



July 12, 2022

Dear Members of the Columbia Association Board of Directors:

I am pleased to present you with the organization's Financial Report for Fiscal Year ("FY") 2022, covering the full fiscal year from May 1, 2021 to April 30, 2022.

The format of this Financial Report reflects my organizational realignment that established the Department of Community Programs and Services led by Vice President Dan Burns and the Department of Community Operations led by Vice President Dennis Matthey. The realignment was enacted mid-FY 2022, and indications at year-end are that this organizational realignment furthers our efforts to make CA's broad array of activities more easily understood by our community, and continues to advance the improvements we have made in community engagement this fiscal year.

We completed FY 2022 \$10.3 million above budget and \$7.6 million above FY 2021, while also increasing services and programs for our residents and members, repaying team members who worked during the height of COVID for less than their full rates of pay and adding to our emergency cash reserves.

What CA has accomplished in the past year – continuing to make our way through the ups and downs of the pandemic; realigning the structure of our organization; putting work, intention and resources into true inclusion; demonstrating our deep appreciation for team members in meaningful ways; and, trying new, more relevant approaches to increase engagement so that all of our community is heard – is impressive work.

The three pillars of CA's financial success in FY 2021 continued to provide strong and reliable financial results as we moved through FY 2022:

- Ongoing resource stewardship
 - The April 30, 2021 closing of Haven on the Lake and subsequent subleasing of the space contributed approximately \$2 million to the favorable results projected for FY 2022.
 - Ongoing initiatives of process improvement and cost management continue to result in expense savings.
 - Staff efforts to continually research alternative sources of funding have resulted in the receipt of nearly \$900,000 in state grants for our School Age Services program.
- Community stability – the July 2021 annual charge billing was higher than budgeted as Columbia residential property values continue to exceed expectations and commercial property abatements have been slower to materialize than anticipated.
- Community activation – our community continues to engage in CA activities, wellness opportunities, programs, gatherings, etc. at levels beyond our initial expectations around COVID impacts and behavioral responses.

As previously reported to the CA Board, CA received a federal Employee Retention Tax Credit of approximately \$4 million in the last quarter of 2022. This is a brand new wage and tax credit, part of the federal pandemic response under the CARES Act, to encourage and reward businesses and nonprofits in retaining employees.

As noted, this tax credit is intended to be used for employee retention purposes. We allocated a significant portion to team member bonuses. This is to recognize and reward continued service of our team members, as well as keep us competitive with other employers that have been using federal funds for the same purpose. We proposed, and the Board approved, the allocation of the remainder to emergency cash reserves. This is related to retention in demonstrating to employees an investment to ensure our ability to weather any future unexpected circumstances that could impact the security of their employment and confidence in CA's financial viability.

This is yet another demonstration of the stewardship, acumen, and creativity the CA team brings to bear for our organizational efficiency and effectiveness each and every day.

Additional financial insights are included in the 4th Quarter FY 2022 Financial Report. Also, as part of their reports, the department directors have provided further explanation of their results, including noteworthy variances.

I am very proud of these excellent financial results for Columbia Association, especially as we are still in a global pandemic and now have the added tragedy and uncertainty of global conflict with the war in Ukraine. Additionally, from an economic perspective, significant inflationary pressures are being felt by all, including CA, at levels not experienced in over 40 years. It remains critically important to remember that we continue to conduct the business of CA in unprecedented, uncertain and challenging times. For example, COVID-driven funding programs from state and federal agencies have provided unparalleled, one-time funding for specific purposes, and vacant staff positions and supply chain challenges continue to contribute to our expense savings for the period. However, staff recruiting, supplier difficulties and significantly higher prices present concerning operational challenges. These challenges are impacting organizations nationwide, and we see no relief on the horizon.

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

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



COLUMBIA ASSOCIATION, INC. FOURTH QUARTER FY 2022 FINANCIAL REPORT

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

ORGANIZATIONAL REALIGNMENT NOTE

The organizational realignment that established the Department of Community Programs and Services led by Vice President Dan Burns and the Department of Community Operations led by Vice President Dennis Matthey was initiated in early October 2021. The FY22 financial report has been prepared in accordance with the new organizational realignment.

ORGANIZATION-WIDE FINANCIAL HIGHLIGHTS

As Ms. Boyd noted in her letter, Columbia Association ("CA") completed FY22 approximately \$10.3 million over the budgeted increase in net assets. Total income of \$73.2 million was \$9.5 million or 15% above budget for the year and \$18.6 million, or 34%, above last year. Total expenses of \$62.7 million were just under budget and \$11 million, or 21%, higher than last year.

CA ended FY22 significantly above budget with an increase in net assets of approximately \$10.4 million, of which approximately \$4.3 million is due to the ERTC, as described below, as well as \$900,000 in state grants for the School Age Services program.

