



January 22, 2021

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 Meeting will be held on Thursday, January 28, 2021 beginning at 7:00 p.m.

AGENDA

	5 min.	Page Nos.
1. Call to Order		
(a) Announce the procedures being used to conduct the virtual meeting		
(b) Roll Call to determine Directors in attendance		
(c) Announce that both audio and video of the meeting are being broadcast. Anyone using the link to the meeting on CA's website will be able to see and hear the proceedings.		
2. Announcement of Closed/Special Meetings Held/To Be Held	1 min.	
3. Approval of Agenda	1 min.	
4. Verbal Resident Speakout will be available to individuals who submitted the Resident Speakout form on CA's website by the specified due date. Residents may also send written comments to CA's Board of Directors at 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.		
5. Consent Agenda	1 min.	
(a) Approval of Minutes – December 10, 2020 BOD Meeting		3 – 5
6. Board Votes	15 min.	
(a) Easement Agreement – Roslyn Rise Fire Access Easement	(5 min.)	6 - 10
(b) Easement Agreement – Wetland Studies and Solutions, Inc (WSSI) Stream Restoration and Access Easement	(5 min.)	11 - 16
(c) Inner Arbor Trust Revised Concept Plan	(5 min.)	17 - 18
7. Board Discussion	115 min.	
(a) FY 2022 Draft Budget Work Session	(60 min.)	19
(b) FY 2021 Budget Update	(10 min.)	20 – 24
(c) Community Outreach Discussion-Part 1	(20 min.)	25 – 43
(d) Applicable State Legislation	(10 min.)	44 – 45
€ Howard County General Plan Update	(15 min.)	46
8. Chairman's Remarks	10 min.	
(a) Written Report		47 - 48
(b) Update on the President/CEO Search		
9. Reports/Presentations	15 min.	
(a) President's Report – See written report – Follow-up questions from the BOD	(10 min.)	49 - 56
(b) Report from the CA Representatives to the Inner Arbor Trust Board of Directors	(5 min.)	57 - 58
(c) Financial Reports and Updates - None		

10.	Tracking Forms	5 min.	
	(a) Tracking Form for Board Requests		59
	(b) Tracking Form for Resident Requests		60
11.	Proposed New Topics	5 min.	
12.	Talking Points	2 min.	
13.	Adjournment – Anticipated Ending Time: Approximately 10:20 p.m.		

Upcoming Scheduled Virtual Work Sessions and Meetings

Thursday, February 11, 2021 – Board of Directors Work Session – 7:00 p.m.

Thursday, February 18, 2021 – Board Budget Work Session – 7:00 p.m.

Thursday, February 25, 2021 – Board of Directors Meeting – 7:00 p.m.

CA Mission Statement

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

CA Vision Statement

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

**Draft Minutes of the
BOARD OF DIRECTORS MEETING
Held December 10, 2020**

To be approved January 28, 2021

A virtual meeting of Columbia Association's Board of Directors was held on Thursday, December 10, 2020. Present were Chairman Andrew Stack, Vice Chair Virginia Thomas, and members Dick Boulton, Renee DuBois, Jessamine Duvall, Lin Eagan, Janet Evans, Alan Klein, Milton W. Matthews, Nancy McCord, and Shari Zaret. Also present were CA Vice President/CFO Susan Krabbe and General Counsel Sheri Fanaroff.

1. Call to Order: The Board of Directors Meeting was called to order at 7:04 p.m. by Chairman Andrew Stack. Mr. Stack took a rollcall of the directors in attendance and reminded attendees that the meeting was being live-streamed and recorded.

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

CA's **Board of Directors** held a closed virtual work session on December 1, 2020. Members present were Chairman Andrew Stack, Vice Chair Virginia Thomas, Dick Boulton, Renee DuBois, Jessamine Duvall, Lin Eagan, Janet Evans, Alan Klein, Milton W. Matthews, Nancy McCord, and Shari Zaret. The vote to close the meeting was 10-0-0.

The closed meeting was authorized under the Maryland Homeowners Association Act, Md. Code, Real Property §11B-111(4)(iv), Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 7:03 p.m. until 9:07 p.m. for a discussion of legal matters regarding easements.

The **Audit Committee** held a closed virtual meeting on December 8, 2020. Members present were James Young, Tim Redmond, Renee DuBois, Janet Evans, and Dick Boulton. The vote to close the meeting was 5-0-0.

The closed meeting was authorized under the Maryland Homeowners Association Act, Md. Code, Real Property §11B-111(4)(i), Discussion of matters pertaining to employees and personnel and (iv), Consultation with staff personnel, consultants, attorneys, board members or other persons in connection with pending or potential litigation or other legal matters; and (iv), Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters.. The meeting was closed from 8:00 p.m. until 9:27 p.m. for a review of audit reports in consultation with staff personnel on legal matters.

3. Approval of Agenda

Action: Mr. Boulton moved to approve the agenda. Ms. Thomas seconded the motion.

Mr. Boulton then requested that item 5(b) on the Consent Agenda be removed and discussed at an upcoming closed Board meeting. Ms. Thomas requested that item 5(c)(3), Easements Shown on Recorded Plats for Howard County, be removed from the Consent Agenda. Mr. Stack moved that item to the Board Votes section as item 6(c). Mr. Stack asked if there were any objections to the proposed changes to the agenda. Hearing none, the amended agenda was approved.

4. Verbal Resident Speakout

Dave Simmons, Mary Kay Sigaty, and Robert Neal Marshall spoke about the Columbia Festival of the Arts

5. Consent Agenda

(a) Approval of Minutes – November 12, 2020 Board Meeting - Approved by consent

(c) Approval of Easement Requests

(1) Pedestrian Water Man Easement for Howard County (Village of Wilde Lake) – Approved by consent

(2) Stonebrook Public Sewer Easement for Howard County (Village of Kings Contrivance) – Approved by consent

6. Board Votes

(a) IRS Form 990

Action: Ms. Dubois moved approve Form 990, together with its updated page. Mr. Boulton seconded the motion. Mr. Stack asked if there were any objections. Hearing none, IRS Form 990 was approved.

(b) Independent Auditors for FY 2021

Action: Ms. Boulton moved that CliftonLarsonAllen continue as external auditors for FY 2021. Ms. Duvall seconded the motion, which was approved by a vote of 9-1-0

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

Against: Ms. Dubois

Abstain: None

(c) Easements Shown on Recorded Plats for Howard County (Columbia Wide)

Action: Ms. Duvall moved that Easements Shown on Recorded Plats for Howard County (Columbia Wide) be approved. Mr. Boulton seconded the motion, which was approved by a vote of 9-0-1.

For: Messrs. Boulton, Klein, and Stack, and Mmes. Dubois, Duvall, Eagan, Evans, McCord, and Zaret

Against: None

Abstain: Ms. Thomas

7. Board Discussion

(a) Easement Requests

(1) Roslyn Rise Fire Access Easement (Village of Wilde Lake)

The Board discussed the easement request, which will be added to the consent agenda for the January 28, 2021 Board meeting.

(2) Wetland Studies and Solutions Stream Restoration and Access Easement (Village of Long Reach)

The Board discussed the easement request, which will be added to the consent agenda for the January 28, 2021 Board meeting.

(b) Inner Arbor Trust Concept Plan

Nina Basu, president and CEO of the Inner Arbor Trust, discussed a multiphase concept plan for Symphony Woods. This topic will appear on the agenda for the January 14, 2021 BOD work session for discussion and on the agenda for the January 28, 2021 BOD meeting for a vote.

(c) Board Members Ideas re: Format/Structure for the Virtual Town Hall on January 21, 2021

Suggestions for the format included listening, sharing of facts, break-out sessions, and COVID-19 guidance from CA's Medical Director.

(d) Status Report on the Fiscal Year 2021 Operating Budget

Ms. Krabbe noted the report covering FY 2021 financials through October 31, 2020 will be posted on CA's website. The report covering financials through November 30, 2020 is not yet available.

(e) Pre-filed State Legislation – None at present

(f) Most Recent Development Tracker

Ms. Bellah and Ms. Russell discussed the report. They noted that the Planning Board postponed the Cedar Creek Bridge and Trail meeting, with a future date to be announced.

(g) Capital Projects and Open Space Updates

Mr. Matthey discussed the report.

8. Chairman's Remarks

(a) Mr. Stack provided a written report.

(b) Update on President/CEO Search

Monica McMellon-Ajayi provided an update on the search, which began in October. Resumes are being collected and reviewed. Semi-finalists will be selected in late December and asked to provide additional information in January. Finalists are anticipated to be selected in early February and will continue with the interview process. The current timeline projects an employment offer to be made in early March 2021.

9. Reports/Presentations

(a) President's Report

The "Year in Review" was provided in writing.

(b) CA Representatives to the Inner Arbor Trust Board of Directors

A written report was provided.

(c) Financial Reports

1. FY 2021 2nd Quarter Financial Report

The report was reviewed by the Audit Committee at its December 8, 2020 meeting.

2. FY 2021 2nd Quarter Financial Statements

The statements were reviewed by the Audit Committee at its December 8, 2020 meeting.

10. Tracking Forms

No additions were made to the forms.

11. Possible New Topics

Discussion centered on responses to inquiries regarding the Symphony of Lights issue.

12. Talking Points – Ms. Butler recited the talking points.

13. Adjournment – The meeting was adjourned at 9:31 p.m.

Respectfully submitted,

Bonnie Butler

Recording Secretary



Easement Request Form

Date: 12/10/2020

Easement Grantee: Enterprise Community Development, Inc.

Project Name: Roslyn Rise Fire Access Easement

Proposed Easement Location:

Village of Wilde Lake - CA Open Space Lot 1B - Trumpeter Road

Purpose of Proposed Easement:

1. Emergency Access Easement for fire access.
2. Temporary easement for pathway installation.
3. Abandonment of an unused sewer easement.

Alternatives to Proposed Easement:

Enterprise will have to redesign their project to accommodate fire access lane, possibly reducing the number of units for the Residences at Roslyn Rise Mixed Income Housing.

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

Pathway and tunnel users will be impacted during construction as these will be closed for use. Residents in adjacent lots will experience construction activities.

