



May 3, 2019

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

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors Work Session will be held on Thursday, May 9, 2019 at 6:00 p.m. at Columbia Association headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046.

AGENDA

1. Call to Order **5 min.**
 - (a) Announce Directors/Senior Staff Members in Attendance
 - (b) Remind People that Work Sessions are not Recorded/Broadcast
 - (c) Remind attendees of the Five Civility Principles
 - (d) Inquire if any Board Members are attending remotely via phone
2. Approval of Agenda **1 min.**
3. Resident Speakout
4. Work Session Topic – CA’s Draft Five-Year Strategic Plan **100 min.**
5. Adjournment – Anticipated Ending Time: Approximately 8:00 p.m.

Next Board Meeting

Thursday, May 9, 2019 – 8:15 p.m. (approximately) – Organizational Meeting

Thursday, May 23, 2019 – 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

Working every day in hundreds of ways to make Columbia an even better place to live, work, and play.

CA Vision Statement

Making Columbia the community of choice today and for generations to come.

Strategic Priority: Identity

Goal: Significantly improve CA's recognition as a valued partner in enriching quality of life and community cohesion/connections.

Strategic Priority: Resource Sustainability

Goal: Considering the input of the community, CA will implement a system for evaluation of facilities and assets to maintain resource sustainability.

Objective 1: System will be available by 2021.

Objective 2: System will be used to determine usage, margin, maintenance requirements and projected future needs.

Objective 3: Input will include:

- Zero based budget review
- Salary study
- Comparison with other comparative (relative to income & services) organizations
- A 5-year capital plan
- 10-year economic plan
- Input from:
 - Community via survey & website
 - Advisory committees
 - Village Boards
 - Staff

Strategic Priority: Environmental Stewardship

Goal: Advance Columbia's role as a recognized leader in environmental sustainability in Maryland.

Objective 1: Maintain and advance CA's climate change mitigation and adaptation efforts.

Objective 2: Improve the quality of streams, ponds, and lakes in Columbia.

Objective 3: Advance sustainable land use practices.

Objective 4: Educate and connect citizens to CA's open spaces.

Strategic Priority: Leadership Development

Goal: Increase participation among a culturally and professionally diverse community to serve in leadership roles on the CA Board and community groups.

Strategic Priority: Advocacy

Goal: CA will advocate on issues that are key to Columbia's future as a unique, diverse, planned community to ensure that stakeholders have a voice in decision-making.