It should also be noted that approximately \$1.5 million of the favorable variance is due to the May 2021 execution of a sublease for the rental of the space formerly occupied by Haven on the Lake and the accounting for the closure of that facility, which was finalized after the FY22 budget was approved.

Haven on the Lake ceased operations as of April 30, 2021. The sublease income for the term of the sublease agreement was netted against the rental expense and other anticipated operating expenses for the remainder of the primary lease, which expires August 31, 2025. That net amount was accrued as a liability as of April 30, 2021 on the statement of financial position. Income and expenses for the former Haven facility will continue to be recorded in the quarterly financial reports. However, there will be an entry on the Non-Operating Exp./Contingencies line to offset the net loss for each period, because the net loss will be charged against and reduce the liability described above.

EMPLOYEE RETENTION TAX CREDIT

CA applied and qualified for the Employee Retention Tax Credit (ERTC), and received approximately \$4.3 million in FY22, the total amount of ERTC funds for which CA has applied to date. The ERTC, implemented under the CARES Act, was created to encourage and reward businesses and non-profits to keep employees on their payrolls during the COVID-19 pandemic. In accordance with the intent of the program, CA used a portion of the grant for retention

payments to team members and obtained Board approval to use the balance to meet funding needs of the Emergency Cash Reserves initiated in FY21, which also supports team member retention.

Income Variances – Actual to Budget

Large income variances as compared to budget are:

- **Annual Charge** revenue is above budget for the year by 6%, due primarily to lower than expected abatements and increased property valuations and transfer activity. When the FY22 budget was prepared, we anticipated more abatements being processed by the State Department of Assessments and Taxation (SDAT) in FY22 than occurred, based on communication with that department. Recently we were told by a commercial annual charge customer that the appeals process is significantly delayed; we have not yet confirmed this with SDAT, which, if accurate, is likely to impact the FY23 annual charge income.
- **Tuition and Enrollment** is \$616,000 below budget, as a result of the impact on the School Age Services program of hybrid learning in Howard County Public Schools during the spring semester of the 2021 school year and lower than budgeted full-day program participation, due mainly to difficulties in fully staffing the program sites. Lower than anticipated participation in Camps also contributed to the unfavorable variance.
- **Fees Income** is above budget by \$856,000, due mainly to greater than expected play at the golf clubs and tennis facilities and increased participation in the Learn to Skate program at the Ice Rink.
- **Rental Income** is \$506,000 or 30% above budget for the year, due to greater than budgeted play at the golf clubs and the sub-rental of the Haven on the Lake space.
- **Other Income** is above budget by \$5.0 million for the fiscal year. As noted previously, \$4.3 million of the favorable variance is due to the ERTC. Approximately \$900,000 is from Maryland State Department of Education grants received by School Age Services (SAS) to support that program.
- **The total of Direct and Allocated Membership Income** is over budget by \$1.3 million, or 11%, due to new membership sales.

Income Variances – Year to Year

Large income variances as compared to FY21 are:

- The **Annual Charge** revenue variance of approximately \$1.3 million (3%) is due to increases in assessed valuations, transfer activity, and additional billing from improvements.
- **Tuition and Enrollment** is \$1.5 million greater than last year, due to remote learning in Howard County Public Schools in FY21 because of COVID-19 and to camps offered in FY22.
- **Fees Income** is \$2.3 million, or 53% higher than FY21, due to the COVID-19 closures and phased re-openings in FY21, the FY22 outdoor pool season, increased play at both golf clubs, and increased participation in fee-based programs at nearly all Wellness and Fitness and Sports facilities.
- **Rental Income** is \$711,000 or 49% greater than FY21, due mainly to the sublease of the Haven on the Lake space, hockey team rentals at the Ice Rink, and increased rentals at Supreme Sports Club and the SportsPark as COVID-19-related restrictions on gatherings lifted.
- **Other Income** is \$8.9 million greater than last year, due to the ERTC funds of \$4.3 million and the accounting for the closure of Haven on the Lake in April 2021. The

Maryland State Department of Education grants received by SAS to support that program also contributed to the favorable variance.

- **Direct and Allocated Membership Income** combined is \$3.7 million, or 41.8%, higher than last year, due to an increase in membership sales after the FY21 COVID-19 closures and restrictions were lifted and the opening of 16 outdoor pools in FY22.