Additional Notes:

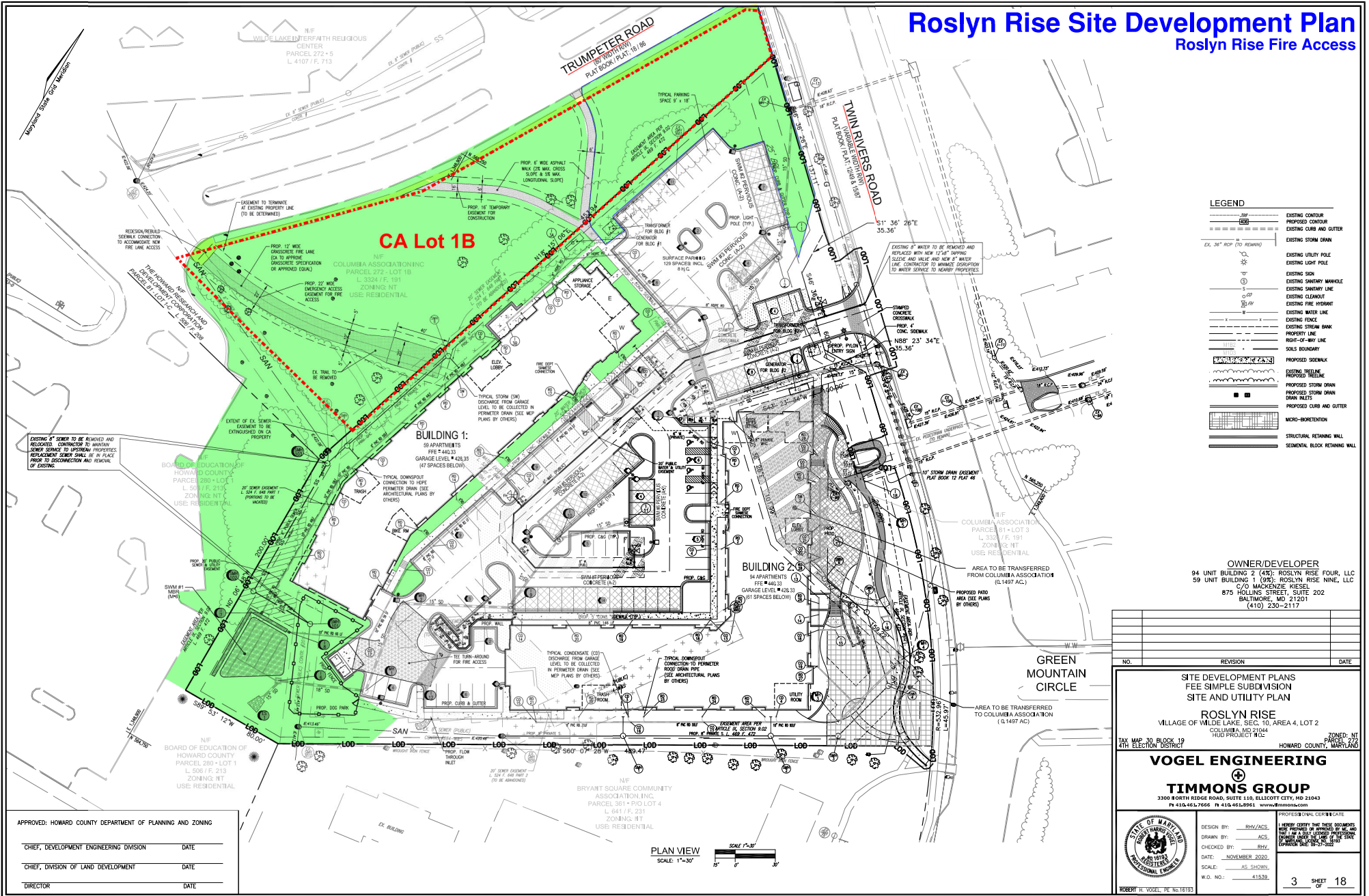
Board approval was previously granted for a land swap and easements on Open Space Lot 3 for the Roslyn Rise Project. These new easement requests are for Open Space Lot 1B and were not contemplated during the initial easement request. Staff recommends approval, subject to staff review of final documents.

Contact Information

Name: Brady Greer
E-mail: Brady.Greer@ColumbiaAssociation.org
Phone #: 443.674.0097

Roslyn Rise Site Development Plan

Roslyn Rise Fire Access



RESOLUTION AUTHORIZING EASEMENT

The Columbia Association (“CA”) Board of Directors (the “Board”) has considered whether to grant an easement to Enterprise Community Development, Inc. relating to a temporary construction easement, emergency access easement, and abandonment of an unused sewer easement on CA Open Space Lot 1B, Village of Wilde Lake. Approval is subject to final review of documents. The Board makes the following findings with respect to the Easement:

1. The execution and performance of the Easement is taken exclusively for the promotion of the social welfare of the people of Columbia;

2. The Easement is expected to produce civic betterments or social improvements consisting of improved public amenities, safety improvements, and pedestrian access; and

3. The Easement produces benefits for the people of Columbia that are necessary incidents to the accomplishment of CA’s purpose to promote the social welfare of the people of Columbia.

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

BE IT SO RESOLVED

_____, 2020



Easement Request Form

Date: 12/10/2020

Easement Grantee: Wetland Studies and Solutions, Inc.

Project Name: Wetland Studies Stream Restoration Easement

Proposed Easement Location:

Village of Long Reach, Section 1, Area 1, Lots 566, 567, 572
Village of Long Reach, Section 1, Area 5, Lot 2
Village of Long Reach, Section 1, Area 2, Lots 1, 5, 6, 7, 13
Village of Long Reach, Section 1, Area 8, Lot 1
Dobbin Road Commercial Center, Section 1, Area 1, Lot 3
Seiling Industrial Center, Section 1, Area 2, Lots 2 and 3

Purpose of Proposed Easement:

WSSI needs easements in order to perform stream restoration work for the tributaries of Lake Elkhorn. Estimated length of stream to be restored is approximately 24,500 linear feet.

Alternatives to Proposed Easement:

No stream restoration will take place, increasing the need for regular maintenance and dredging of Lake Elkhorn

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

Adjacent neighbors in the vicinity of the project. Residents will see construction activity during construction. Temporary pathway closure.

Additional Notes:

Recommend approval, subject to staff review

Contact Information

Name: Brady Greer
E-mail: Brady.Greer@ColumbiaAssociation.org
Phone #: 443.674.0097

RESOLUTION AUTHORIZING EASEMENT

The Columbia Association (“CA”) Board of Directors (the “Board”) has considered whether to grant an easement, subject to staff final review, to Wetland Studies and Solutions, Inc. relating to the stream restoration work on the following CA Open Space Lots:

Village of Long Reach, Section 1, Area 1, Lots 566, 567, 572
Village of Long Reach, Section 1, Area 5, Lot 2
Village of Long Reach, Section 1, Area 2, Lots 1, 5, 6, 7, 13
Village of Long Reach, Section 1, Area 8, Lot 1
Dobbin Road Commercial Center, Section 1, Area 1, Lot 3
Seiling Industrial Center, Section 1, Area 2, Lots 2 and 3,

a copy of which is attached to this Resolution (the “Easement”). The Board makes the following findings with respect to the Easement:

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

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

BE IT SO RESOLVED

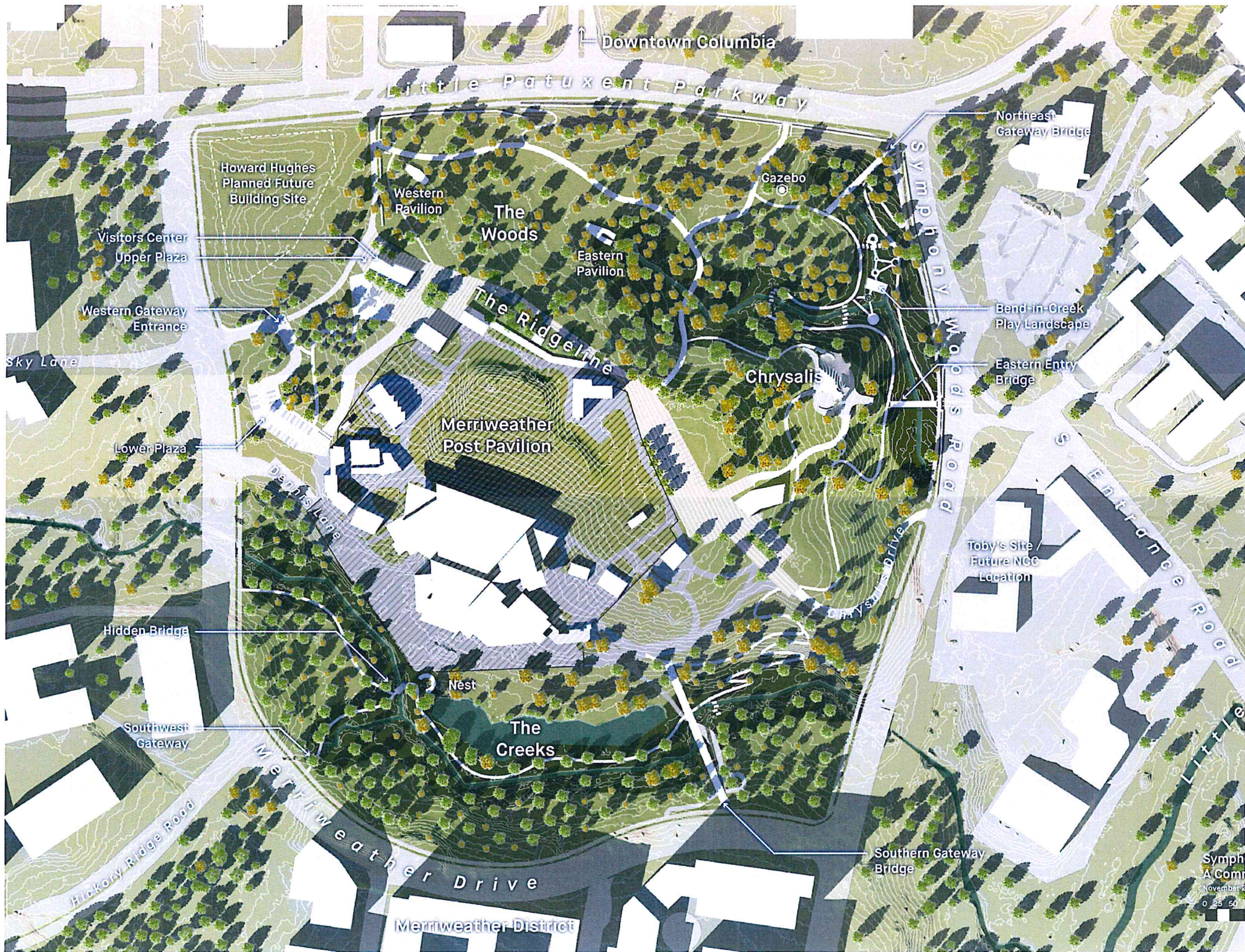
_____, 2020

Inner Arbor Trust Report

Symphony Woods Concept Plan: A Community Vision

The Trust is working in a proposed updated concept plan. The original Inner Arbor concept plan was presented in 2012 and updated in 2014. Since 2014, the area around Symphony Woods has changed significantly, and plans for development in adjacent properties have changed. In 2019, the Trust decided it needed to engage in a comprehensive review of the land to determine how to best serve those living in and visiting Downtown Columbia by connecting the property to adjacent properties through pathways and how to best serve the recreational needs of residents in this space. The Trust engaged a design team to review and update the concept plan.

