills Golf Course behind the Stoneboat Row homes.
- Manage a larger and more diverse contingency fund.
- Maintained the Neighborhood Centers over the years so they would continue adding value to the portfolio of CA assets and to the neighborhoods.
- Need more tot lot upgrades in neighborhoods with children. Some of the playgrounds have 30+ year old amusements.
- Refurbished or renovated the children's pool inside the Columbia Swim Center.
- Discontinuation of the community outreach candle-lighting-in-a-bag Luminaries Program on New Years eve.

Question 5: What constraints & challenges do you think CA faces in both in the next 12 months and the near future?

- Determining if CA divests various segments/divisions to perform independently. Perhaps certain divisions become their own unique self-sufficient entities? CA can split into a service performance company, a health and wellness company, an activities and events company, a tutoring or daycare company, a landscaping company, etc.

Kings Contrivance Village Board_

CA BOD Questions

8/19/20

KC Village Board members did a brainstorming session to the same exercise that CA Board members did, as prelude to beginning the Budget process for FY22. All answers are verbatim.

Exercise: CA's PreBudget 5 Questions:

Primary stakeholders:

- People who put up money with CA assessment [Annual Charge]
- Lien holders, first and only
- Villages as well, grassroots, is liaison to CA
- Businesses and people who pay lien
- Board members as Reps for community
- Internal/external stakeholders: CA organization includes VB members

Secondary:

- People who work in Columbia
- Renters in Columbia, apartment dwellers
- Employees of businesses in Columbia

Allies:

- Police/Fire/County govt
- State Delegates
- PTAs of schools
- Churches & civic groups
- Real estate community—does outreach, first line of contact w/Columbia, educational function
CA amenities
- Howard Hughes Corp—large landowners in Columbia

CA Values & Principles:

- No idea
- Stay solvent
- Community—caring about people
- Inclusion
- Small town feeling
- Amenities
- Stewards of land

CA Accomplishments, 2000-Present:

- Population explosion handled well
- Pathway around Lake Kitt
- Markings on pathways—wayfinding
- SW Park
- Lake dredging
- Chrysalis
- Leasing out Horse Center was good decision
- Policies

“Sorries”, 2000-Present:

- Search for last few Presidents, outside of Columbia; no understanding of our Vision
- Not good idea to move CA outside of Downtown Columbia; CA is head of Columbia
- Not great communication about CA amenities [newcomers]—make amenities known
- Horse Center—better to give it up to someone else to run
- Haven—did not work out well—affluent focus did not match Columbia vision; people did not feel comfortable there

Challenges in the Future:

- Next 2—3 years, do only things that have to be done
- No big capitol projects
- Fix, repair, maintain All that are used most
- Don’t need two golf courses—perfect spot for development
- Neighborhood Centers needed for Child Care
- Affordability—expand use of CA facilities to lower fees
- Underutilized facilities available
- Communication—get input at beginning of issues-- improve communication with villages, improve with residents

What is the Goal of Columbia?

- We [V Boards] all work for the common good, stop adversarial approach, stop negativity
- CA is “old bureaucracy”, stuck in its ways
- Focus on service, to serve the vision of Columbia--CA is not just a corporation

SBZ/sbz

October 2, 2020

Chair's Remarks October 8, 2020 CA Board Work Session

<u>Date</u>	<u>Activity</u>	<u>Time</u>
Oct 8, 2020	CA Board work session (Virtual)	7:00 PM
Oct 10, 2020	CA Pull and Plant event at Long Reach	9:00 AM
Oct 15, 2020	New Town Visioning and Planning Workshop 5 (Virtual)	7:00 PM
Oct 19, 2020	Master Gardener session on Rain Gardens (Virtual - Long Reach Community Association)	7:00 PM RR
Oct 22, 2020	CA Board meeting (Virtual)	7:00 PM
Oct 29, 2020	CA Board special FY-2022 budget work session (Virtual)	7:00 PM

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

CA Board regularly scheduled work sessions and meetings are now live-streamed on YouTube. Check the CA website for details

www.columbiaassociation.org/about-us/leadership/board-of-directors/live-recorded-ca-board-meeting-videos/ .

KidzEscape will now be available on Saturday mornings as well as Wednesday mornings. Check the website for details www.columbiaassociation.org/community-program/kids/new-kidzescape/ .