Central to the concept plan update process has been engaging the community and listening to stakeholders. The Trust formed a stakeholder advisory committee made up of residents, Howard County arts organizations, Downtown based organizations, Columbia Association, Howard Hughes, and other stakeholders. The Trust held a number of meetings to obtain feedback from the stakeholder group and to come to a shared vision for the space. The design team presented the proposed updated concept plan at a work session of the Inner Arbor Trust Board, to which the CA Board was invited. A copy of the plan is submitted with this report.





January 22, 2021

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

Subject: Budget Discussion at the January 28, 2021 Board Meeting

The January 28, 2021 CA Board meeting includes the item entitled "FY 2022 Draft Budget Work Session." The back-up for that agenda item is the draft budget document provided to the CA Board on January 8, 2021.

The file is too large to post with the agenda materials, but it is posted on the CA website. To access the draft budget document on CA's website, please go to <https://www.columbiaassociation.org/about-us/financials/financial-reports/> and select FY 2022 Budget Materials; then select FY 2022 Draft Operating and Capital Budgets from the list of documents posted.

I would like to encourage you to read the Transmittal Letter just following the Table of Contents. It is a very thorough summary of the draft budgets and the underlying assumptions, and it should be helpful to you in developing your understanding of the draft FY 2022 budgets.



January 22, 2021

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

Here are preliminary operating results through December 2020 CA-wide, and for the departments of Sport & Fitness, Community Services, and Open Space and Facility Services, for the January 28, 2021 Board meeting. The information is subject to change as the team continues its review and analysis.

The actual results from May 1, 2020 through October 31, 2020 as compared to the FY 2021 budget and the same period last year, as well as estimated results (as of October) for the full fiscal year (FY 2021) are posted on the CA website at:
<https://www.columbiaassociation.org/wp-content/uploads/2020/12/Columbia-Assn.-FY21-Q2-Financial-Report-ALL.pdf>

The third quarter financial report covering the period from May 1, 2020 through January 31, 2021, including comparative information and an updated projection for the full fiscal year, will be distributed to the CA Board and Audit Committee and posted on CA's website during the week of March 15, 2021. Also, this report and the quarterly financial statements will be presented and discussed at the March 22, 2021 Audit Committee meeting, and on the agenda for the March 25, 2021 Board meeting.

Columbia Association, Inc.
Organization-Wide Summary
Statement of Activities
May 1, 2020 through December 31, 2020
\$000's

Description	Year to Date FY2021-ACTUAL	MAY FY2021	JUN FY2021	JUL FY2021	AUG FY2021	SEP FY2021	OCT FY2021	NOV FY2021	DEC FY2021
Income:									
Annual Charge	43,521	0	(2)	43,560	(139)	9	158	(58)	(7)
Tuition and Enrollment	74	0	0	(0)	0	25	16	6	28
Direct Memberships	1,482	26	152	253	208	206	220	214	202
Fees Income	2,725	133	247	366	425	437	482	324	311
Rental Income	1,034	48	89	144	156	177	206	92	124
Net Sales	75	(3)	16	15	8	18	16	4	2
Gain (Loss) on Fixed Asset Disposals	(47)	4	1	(8)	(2)	0	(10)	(12)	(20)
Other Income	159	8	7	3	12	18	19	67	26
Membership Allocations	4,261	49	389	660	563	617	706	665	613
Total Income	53,284	264	898	44,991	1,231	1,506	1,813	1,303	1,278
Expenses:									
Salary, Wages and Contract Labor	9,644	565	820	1,095	1,082	1,433	1,660	1,391	1,598
Annual Performance Incentives	0	0	0	0	0	0	0	0	0
Payroll Taxes	728	45	71	95	87	116	111	97	108
Employee Benefits	1,745	209	214	219	214	245	226	212	206
Operating Supplies/Expenses	676	65	68	91	95	96	102	78	79
Technology Supplies/Expenses	842	200	85	152	89	43	47	93	133
Collection and Treasury Expenses	302	5	13	36	44	69	55	43	37
Fees	1,952	129	257	193	357	265	259	212	279
Comm. Assoc. Annual Charge Share Grant	2,377	298	291	190	872	0	0	727	0
Temporary Funding and Grants Expense	45	0	0	45	0	0	0	0	0
Rentals	1,292	192	73	223	164	155	147	254	84
Utilities	959	75	115	113	146	144	140	116	111
Insurance and Taxes	946	120	118	112	112	113	149	112	110
Repairs and Maintenance	1,710	99	136	224	197	251	296	207	299
Depreciation	7,854	974	976	1,014	981	1,008	998	950	952
Interest Expense Allocation	765	70	82	64	122	109	106	107	104
Alloc. of Customer and Member Services	0	0	0	0	0	0	0	0	0
Alloc. of Department's Admin.	0	0	0	0	0	0	0	0	0
Alloc. of Branding and Media Production	0	0	0	0	0	0	0	0	0
Total Operating Expenses	31,836	3,046	3,319	3,864	4,563	4,046	4,298	4,601	4,098
Increase/(Decrease) in Net Assets from Operations	21,448	(2,782)	(2,421)	41,127	(3,332)	(2,540)	(2,485)	(3,298)	(2,820)
Alloc. of Admin. Serv. Expenses	0	0	0	0	0	0	0	0	0
Non-Operating Exp./Contingencies	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Net Assets	21,448	(2,782)	(2,421)	41,127	(3,332)	(2,540)	(2,485)	(3,298)	(2,820)

Columbia Association, Inc.
Department of Community Services
Statement of Activities
May 1, 2020 through December 31, 2020
\$000's

Description	Year to Date FY2021-ACTUAL	MAY FY2021	JUN FY2021	JUL FY2021	AUG FY2021	SEP FY2021	OCT FY2021	NOV FY2021	DEC FY2021
Income:									
Annual Charge	0	0	0	0	0	0	0	0	0
Tuition and Enrollment	74	0	0	(0)	0	25	16	6	28
Direct Memberships	0	0	0	0	0	0	0	0	0
Fees Income	0	0	(0)	0	0	(0)	1	(0)	0
Rental Income	30	4	4	4	4	4	4	4	3
Net Sales	1	0	0	(0)	(0)	(0)	0	0	1
Gain (Loss) on Fixed Asset Disposals	0	0	0	0	0	0	0	0	0
Other Income	24	0	0	0	0	5	10	10	0
Membership Allocations	0	0	0	0	0	0	0	0	0
Total Income	129	4	3	3	3	33	31	19	33
Expenses:									
Salary, Wages and Contract Labor	499	46	46	28	40	80	92	78	89
Annual Performance Incentives	0	0	0	0	0	0	0	0	0
Payroll Taxes	40	4	4	2	3	12	6	5	5
Employee Benefits	173	22	22	22	22	36	17	16	16
Operating Supplies/Expenses	4	1	0	0	1	1	1	1	(0)
Technology Supplies/Expenses	5	0	0	5	0	0	0	0	0
Collection and Treasury Expenses	5	1	0	0	0	0	0	2	1
Fees	20	0	2	10	2	3	1	0	2
Comm. Assoc. Annual Charge Share Grant	0	0	0	0	0	0	0	0	0
Temporary Funding and Grants Expense	45	0	0	45	0	0	0	0	0
Rentals	95	12	1	23	12	13	11	26	(2)
Utilities	40	5	5	4	6	5	5	5	5
Insurance and Taxes	24	3	3	3	3	3	3	3	3
Repairs and Maintenance	32	0	1	10	4	5	4	6	3
Depreciation	137	18	18	18	18	18	18	16	16
Interest Expense Allocation	17	2	2	1	3	2	2	2	2
Alloc. of Customer and Member Services	5	0	(0)	(0)	0	2	1	0	1
Alloc. of Department's Admin.	0	0	0	0	0	0	0	0	0
Alloc. of Branding and Media Production	28	2	2	4	2	4	4	5	5
Total Operating Expenses	1,169	114	105	177	113	184	165	164	147
Increase/(Decrease) in Net Assets from Operations	(1,040)	(110)	(101)	(174)	(109)	(151)	(135)	(145)	(114)
Alloc. of Admin. Serv. Expenses	202	20	18	30	20	31	29	28	26
Non-Operating Exp./Contingencies	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Net Assets	(1,241)	(131)	(120)	(203)	(129)	(182)	(163)	(174)	(140)

Columbia Association, Inc.
Department of Open Space and Facility Services
Statement of Activities
May 1, 2020 through December 31, 2020
\$000's

Description	Year to Date FY2021-ACTUAL	MAY FY2021	JUN FY2021	JUL FY2021	AUG FY2021	SEP FY2021	OCT FY2021	NOV FY2021	DEC FY2021
Income:									
Annual Charge	0	0	0	0	0	0	0	0	0
Tuition and Enrollment	0	0	0	0	0	0	0	0	0
Direct Memberships	0	0	0	0	0	0	0	0	0
Fees Income	83	9	0	18	22	3	4	13	12
Rental Income	64	7	7	6	5	9	13	9	8
Net Sales	0	0	0	0	0	0	0	0	0
Gain (Loss) on Fixed Asset Disposals	12	4	1	7	0	0	0	0	0
Other Income	50	0	0	0	0	0	0	50	0
Membership Allocations	0	0	0	0	0	0	0	0	0
Total Income	209	21	8	31	28	12	17	72	20
Expenses:									
Salary, Wages and Contract Labor	1,931	142	218	181	182	278	334	256	339
Annual Performance Incentives	0	0	0	0	0	0	0	0	0
Payroll Taxes	146	11	18	14	18	21	23	18	24
Employee Benefits	471	56	58	58	59	61	65	58	57
Operating Supplies/Expenses	166	20	13	19	13	29	35	15	22
Technology Supplies/Expenses	19	0	0	0	3	5	1	7	3
Collection and Treasury Expenses	0	0	0	0	0	0	0	0	0
Fees	909	59	67	80	280	172	108	73	69
Comm. Assoc. Annual Charge Share Grant	0	0	0	0	0	0	0	0	0
Temporary Funding and Grants Expense	0	0	0	0	0	0	0	0	0
Rentals	51	2	3	9	5	6	8	12	6
Utilities	67	9	7	8	10	9	9	8	7
Insurance and Taxes	183	23	24	23	23	23	23	23	21
Repairs and Maintenance	506	31	18	73	32	69	108	73	101
Depreciation	2,508	305	305	339	305	327	316	305	305
Interest Expense Allocation	268	25	29	22	43	38	37	38	36
Alloc. of Customer and Member Services	0	0	0	0	0	0	0	0	0
Alloc. of Department's Admin.	0	0	0	0	0	0	0	0	0
Alloc. of Branding and Media Production	222	19	20	22	25	26	36	31	44
Total Operating Expenses	7,448	701	779	847	998	1,063	1,104	919	1,035
Increase/(Decrease) in Net Assets from Operations	(7,238)	(681)	(771)	(816)	(970)	(1,051)	(1,087)	(846)	(1,015)
Alloc. of Admin. Serv. Expenses	1,117	105	117	127	150	160	166	138	155
Non-Operating Exp./Contingencies	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Net Assets	(8,356)	(786)	(888)	(943)	(1,119)	(1,211)	(1,253)	(984)	(1,171)

Columbia Association, Inc.
Department of Sport and Fitness
Statement of Activities
May 1, 2020 through December 31, 2020
\$000's

Description	Year to Date FY2021-ACTUAL	MAY FY2021	JUN FY2021	JUL FY2021	AUG FY2021	SEP FY2021	OCT FY2021	NOV FY2021	DEC FY2021
Income:									
Annual Charge	0	0	0	0	0	0	0	0	0
Tuition and Enrollment	0	0	0	0	0	0	0	0	0
Direct Memberships	1,482	25	151	254	208	206	220	214	202
Fees Income	2,484	124	224	320	388	414	446	289	278
Rental Income	940	37	78	134	147	165	189	79	112
Net Sales	72	(3)	16	15	8	18	15	3	(0)
Gain (Loss) on Fixed Asset Disposals	(28)	0	0	(9)	(2)	0	0	0	(16)
Other Income	22	0	0	0	5	6	0	0	11
Membership Allocations	4,261	49	387	661	563	617	706	665	613
Total Income	9,233	231	857	1,374	1,317	1,425	1,577	1,252	1,200
Expenses:									
Salary, Wages and Contract Labor	4,243	155	298	586	548	654	719	615	667
Annual Performance Incentives	0	0	0	0	0	0	0	0	0
Payroll Taxes	338	13	26	53	44	52	54	46	49
Employee Benefits	583	67	70	74	72	76	78	75	69
Operating Supplies/Expenses	318	35	35	45	43	46	39	47	30
Technology Supplies/Expenses	21	0	0	0	3	5	1	7	6
Collection and Treasury Expenses	85	0	4	10	14	19	13	17	8
Fees	191	20	96	11	4	11	8	28	12
Comm. Assoc. Annual Charge Share Grant	0	0	0	0	0	0	0	0	0
Temporary Funding and Grants Expense	0	0	0	0	0	0	0	0	0
Rentals	753	129	66	94	98	83	86	108	89
Utilities	665	44	69	77	106	105	100	79	84
Insurance and Taxes	576	74	70	66	66	66	103	66	66
Repairs and Maintenance	1,060	68	109	130	153	155	165	107	174
Depreciation	4,331	541	542	547	546	551	552	526	526
Interest Expense Allocation	401	36	43	33	64	58	56	56	54
Alloc. of Customer and Member Services	613	36	51	85	85	108	108	81	59
Alloc. of Department's Admin.	0	0	0	0	0	0	0	0	0
Alloc. of Branding and Media Production	417	32	37	47	45	46	67	62	81
Total Operating Expenses	14,594	1,250	1,516	1,858	1,891	2,037	2,150	1,919	1,973
Increase/(Decrease) in Net Assets from Operations	(5,361)	(1,019)	(660)	(483)	(574)	(611)	(573)	(668)	(774)
Alloc. of Admin. Serv. Expenses	746	19	69	111	107	115	127	101	98
Non-Operating Exp./Contingencies	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Net Assets	(6,107)	(1,038)	(728)	(595)	(681)	(726)	(699)	(768)	(871)



DATE: January 22, 2021

TO: Columbia Association Board of Directors
Tim Pinel

FROM: Andrew C. Stack, Board Chair

SUBJECT: Community Outreach Discussion

Discussion of CA's community outreach efforts will focus on the initiatives presented in the communications strategy discussed at the January 14, 2021 work session. Board members can provide any further comments, and/or ask any additional questions, they may have.

As part of the discussion, Tim Pinel will give a quick synopsis of the virtual town hall held on January 21, 2021. More information on the town hall, including links to the presentations and ways in which to stay involved and in touch with CA, may be found on the following page of CA's website:

<https://www.columbiaassociation.org/blog/recap-of-cas-virtual-town-hall/>

Columbia Association Communications Strategy

Introduction

The purpose of the CA Communications Strategy is to positively impact the organization's brand and reputation through active engagement with the community, targeted messaging and in support of the organization's goals, and to provide access to relevant information about the organization, its programs and facilities.

The Communications function has inherently responsive and reactive elements which are difficult if not impossible to anticipate. Recognizing those factors, we present this strategic framework that demonstrates the scope of the communications team's functions and the broad goals that this team has for delivering information and engaging with the community. Detailed implementation and operations plans will be created on a quarterly basis to remain as timely and relevant as possible while still being prepared. Processes and structures for implementing such activities are presented in this strategy document.

We propose the following strategic objectives for CA's Communications team to guide our planning and implementation of communications activities:

- 1. To continuously align Columbia Association with the expressed reasons that the Columbia community is a great place be.**
 - 2. To create and manage a longitudinal mechanism (twice yearly) to robustly assess sentiment, awareness and priorities in the community.**
 - 3. To establish and follow consistent principles for rapid, impactful and strategic response to issues of public interest and concern.**
-

Columbia Association Communications Strategy

Strategy Framework

The Communications Strategy is made of five core elements which can be considered separately but which have some clear areas of interdependence. Each element is introduced and broadly described below, with further details provided in the remainder of this document.



Columbia Association Communications Strategy

A. Message Campaigns



The purpose of the core Message Campaigns is to continuously align Columbia Association with the perception and belief that there is no better place to be than the Columbia community.

This strategy relies on the deep connection between the quality of life in Columbia for residents, visitors and employees and the range of assets, programs and facilities provided and managed by Columbia Association. It contends that Columbia's quality of life is dependent on the existence and operation of CA, and that CA is built on the unique qualities, features and history of the area.

To achieve this, we identify several key features and reasons for this quality of life, and build a set of "Message Campaigns" (see below for structure and definition of these campaigns) that support this connection between the Columbia community as a place and CA as an organization. It does **not** require that every advantage Columbia has as a community is directly and wholly related to a tangible service or asset provided by CA. Rather, we seek to subtly and repetitively create such cognitive connections.

Columbia Association Communications Strategy



For example, the notion that Columbia is an excellent place to raise a family is based on a range of factors, with the individual contribution of each of these factors resonating in a unique way with any given resident. Factors may include the general sense of safety, access to quality outdoor spaces, a variety of commercial establishments catering to family needs, excellent schools and cost of living. Our messaging campaign in this area focuses equally on the investments made by CA in tot lots and parks, the availability of school age programs (CA and others) and small businesses within village centers and shopping districts from ice cream vendors to indoor trampoline parks. We have an opportunity to highlight our own programs and facilities alongside others, continuously connecting such features of the community to the core quality of life reason, in this case - a great place to raise a family.

This messaging strategy is organized around these identified “reasons”, and we expect to have managed Message Campaigns for 3 to 5 of these reasons at any given time, which may be swapped out for the sake of maintaining freshness of content and connecting with the broadest possible audience over the long-term.

Message Campaign Structure

Any given Message Campaign is structured according to three fundamental communications platforms available to us:

1. Direct Content
2. Partners

Columbia Association Communications Strategy

3. Media

Direct Content

Development and deployment of “content” directly to CA’s audiences is our primary communications tool that allows us to shape, define and deliver intentional messaging which informs and influences those target audiences.

Email, social media, direct mail, various forms of display (digital signage, physical signage, etc.) and our website (particularly blog content) constitute the primary vehicles for delivering content.

Content may be original and created wholly by ourselves, or it may be information and material provided by others and highlighted or amplified by CA.

Partners

Columbia Association exists as part of a complex network of organizations including non-profits, government agencies and commercial entities that connect with our target audiences in a multitude of ways. Where there is alignment of objectives or coordination in the delivery of services, there is opportunity to enhance and increase the reach of our message campaigns. In addition, the reinforcement or amplification of our message by other parties increases trust and confidence.

Media

Coverage of CA by media organizations is to be expected and generally welcomed, though is the channel that provides the least amount of message control. The definition of “media” for the purposes of this strategy includes traditional outlets (local and regional / newspaper, magazine, radio, television) as well as several blogs dedicated to coverage of the local community (Columbia and Howard County).

A proactive message strategy that seeks to use the extended reach of these channels and their independent voice involves relationship-building, story pitches and press releases, and in some cases the direct provision of content.

Management of media in response or reaction to their independent coverage (i.e. outside the scope of our intended messaging campaigns) is addressed in Section C - Response Communications.

Planning and Implementation

Implementation of Message Campaigns is based around quarterly Plans (calendar year) that include message and content calendars, partner engagement and media pitches. The specific structural details for these quarterly Plans will be developed during the first

Columbia Association Communications Strategy

quarter of 2021, with a proposed completion date of mid-February for the April to June 2021 Plan.

Content Calendar

A social media, email, blog and digital signage calendar will include details of content to be developed and deployed through these channels, allowing the Communications team to work efficiently with support resources such as in-house graphic design and program / facility teams across the organization. All internal stakeholders will have access to this shared calendar to ensure clarity and coordination.

Partner Engagements

For each “reason” (see above), a targeted group of partner organizations, or in some cases, individuals in the community, will be engaged in the planning phase of each quarterly Plan to determine shared goals and options for communications activities.

This may include exploration of new programmatic or event-based activities or simply the highlighting of such activities already in place. We will seek opportunities to overlap and reinforce content that is beneficial to both organizations.

Media Pitches

Coverage of CA activities and programs by media organizations is not subject to our internal planning. However we are able to “pitch” stories and news to such organizations to increase the likelihood that stories and events that reflect CA in a positive light will be covered.

January to March, 2021

In the absence of a structured plan for the first three months of 2021 (since the processes for creating such a plan will be under development during that time), the Communications team will work to reflect the approach described as far as possible. In fact, preliminary content calendars already exist to provide guidance to the publication of content through CA’s main social media and email channels.

Partner relationships have been established and we will explore opportunities in the first few months to cross-promote and share content and audiences. Equally, media relationships have been nurtured during the last few months of 2020, and opportunities do exist to pitch targeted stories at the beginning of 2021.

Columbia Association Communications Strategy

B. Community Engagement Campaign (Twice Yearly)



The purpose of the biannual Community Engagement Campaign is to create a well-resourced and well-planned survey (broadly defined) of community **sentiment**, **awareness** and **priorities**, which is repeated twice per year and therefore comparative from campaign to campaign.

This campaign will be formally implemented for a full calendar month, six months apart in April and October, though mechanisms will be created to allow for ongoing collection of input between campaigns.

The existence of this community engagement process on a regular basis provides CA with longitudinal data to determine trends and respond to changes in the community's understanding and awareness of CA's programs and resources.

By setting targets and goals for the number and diversity of respondents and participants, CA will ensure that insights that emerge from the campaign are representative of the views of the community. Participation will be sought from a cross-section of community members across:

- Age and other demographics
- Geography
- Stakeholder groups (residents, members / non-members, business owners, employees, non-profit organizations, etc.)

Input from the community will be collected via a standard long-form survey (larger number of participants) and a series of focus groups facilitated by CA's Communications team.

Results from the engagement campaign will go through appropriate analysis, and summaries and top-line results will be made public. Comprehensive results will provide

Columbia Association Communications Strategy

a valuable input into organizational and programmatic decisions and Board deliberations.

The promotional strategy for inviting targeted audiences to participate in survey and focus group activities will be associated with the publication of a biannual ‘brochure’ (printed and digitally distributed as demand and cost constraints allow), which will provide engaging highlights of the impact of CA in the Columbia community.

Planning and Implementation

Each campaign will be implemented in three broad phases.

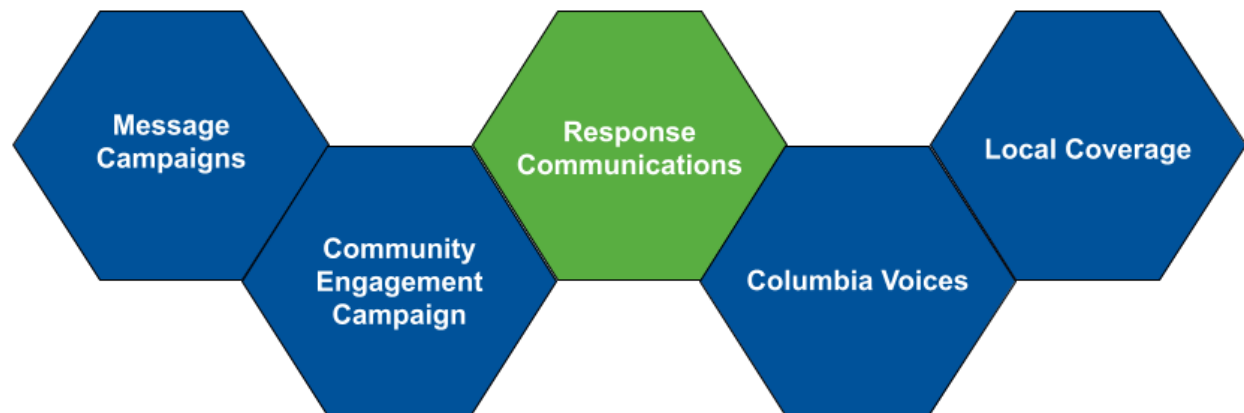
1. Development of published brochure
2. Survey collection and focus groups
3. Analysis and publication of results

It is anticipated that the first Community Engagement Campaign will take place in April 2021. As the first such event, projections around participation numbers and the promotion / logistics involved to achieve targeted outcomes are necessarily approximate. Statistically, a response rate of around 400 to 500 is sufficient to attain a representative sample, but our goal is to have up to 1,000 people complete the survey during any given cycle.

Focus groups provide an opportunity to engage in a more dynamic, detailed and nuanced way with representatives from the community. Our goal for the first event is to engage with up to 50 people from across the various geographic and demographic groups to ensure coverage.

Columbia Association Communications Strategy

C. Response Communications



For all the effort that goes into planning message campaigns and various forms of community engagement, there are many events and situations that are unanticipated, unplanned or unpredictable. Not all such unanticipated events have the potential to have a negative impact on the organization, though many do.

CA's communications strategy includes protocols and practices to navigate such situations, optimizing the public relations and messaging environment from beginning to end.

While the nature of situations that require a response from CA are, by definition, unable to be planned in detail, the following principles are intended to guide our communications efforts:

Perspective

Above all, our objective is to maintain CA's long-term brand and reputation for the purpose of maintaining trust and viability as a foundational part of the Columbia community. With an audience and constituency that measures in the hundreds of thousands, we need to acknowledge that there will always be individuals and stakeholders that vocally disagree with elements of the organization's position, operations and prioritization, and it cannot be our goal that every person in the community has a positive view of the organization.

Equally important is the fact that not every dramatic or negative sentiment will make a meaningful impact, measured by spread or longevity, and in many cases, a lack of response is the optimal path to avoid unintentionally elevating small issues beyond what would have otherwise occurred.

Columbia Association Communications Strategy

For an organization that has existed for over half a century, taking a long-term view means responding to and addressing only those issues that risk impacting our ability to continue to provide valuable services and facilities to the community.

Accuracy

In public relations and communications, trust is the cornerstone of reputation, and we must always take care to address issues with the facts on our side and a minimum of spin. It is just as important to ensure the spread of misinformation is contained to the best of our ability.

Speed

While acknowledging the importance of taking an appropriate long-term view, news moves very quickly, particularly where there is drama and the perception of conflict or friction. In situations where a response campaign is warranted, our communications efforts need to move as quickly as possible to maintain relevance and impact.

Objectivity

CA will continue to do our best to share information with everyone in the Columbia community. We recognize the diversity and complexity of the community as an inherent strength, and we will strive to ensure equal access to our communications and equal opportunity to get involved in engagement processes.

Tact

When situations are emotionally-charged, it can tempt any person or organization to interact in a way that exacerbates those emotions. We remain cautious and calculated in our responses, understanding that combatting feelings with fact can be a fruitless battle. CA will be intentional and not impulsive when it comes to addressing anger, misconceptions, harsh criticisms and slanderous comments. We reserve our own emotional statements for times when they are merited on behalf of our community.

Confidence

CA provides unparalleled value to the Columbia community, and criticisms or conflict that arise in the public space around its operations and impact must be considered in light of the massive positive contribution that it has made to the health and wellness and general quality of life of so many.

Columbia Association Communications Strategy

This impact is testament to the goodwill and support that CA has received from the many thousands of residential households, members, customers and visitors who have made use of the facilities and programs offered by the organization.

In engaging in responsive communications, this reality must be the starting point for the statements and positions that we take, along with the knowledge that CA will continue to provide this value for years and decades to come.

Managing Responses

While applying the above principles in pursuing responsive communications activities, there remains a certain level of instinct, experience and judgment that must be applied, and no two situations are ever the same. While this reality prevents us from mapping out a simple playbook, we seek to calibrate our tactics and approach by applying a tiered approach that takes into account the severity, impact and context of any given situation:

Level 1 - A situation is monitored, but no direct response is necessary

- Situations that may merit a level 1 response
 - Small groups of individuals talking negatively about CA on online forums
 - Local blog post about CA
- Tools to utilize in level 1 responses
 - N/A
- Other considerations
 - Our ability to monitor the conversations happening in the community regarding CA is an essential part of understanding what needs to be addressed in our communications strategy in the future and where opportunities exist to celebrate our successes in the public eye.

Level 2 - Calculated response is beneficial

- Situations that may merit a level 2 response
 - Addressing misinformation and criticisms in persistent online conversations involving a significant number of people
 - Local blog post about CA
- Tools to utilize in level 2 responses
 - Social media
 - Community conversations
 - Reaching out to media contacts for positive coverage
 - Blog posts
 - Digital signage
- Other considerations

Columbia Association Communications Strategy

- These are the situations that are not inherently damaging to CA when it comes to public perception, but there may be opportunities to engage people and invite critics to get involved in CA processes.

Level 3 - Rapid, significant response is needed

- Situations that may merit a level 3 response
 - Clear and present danger to the public at our facilities or on our Open Space
 - Severe damage to CA's core brand, values and reputation
 - Correction of misinformation in a major news outlet
- Tools to utilize in level 3 responses
 - Press releases and media events
 - Blog posts
 - Social media
 - SMS systems
 - Email
- Other considerations
 - These priority initial reactions may grow into Special Campaigns (see next section) if the communications team identifies an ongoing, enduring and coordinated need to respond.

Special Campaigns

In cases where a situation is particularly significant or sensitive, we need to shift from a purely responsive approach to one in which we create and implement a more defined strategy. Such efforts will be labeled "Special Campaigns".

These campaigns require us to formulate unique communications strategies and calendars. In 2021, we have identified:

- COVID-19
- FY2022 budget process
- Symphony of Lights
- New President/CEO search

Each Special Campaign is necessarily unique with respect to timelines, triggers, tone and the tools used to engage in the public discussion. However, any issue that is significant enough to warrant the formation of a Special Campaign will require the articulation of objectives and a broad campaign description, talking points made available to Board members (updated as required by the situation), and at least one cornerstone blog article that may be referred to in all content and communications.

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Some of these Campaigns can be mapped out while others have planned reactions/responses that go into motion at certain points in the process. For instance, we have a good understanding of the schedule for the FY2022 budget, while much of the Symphony of Lights strategy is triggered by legal decisions that we cannot predict or control. The same goes for COVID-19, changes in guidelines and spikes in cases.

Columbia Association Communications Strategy

D. Columbia Voices



The purpose of CA’s Columbia Voices initiative is to maintain a continuous channel of two-way communication between the organization and stakeholders, particularly focused on listening and gathering customer and resident feedback.

This engagement is grounded in two basic concepts.

First, engaging the community on multiple levels is the most logical way to **build a sense of community between CA and it’s audience**. That requires interaction on various platforms, a two-way conversation that addresses questions associated with customer service, conveys an awareness of what’s going on in the community and a desire to be involved in people’s lives.

Second, being reliable with our day-to-day responses helps us **foster an environment of trust and accountability** for our organization.

The set of actions and mechanisms that make up Columbia Voices is distinct from the twice-yearly Community Engagement Campaign, which seeks to capture a repeated and comparable set of community data points focused on sentiment, awareness and priorities, with an engagement framework carefully defined by CA.

CA-Selected Topics

While CA is ready and willing to engage with stakeholders on any issue of relevance to them at any time, we will provide a framework of topic areas in which CA will “seed” discussion with content designed to encourage community input.

The purpose of this is to generate community input in areas that may not be otherwise strongly considered by a wide audience, but which have broad relevance to the delivery of services, and are impactful to the community as a whole.

Columbia Association Communications Strategy

It is intended that the CA communications team manage this on a monthly basis, planning themes in advance to be addressed in a given calendar month. Examples of topics which may be covered through this program include:

- Community resources (pathways and parks)
- Environmental stewardship
- Local development
- Diversity / Equity / Inclusion
- CA Programs & Facilities
- Community health and wellness
- Civic participation
- Schools and school programs
- Arts and culture
- Economic development
- Small business
- Ageing and retirement

A combination of content delivered through social media and email newsletters, partner channels, rich website content, handouts, brochures and flyers will be pushed out to the community with the express purpose of generating comments and input through various mechanisms such as online forms, email and surveys / questionnaires.

Community-Selected Topics

Equally important is being responsive to the community in all the ways that they choose to reach out to us. Enhancements to the CA website are required to create a more user friendly “Contact Us” functionality, with clear descriptions of our processes for receiving and responding to input.

Standards that we are setting in place in the immediate term include:

- Social media messages - Direct messages to our CA social media pages (Facebook, Instagram and Twitter) should get a response **within 48 hours**.
- Social media mentions - Mentions/tags on social media should be acknowledged **within 48 hours**. That could be a response, a like or other means of letting that user know we appreciate the interaction.
- Social media comments - Comments on our social media pages should be **monitored daily**, gaging for opportunities to positively interact with the public or respond to criticism with ways to get involved.
- Emails to CA Communications - We should be responding to emails **within 48 hours**.

Columbia Association Communications Strategy

Community Outreach

In addition, and subject to freedom to gather and meet the community based on COVID presence and protocols, we will undertake efforts to initiate in-person contact and conversation in places where people are. This may include some form of booth setup in village centers, shopping centers, CA facilities and similar locations. The purpose of these setups will be to invite and welcome spontaneous and in-depth conversations, distribute collateral materials and answer questions or direct inquiries to an appropriate CA team member.

We believe that this initiative is a valuable opportunity for CA staff at all levels and in all roles to engage directly with the public and better understand their perspectives on topics of importance to them. We will draw on the deep experience of the Customer and Member Service Center Team as we prepare for the early outreach efforts (most likely in Q2 2021).

At the conclusion of each month's activity, CA will collect and summarize all feedback collected and synthesize the results into a brief report to be provided to Senior Leadership, the CA Board and the community.

Resident Speakout

The currently available Resident Speakout mechanism is an underutilized process for directly providing input to the Board. A campaign will be developed to encourage use of this channel with the addition of options for submitting content.

Columbia Association Communications Strategy

E. Local Coverage



While there are significant proactive and reactive components to the CA Communications Strategy as described in the preceding sections, there remains the need for CA to engage in the more informal, daily chatter that relates to the random and low-key issues and events around the community.

This speaks to our ability to share and react to information that's of general interest to our community that doesn't necessarily fall into categories that align CA with the identified factors ("reasons") that make the Columbia community a great place to be. It provides the flexibility to demonstrate to stakeholders that we are in touch with what's happening in the Columbia community outside of CA.

This may include things like:

- Sharing news stories that are connected to CA's values
- Cross promotion of events happening in Howard County that are of general interest
- Passing along announcements from Columbia and Howard County leaders
- Highlighting efforts by our community partners
- Celebrating the people of Columbia

Examples of such content that we have recently published includes:

- Highlights of an educational initiative provided by the Howard County Library System
- A celebration of National Ugly Sweater Day (to encourage the community to share user generated content)
- A donation made by the Rotary Club of Columbia Town Center to senior care facilities
- Celebration of a publishing achievement by a Clarksville Middle School student

Columbia Association Communications Strategy

Implementation of this strategy requires sustained work by the Communications team to maintain awareness of things that are happening around the community by tracking social media, newsletters and working with partners. We will maintain a regular cadence of posts (1 to 2 per day) in social media against a set of standard categories and styles.

Parameters

The selection of items, organizations, events and issues to cover is at the discretion of the CA Communications team, and we will seek to highlight content that aligns with the values of the community and which contributes positively to the public discourse.

Our efforts in this area will not be advertised or promoted, nor do we claim to offer access to our communications channels by right.



TO: COLUMBIA ASSOCIATION BOARD OF DIRECTORS
FROM: SHERI FANAROFF
RE: 2021 LEGISLATIVE SESSION – MEMO 2
DATE: JANUARY 21, 2021

Pursuant to CA's legislative policy, I am providing the next memo summarizing legislation that may be of interest or concern to CA. If you have any questions, please contact me by January 26, 2021 at 443-677-2169 or at Sheri.Fanaroff@ColumbiaAssociation.org.

A. Bill Descriptions

SB 144/HB 110 - Electric Vehicle Recharging Equipment for Multifamily Units Act

These bills have been filed during the last several legislative sessions and would prohibit an HOA from enforcing unreasonable restrictions on the installation or use of electric vehicle recharging equipment in a property owner's parking space.

SB 254/HB 109 – Public Safety – Maryland Swimming Pool and Spa Standards – Adoption

These bills would require the Maryland Department of Labor to adopt the International Swimming Pool and Spa Code as the Maryland swimming pool and spa standards. That Code would apply not only to the construction of new pools but also the repair or renovation of existing pools, and would result in increased costs. The International Code is very different from the current Maryland pool and spa regulations. These bills would move oversight of pool standards from the current Maryland agency to a different one and are contrary to current practices with respect to the updating of Maryland pool codes. At present, Maryland pool and spa regulations are under the purview of the Maryland Health Department, not the Department of Labor, and the Health Department has already been working for a number of years with various pool work groups (on which CA has representation) to strengthen and improve the pool regulations and to adopt portions of the CDC's Model Aquatic Health Code.

HB 248 - Condominiums and Homeowners Associations – Rights and Restrictions – Composting

The text of this bill is now available. It would bar an HOA from restricting or prohibiting a lot owner from composting waste on his/her own property or contracting with an entity to collect waste for composting. The bill also would prohibit an HOA from unreasonably impeding the ability of a private entity to access common elements in order to collect waste from a lot owner for composting.

HB 313 - Cooperative Housing Corporations, Condominiums and Homeowners Associations - Reserve Studies

The text of this bill is now available. It would require an HOA to have an independent reserve study completed at least every five years. CA is exempted from this legislation due to its ability to issue bonds to fund capital improvements.

HB 361 - Real Property - Governing Bodies of Common Ownership Communities - Member Training

The text of this bill is now available and is comparable to the bill filed last year. This bill would require that each member of the governing body of an HOA (e.g., a board of directors), within 90 days after taking or continuing in office, successfully complete a training curriculum on their responsibilities developed by a common ownership commission. The certificate of completion would be good for 3 years. If a member of the governing body does not successfully complete the training, the governing body may remove the member or invalidate his/her vote.

HB 508 - COVID-19 Claim - Civil Immunity

This bill is the parallel to SB 210, described in my first memo to the Board regarding this legislative session.

HB 593 – Condominiums and Homeowners Associations – Meeting Requirements

This bill, previously filed in 2019, would set forth certain requirements for providing notice of a second meeting of lot owners in circumstances where a quorum was not met at the first meeting. The bill appears to confuse board and members meetings and to assume that the association's members are its lot owners.

B. Hearing Schedule

Hearing Date – Time	Bill Number	Title	Cross-filed Bill
N/A - Withdrawn	Ho.Co. 13-21	Howard County – Homeowners Association Commission – Alternative Dispute Resolution Authority	---
TBD	SB 73	State Real Estate Commission - Property Managers - Registration	HB 239
1/28 – 11:00 a.m.	SB 144	Electric Vehicle Recharging Equipment for Multifamily Units Act	HB 110
1/27 – 1:00 p.m.	SB 174	Property Tax Assessments – 5–Year Assessment Cycle	---
1/26 – 1:00 p.m.	SB 210	COVID-19 Claim - Civil Immunity	HB 508
2/3 – 11:00 a.m.	SB 254	Public Safety - Maryland Swimming Pool and Spa Standards - Adoption	HB 109
1/26 – 1:30 p.m.	HB 109	Public Safety – Maryland Swimming Pool and Spa Standards – Adoption	SB 254
1/26 – 1:30 p.m.	HB 110	Electric Vehicle Recharging Equipment for Multifamily Units Act	SB 144
1/19 – 1:30 p.m.	HB 239	State Real Estate Commission - Property Managers - Registration	SB 73
1/26 – 1:30 p.m.	HB 248	Condominiums and Homeowners Associations - Rights and Restrictions - Composting	---
1/26 – 1:30 p.m.	HB 313	Cooperative Housing Corporations, Condominiums, and Homeowners Associations - Reserve Studies - Statewide	---
1/19 – 1:30 p.m.	HB 322	Real Property - Restrictions on Use - Low-Impact Landscaping	---
1/19 – 1:30 p.m.	HB 352	Real Property – Condominiums and Homeowners Associations – Governing Bodies and Annual Meetings	---
1/26 – 1:30 p.m.	HB 361	Real Property - Governing Bodies of Common Ownership Communities - Member Training	---
1/19 – 1:30 p.m.	HB 367	Real Property - Regulation of Common Ownership Community Managers	---
TBD	HB 508	COVID-19 Claim - Civil Immunity	SB 210
TBD	HB 593	Condominiums and Homeowners Associations - Meeting Requirements	---



To: Columbia Association Board of Directors
From: Kristin Russell, AICP, Office of Planning and Community Affairs
Subject: Howard County – HoCo by Design updates
Date: January 21, 2021

On January 5, 2021, Howard County hosted the second Planning Advisory Committee (PAC) meeting for HoCo By Design. (As a reminder, PAC is an advisory group of approximately 40 community representatives who help to validate the planning process and serve as a direct conduit between the general public, County staff, and the consultant.)

The third meeting will be held on Thursday, January 28 – the same date as the CA BOD meeting, so OPCA will attempt to attend both in one night thanks to the convenience of virtual meetings.

In late 2020, a series of seven “Assessments” were released, covering topics such as Community Character, Transportation, Infrastructure, etc. These Assessments are available to the public here:

<https://www.hocobydesign.com/physical-assessments>

The January 5 meeting was primarily spent in small-group break-out sessions, discussing these assessments and addressing any shortcomings or oversights that we found in their content. By and large, the content of the assessments is purely factual and therefore little to be debated.

On behalf of CA, we did emphasize the importance of the Environmental Assessment as it relates to our open space, the preservation/expansion of Howard County’s tree canopy, and the positive impact that green infrastructure could have if aggressively implemented. The consultant will take these comments, as well as others, into consideration as the direction of the document takes shape. Other participants raised questions about how to establish growth goals (what is appropriate?), how can desirable redevelopment be incentivized, and the impact of COVID on office and school real estate.

Substantial discussion was also had in the small-group forum about the importance of equity and how it will be reflected in the forthcoming GPU. The composition of the PAC being what it is (that is to say, marginally diverse), OPCA strongly encouraged Howard County to seek out those who remain under-represented in order that our unintentional blind spots would not negatively impact the Plan and community.

January 22, 2021

Chair's Remarks January 28, 2021 CA Board Meeting

<u>Date</u>	<u>Activity</u>	<u>Time</u>
Jan 25, 2021	Master Gardener's Series: Getting Your Garden Ready for Spring (Virtual; River Hill; see RH website)	7:00 PM RR
Jan 26, 2021	Master Gardener's Series: Growing Fruit Trees And Small Fruits (Virtual; Kings Contrivance; see KC website)	7:00 PM RR
Jan 27, 2021	Howard County Zoning Board Hickory Ridge Village Center redevelopment case continuation (Virtual)	6:00 PM
Jan 28, 2021	CA Board meeting (Virtual)	7:00 PM
Feb 2, 2021	Red Cross Blood Drive (Kahler Hall, Harper's Choice; see HC website)	11:00 AM
Feb 3, 2021	Beginning Beekeeping Course (Virtual; Kings Contrivance; see KC website)	7:00 PM RR
Feb 8, 2021	Master Gardener's Series: Attracting Bats To Your Backyard And Why To Do It (Virtual; River Hill; see RH website)	7:00 PM RR
Feb 8, 2021	Citizen Science: Breeding Bird Atlas Presentation (Virtual; Long Reach; see LR website)	7:00 PM RR
Feb 10, 2021	Howard County Zoning Board Erickson at Limestone development case continuation (Virtual)	6:00 PM
Feb 11, 2021	CA Board work session (Virtual)	7:00 PM

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

The proposed FY-2022 budget is under discussion by the CA Board. You can view the proposed budget by going to www.columbiaassociation.org/blog/ca-releases-fy-2022-draft-budget/. The CA Board is currently scheduled to vote on the proposed budget at its February meeting.

Ever wonder who handles what? Check out www.columbiaassociation.org/about-us/who-handles-what/ for a brief description of what CA, the Villages, and the Howard County government handle.

Consider helping out open space. CA Open Space has launched an Adopt-A-Spot program. This provides a new way for residents to take charge of their Open Space and ensure native plants are the norm. Please see www.columbiaassociation.org/blog/open-space-launches-adopt-a-spot-program/ for more information.

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/ .



SENIOR
LEADERSHIP
TEAM

Milton W. Matthews
President/
Chief Executive
Officer

Susan Krabbe
Vice President/
Chief Financial Officer

Dan Burns
Director of
Sport and Fitness

Sheri Fanaroff
General Counsel

Janet Loughran
Executive Assistant
to the President/CEO

Dennis Matthey
Director of Open Space
and Facility Services

Monica McMellon-Ajayi
Director of
Human Resources

Michelle Miller
Director of
Community Services

Tim Pinel
Chief Marketing
Officer

Kristin Russell
Director of Planning
and Community Affairs

Chuck Thompson
Chief Information Offi-
cer

Jackie Tuma
Director of Audit and
Advisory Services

January 2021

Office of the President/CEO

The President/CEO, together with members of the Senior Leadership Team (SLT), held a virtual meeting with CA team members on 5 January. Each SLT member gave a quick overview of their department or office, and responded to written questions submitted in advance by team members. A presentation was also given on the FY 2022 draft budget. Feedback from team members regarding the virtual meeting was very positive.

In response to the events at the U.S. Capitol on 6 January, CA issued a statement on its blog page reiterating its commitment to cultivating a place where people can grow, as well as its support of solutions that prioritize the inclusivity on which the Columbia community was built.

Columbia Association held a virtual town hall on 21 January. Senior Leadership Team members responded to questions submitted by the public on a number of topics, including the draft FY 2022 budget, outdoor pools, pathways, open space, camps, and before and after school programs. More than 100 individuals attended the Zoom webinar, while more than 20 watched via CA's YouTube channel.

The President/CEO is continuing his work on Howard County's Spending Affordability Advisory Committee, and his participation in meetings of the Howard County Chamber, Howard County Economic Development Authority and Downtown Columbia Partnership boards of directors.

Howard County Library System (HCLS) has been designated a "2020 Five Star Library" by *Library Journal* for delivering excellence in public education in all ages. HCLS is the only library system in Maryland consistently earning the five-star ranking, which is attained by less than one per cent of public libraries in the United States.

Columbia was named the "Safest City" in America by WalletHub, the personal finance outlet. WalletHub compared more than 180 cities across 42 key indicators of safety, including three key dimensions: 1) Home & Community Safety, 2) Natural-Disaster Risk, and 3) Financial Safety.

Wallet Hub also named Columbia the second "Best City for Jobs" in the United States. More than 180 cities were compared across 32 key indicators of job-market strength, ranging from job opportunities to employment growth to monthly average starting salary. South Burlington, Vermont was named the "Best City for Jobs."

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

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

Department of Administrative Services

Accounting/Finance/Payroll

The Accounting team led the organization through the development of the draft FY 2022 budget and production of the document, which was provided to the Board and community on 8 January, per the Board-approved schedule. The team is now working on compiling information requested by Board members and other community stakeholders.

The Finance team set up the banking arrangements for the new payment card processor and coordinated with the Information Technology (IT) Division on the project implementation.

The team continues to expand the use of paperless solutions in vendor payment processing.

The Payroll team, in conjunction with the Human Resources (HR) Division, enabled access to 2020 Wage and Tax Statements (Form W-2) on 8 January for team members who chose to receive their W-2 electronically. This may be the earliest access CA team members have had to these forms.

Human Resources

The HR team has been focused on multiple initiatives in addition to their daily support of CA managers and team members. Some of these initiatives are:

- Collaborated with the Communications and Marketing team on the Virtual All Team Meeting held on 5 January to engage with team members, share updates from each department/office and familiarize the workforce with the Draft FY 2022 budget.
- Developed and facilitated “Years of Service Awards Week” (11-15 January) to recognize CA team members for their milestone years of service.
- Continued to engage team members on diversity, equity and inclusion (“DE&I”) by soliciting team members’ feedback on action items they envision for CA per the results of our DE&I Survey.
- Developed and deployed a monthly virtual meeting titled “Plug-In.” Team members across the organization join to discuss a monthly topic centered on a training and development course.
- Facilitated and communicated the opportunity, at the convenience of individual Plan participants, virtual, one-on-one sessions with CA’s 401(k) advisor.

Information Technology

In early December, IT led the organization in completing the server migration project for Infor/Lawson, CA’s accounting and financial system.

In mid-December, the IT team completed the transition of our data center from Glen Allen, VA, a third-party site that the vendor was shutting down, to Howard County’s data center. CA is up and running in the county’s data center and we are in the process of closing out all operations in Glen Allen.

IT also has been configuring and deploying new payment terminals throughout CA, as part of the transition to the new payment processing service now being provided by Daxko, the vendor for the customer service system.

Purchasing

The Purchasing team facilitated the successful transition of the Columbia Horse Center to the new operators, effective 1 January 2021. The team also assisted IT with all contractual arrangements for the data center move to the Howard County government site and the related security operations center monitoring initiative.

Department of Sport and Fitness

Highlights

Tennis

Fall 2 Junior and Adult Programming continues through 24 January at the Long Reach Tennis Club and Athletic Club Indoor Tennis. More than 340 participants are enrolled, following strict safety guidelines and protocols.

The USTA 2021 League season began on 2 January, with an impressive level of participation in the “Mixed 18 & Over” program. More than 350 players compete weekly on Friday, Saturday, and Sunday at the Long Reach Tennis Club and Athletic Club Indoor Tennis. Safety guidelines and protocols are followed.

Based upon community feedback, the outdoor tennis and pickleball courts remain open at the Owen Brown Tennis Club for member use.

Aquatics

The Clippers continue with their programming, despite capacity limitations. Presently, 375 swimmers are involved with the Clippers, which represents more than 889 visits to the Swim Center per week.

The Columbia Neighborhood Swim League (CNSL) families are very excited about the 2021 season. The first team manager meeting was held virtually, with more than 30 managers providing support and leadership for the upcoming season.

Ice Rink

Patricia Muth, Figure skating coach, was honored by the U. S. Figure Skating Association as part of their 100th anniversary celebration. Ms. Muth was recognized for her positive impact on thousands of Howard County youth during her **51** years at the Columbia Ice Rink.

Group Fitness

Group Fitness, with the assistance of CA’s Communications and Marketing Department, launched a new “Group Fitness at Home” Facebook page for both active and “frozen” members. More than 160 members signed up in two days. More information can be found at

<https://www.facebook.com/groups/cagrouppfitnessathome>

Department of Communications and Marketing

Highlights

The Communications & Marketing (C&M) team has developed a robust system of content to connect with the Columbia community.

- C&M manages a series of content calendars that cater to the specific needs and interests of our members and others in the community. That includes plans to publish articles, post social media content and distribute newsletters on a consistent basis, creating a constant connection with our audience.
 - In addition to our CA Facebook, Instagram and Twitter pages, we continue to invest in social media outlets focused on fitness ([CA Fit](#)), tennis ([CA Tennis](#)) and aquatics ([CA Swim](#)).
 - These outlets have also become [new blog categories](#), in addition to family-oriented articles (CA Parents' Corner). Over the past several months, the team has published more than 100 blog articles resulting in a more than 4,200% increase in user traffic for the blog section.
 - The Marketing & Communications team has drastically reformatted its regularly-scheduled newsletters to prominently feature our blog content with individual graphics. CA now sends out CA Fit, CA Swim, CA Tennis, CA Golf, Haven, CA Parents' Corner and CA Digest on a weekly, biweekly or monthly basis.
- We are now allocating resources to develop and coordinate targeted advertising on multiple platforms, including social media and Google ad opportunities. Those ads are focused on generating leads and attracting new members. Additionally, the ads will highlight the overall value of CA, safety measures, member experience and incentives in an effort to bolster interest in revenue-generating facilities, services and programs.
- C&M has rebranded what was our CA Reopens pages to better reflect the evolving messages we need to share surrounding COVID-19. We are now emphasizing [the CA Commitment](#) to our stakeholders when it comes to safety measures, sanitation practices and updated policies. We continue to revisit and refine those efforts ahead of a return to more customary practices at our facilities.
- A 2021 Communications Strategy has been approved by the President/CEO and presented to the Board of Directors. The C&M team will move forward with implementing that strategy, including communications plans for the FY 2022 budget, the Board of Directors election process, biannual community engagement efforts, and numerous other aspects of CA that are outlined in the strategy document.
- The Customer and Member Service Center (CMSC) team has extended membership freezes for more than 2,000 members until at least 18 May. They also have allowed "frozen" members to use guest passes. The incentive is meant to give these members, notwithstanding the status of the membership, an opportunity to visit the facilities and experience firsthand the environment that has been created, including the many safety measures.

Challenges

- Membership freezes and cancellations continue to be a significant challenge. There remains hesitation among the community to return to in-person programming at our facilities and recommit to a membership. Our job is to ensure the public of the ample opportunities - in and out of our physical facilities - to utilize a CA membership and to convey a bigger picture of the value we add and the quality of life we enhance.

Opportunities

- The C&M team looks forward to the ongoing deployment of a COVID-19 vaccine and what that could mean for the public's safety and comfort in returning to group settings. That includes our health and wellness-focused facilities, arts and culture opportunities, and family-oriented programs.
- C&M plans to separate arts and culture into its own category in the coming months. While we are still in the early planning stages, C&M looks forward to growing that presence.

Department of Open Space and Facility Services

Highlights

Watershed

Construction of the bioretention facilities in open space adjacent to the Faulkner Station HOA was completed. Landscape materials will be installed in the spring.

Construction is nearing completion on the State Highway Administration (SHA) stream stabilization project in Harpers Glen and Town Center. SHA's contractor, Ecotone, will install more than 1,900 trees and 1,200 shrubs in the spring.

Facilities

The following projects were completed in January:

- Non-slip tile was installed at the Columbia Athletic Club spa.
- ADA modifications to the reception desk at Linden Hall.

The following projects are underway in January:

- Oakland Manor ADA ramp is under construction.
- Sediment removal continues in Lake Elkhorn, with a completion date by the end of February 2021.
- Reconstruction of tennis courts four through six at the Hobbit's Glen Tennis Center is ongoing and expected to be completed by February 2021.
- Restroom and Kitchen improvements at Claret Hall are under construction.

Open Space

Team members in Open Space Operations have navigated many operational challenges during the pandemic, including increased usage of CA's pathways and parks.

- Over the past few months, team members in Open Space Operations have resumed deferred maintenance activities. The team has replenished the mulch in 80 tot lots,

community-wide, utilizing over 2,000 cubic yards of mulch. More than 100 trees and shrubs were also planted in the fall.

- Starting during the past summer and continuing to present, trash removal was increased to three times a day at the LakeFront Plaza, Lake Elkhorn, and Wilde Lake to compensate for the increase in usage in these areas.
- A digital inspection program for tot lots, LakeFront Plaza, and monument signs was developed and implemented over the past few months.

Capital Improvements

The following projects were completed in January:

- Bridges: Long Reach LR-46 (April Brook Circle).
- Pathways: Hickory Ridge (275lf), Owen Brown (1,000lf), River Hill (475lf), Oakland Mills (1,100lf).
- Tot Lot Refurbishments: River Hill RH-10 (Angel Rose) & RH-24 (Distant Thunder); Long Reach LR-15 (Footed Ridge).

Energy Management

New HVAC equipment was installed at the Youth and Teen Center in Oakland Mills and at Supreme Sports Club. To improve air quality, staff continues to install UV sanitizing air purifiers and HEPA air filters in CA facilities. Planning is underway for other capital improvements, including new HVAC units at the Talbot Springs Neighborhood Center and Columbia Gym.

Department of Community Services

Highlights

Columbia Art Center

The December holiday ceramics sale at the Columbia Art Center was well received in the community. With an appointment, all the ceramics pieces for sale were available for review either online or in-person. The Art Center provided curbside pick-up and home deliveries of the purchases. Due to the popularity of the sale, the Art Center decided to continue the sale through the first part of 2021.

The Art Center hosted in-house sampling workshops in acrylic flow painting and fused glass during January. The workshops complied with social distancing practices and were attended with positive participation.

Youth and Teen Center

Assisted by NASA, the Youth and Teen Center (YTC), along with other after-school programs, were invited by the "Afterschool Alliance and Million Girls Moonshot" Group to participate in a live virtual conversation with the astronauts on the International Space Station. Participants were asked to video their questions and send them to be answered. Expedition 65 Astronauts Shannon Walker and Kate Rubins discussed and answered questions about life in space with participants (mainly young girls) from all over the world. Three YTC participants were able to dial in and explore a new world.

During the past several years, the YTC has hosted a cooking and baking event in December for the holidays. To honor that tradition in 2020, the YTC shared and released several favorite holiday cookie recipes and invited youth and their parents to bake together. Some favorite recipes included blossoms, M&M bars, and sugar cookies.

YTC's Middle School and Teen Advisory Committee will hold their first meeting of the year on 28 January.

School Age Services

During the Howard County Public School System's winter break, School Age Services was able to operate the Schools Out program from the YTC, which is a recently licensed by the Maryland State Department of Education. Given the cold weather, participants and staff enjoyed the versatility and variety of the YTC, especially the outdoor courtyard, game room, and gymnasium space.

Challenges

Lela Sewell-Williams, manager, Columbia Maryland Archives, has accepted the position of Curator of Manuscripts at Moorland Spingarn Research Center, Howard University. Her last day at CA will be 29 January. During her tenure at CA, Ms. Sewell-Williams created new programs and events to educate the community about the history of Columbia; and, most recently, implemented an online searchable database of the Archives' collection.

Opportunities

The Youth and Teen Center, along with various partners (Jacaronda Center, Teen Time @ East Columbia Library and Columbia Baptist Fellowship), are in discussion about a grant opportunity with New York Life Insurance Company. The "Aim High" one-year grant focuses on underserved middle school students and must address racial equity and social injustice.

School Age Services (SAS) has applied for three grants, one for each program currently offered by Howard County Government. All current SAS team members have successfully completed the state mandated COVID-19 Training for child care providers. SAS team members are currently registering for COVID-19 vaccinations, which are available for credentialed child care workers.

Office of Planning and Community Affairs

Highlights

OPCA wrapped up 2020 by completing workshops for the New Town Planning and Visioning project. After a total of seven virtual workshops, the consultants are now preparing a final document, which should be completed by the end of January 2021.

Challenges

There are an increasing number of County-related projects that are currently underway, with OPCA sitting as active members on several committees in addition to monitoring development applications. Perhaps, most important to CA is the HoCo By Design General Plan Update, for which we provide input as a member of the Planning Advisory Committee (PAC) and endeavor

to advocate for the priorities and vision of the Columbia community in the drafting of this planning document.

Opportunities

CA is working with Howard County to enhance the Long Reach Village Center with new signage. Team members from OPCA and the Department of Open Space and Facility Services are leading this effort, which will ultimately improve navigation to and through the center, directly benefitting Stonehouse and the Arts Center.

Thought of the Month

“When we are no longer able to change a situation,
we are challenged to change ourselves.”

Victor Frankl
Neurologist, Philosopher,
Psychologist who founded Logotherapy

Inner Arbor Trust Report

The Inner Arbor Trust is excited that in 2021 it will be able to operate a meaningful season of outdoor programming at the Chrysalis and in other portions of Symphony Woods. While the pandemic has been devastating, the Trust has obtained sufficient funding to maintain its financial stability and is focused on the 2021 season and funding the proposed updated Concept Plan, pending approval of the updated concept plan by the CA board.

Grant Funding And Earned Revenue

The Trust has obtained in excess of \$150K in grant funding from the Maryland State Arts Council and the MD-SERI program. The Trust is cautiously optimistic that certain other private grant applications, along with a potential Federal grant, may also be forthcoming.

The Trust is creatively growing earned revenue by renting the Chrysalis for dance recitals, performances that would otherwise be at the James Rouse Theater, and other events. The Trust anticipates 20 paid rentals for the 2021 season. These rentals are unlikely to include substantial concessions sales until the fall, and Trust-produced ticketed events are unlikely until later this year. The Trust continues to operate under the assumption that its primary renter will continue to fail to pay rent and that the opportunities for typical earned income streams will be reduced until late summer or fall 2021. In calendar 2019 (which consisted of parts of fiscal years 2019 and 2020) the Trust brought in total revenue of \$904K, of which \$477K was unencumbered funds used for operating expenses and the balance restricted capital grants.

Similarly, while the Trust has been continuing to correspond with donors and sponsors, and to obtain some gifts, the majority of donor and sponsor funds are directly related to specific performance events, and we do not anticipate returning to prior giving levels until those events restart. The Trust is planning a fundraising campaign for the spring, with a transition to capital fundraising towards the end of the calendar year.

Symphony Woods Concept Plan: A Community Vision

The concept plan is before the CA Board for review and approval. After the concept plan is approved, the Trust plans to work with CA and others to establish the implementation plan to realize the community vision. While to some extent the Trust recognizes that the implementation is in part influenced by funding availability, initially the Trust sees the following as the highest priority items to implement:

- Site furnishings / landscaping - this will be ongoing and can start in 2021, and includes things like bike racks, picnic tables and benches, turf improvements, native and non-invasive plantings, improvement of diversity among trees and in the canopy
- County-funded east-west pathway
- Ridgeline pathway and colonnade
- Bend-in-the-creek playground

Fundamental to the implementation plan is a funding plan. As each portion is reviewed, cost forecasting is required for project phases. From cost forecasting, the Trust will be able to apply for a variety of grants and other funding sources. As the implementation plan is executed, specific construction projects will be defined, cost estimated, and aligned with grant and other revenue sources. Immediately, the Trust, pending approval of the concept plan, is beginning the process to apply for funding from the following grant sources:

- U.S. Fish and Wildlife, Wetlands Conservation (for watershed and recreational improvements)
- National Endowment for the Arts, Our Town grant program
- Federal/Maryland Recreational Trails Program
- Pending the legislature passing proposed legislation, Maryland State Arts Council capital grants program

The Trust intends to continue to review public and private capital grant, sponsorship, and donation opportunities to achieve the community vision. The Trust should benefit CA and lienpayers by serving as a funding vehicle to obtain funding for Symphony Woods that would not be otherwise available to CA. The Trust will continue to work closely with CA staff to make sure that communication on the status of the plan continues and, where appropriate, may make reasonable grant requests of CA as well.

Amenities Building Planning

The Trust holds certain grant funding that is specific only to the planning and design of the amenities building. Pending approval of the concept plan, the Trust will move forward with planning for this building and will present the building concept later in 2021.

Bike Rest Stop

Working with Downtown Columbia Partnership, a local sponsor, Bike HoCo, and CA, the Trust will be installing a “bike rest stop” in the park - essentially bike racks, some seating, and a pump as well as signage. Though small, this collaborative effort is an early win on beginning to place additional outside investment into the space to benefit the entire community.

Downtown Columbia Collaborative 2021 Planning

The Inner Arbor Trust, the Downtown Columbia Arts and Culture Commission, and the Columbia Festival of the Arts is inviting the entire arts community and key stakeholders to a second planning meeting for 2021 on 2/2/2021. At that time, each of the three entities will present the opportunities that the organizations have at this time for 2021 for performing arts in the “new normal” until larger programming can begin. The Trust will present options for socially distanced events at the Chrysalis.

Board Request Tracking Log
FY 2021
As of January 22, 2021

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
2	Nancy McCord	Communications to the Community	5/28/2020	BOD; Communications and Marketing	On-going	The BOD is working on a draft overall communications strategy to ensure that a consistent message is given to the community. Communications and Marketing is using the website and social media to inform the community of CA's reopening plans.
3	Nancy McCord	Members wish to pay dues and help CA's financial situation in hopes of using the facilities sooner	5/28/2020	Accounting	On-going	Membership billing to be sent on 6/19/2020. CA is a 501(c)(4) organization and cannot accept donations.
4	Alan Klein	What was the process used to have tot lot removed recently?	11/12/2020	Open Space and Facility Services	12/11/2020	Email sent to BOD
5						
6						
7						

Resident Request Tracking Log
FY 21
As of January 22, 2021

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
2	Rosalind Danner	What are the reasons for the increases in FY 2020 Insurance and Taxes expense and Technology Supplies/Expenses, as compared to FY 2019?	7/23/2020	VP/CFO	8/23/2020	E-mail sent on 7/30/2020
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