Expense Variances – Actual to Budget

Large expense variances as compared to budget are as follows:

- **Personnel costs** (the sum of salaries, wages, annual performance incentives, contract labor, payroll taxes and employee benefits) are \$1.2 million, or 5%, above budget as a result of employee retention payments to qualified team members in the fourth quarter, using the ERTC funds and MSDE grants. Also contributing \$825,000 in salaries and wages alone to this variance are payments to about 560 team members who were reimbursed in FY22 for time worked during the pandemic at less than their full pay rate. These initiatives have been partially offset by vacancies in a number of positions, as well as the impact of hybrid learning on the SAS program from March 2021 through the end of the 2021 school year, lower than anticipated camps participation and reduced participation in SAS programs due to staffing constraints. Multiple recruitment efforts occurred to fill vacant positions; this continues to be a significant challenge for the organization, especially for SAS and Aquatics.
- **Operating Supplies/Expenses** are under budget by \$580,000 due to the COVID-19 closure and the ongoing impact of the pandemic on CA programs, facility usage and restrictions on events and gatherings; operational efficiencies; and, supply chain challenges for some materials.
- **Fees** are \$1.5 million, or 43% above budget, due to fees for legal matters, the outsourced interim IT leadership and support, the outsourced part-time interim general counsel, and the brokerage fee for subleasing the former Haven on the Lake space. Increased spending in Community Operations is also contributing to the overage.
- **Community Association Annual Charge Share Grants** are over budget by \$364,000, or 11%, for the fiscal year, as a result of CA staff reassessment of annual charge income reserves, which impacted the budgeted FY22 annual charge share grant amounts.
- **Depreciation** is under budget by \$1.4 million primarily due to projects closing later than anticipated and intentionally reduced spending in FY21.

Expense Variances – Year to Year

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

- **Personnel costs** are \$8.0 million greater than FY21, due to the COVID-19 closures and phased re-openings in FY21, increased participation in our programs and services, the opening of 16 outdoor pools in FY22, employee retention payments to qualified team members in the fourth quarter, using the ERTC funds and MSDE grants, and the return to full pay and standard hours for staff. Also contributing \$825,000 in salaries and wages alone to this variance are payments to about 560 team members who were reimbursed in FY22 for time worked during the pandemic at less than their full pay rate.
- **Operating Supplies/Expenses and Repairs and Maintenance** are significantly greater than last year, due to the COVID-19 closures and phased re-openings in FY21, increased participation in our programs and services, and the opening of 16 outdoor pools in FY22.
- **Fees** are \$1.4 million, or 40% above FY21, due to increased open space work in FY 22 and the climate vulnerability assessment. Interim outsourced IT leadership and other

services due to the vacancy in the Director of IT position, implementing multi-factor authentication and a Lawson upgrade also contributed to this variance.

For further information on individual line-item variances throughout the organization, please refer to the FY22 Fourth Quarter Financial Report.



FOURTH QUARTER FY 2022 FINANCIAL REPORT COMMUNITY PROGRAMS AND SERVICES

The Department of Community Programs and Services (CP&S) completed fiscal year 2022 \$4.1 million (30%) better than budget and nearly \$6 million (38.3%) better than fiscal year 2021. Increases in Fees Income, Membership Income and Other Income (grants for School Age Services from the Maryland State Department of Education), combined with savings in Operating Supplies/Expenses, Rentals Expenses, Repairs and Maintenance and Depreciation created the positive variance between budget and actual results for the period. The accounting for the closure of Haven on the Lake also contributed to the positive variances.

Department highlights for the Fourth Quarter of FY22 include:

Community Engagement

- In February, in celebration of Black History Month, Columbia Maryland Archives published two online exhibits: *New Town Entrepreneurship*, *Early Black-Owned Businesses in Columbia* and *Reflections and Current Perspectives of the Columbia Experience on African American College Students with Dr. Alice Cornelison*. A subject guide for Black History was also published, which includes a list of items within the collections about Black history in Columbia.
- Columbia Art Center Galleries hosted multiple shows featuring local artists throughout the fourth quarter. In March, in celebration of National Women's History Month (NWH) and International Women's Day, the Art Center hosted its annual theme show "Visionary Women." Thirty local female artists were inspired by the 2022 NWH month theme: Providing Healing, Promoting Hope. In April, the Art Center's theme exhibition "Blossoms of Hope" benefiting the Claudia Mayer/Tina Broccolino Cancer Resource Center of Howard County General Hospital, featured 54 local artists whose works were inspired by the theme: Branches, Blooms and New Beginnings. Dave Simmons, Director of Programming for Columbia Festival of the Arts, served as juror for the show. A reception was held April 7 with 75 people in attendance, including representatives from Howard County General Hospital and Blossoms of Hope of Howard County.
- Two special pop-up classes were held this spring that were open to the community and members: a Les Mills Mash-up in March and a sold-out LaBlast session in April.

Art Center

- Two electric kilns for the Art Center's Ceramics program were installed on February 23. The two kilns will enhance efficiency of the firing processes for the ceramics classes, allow the Art Center to offer more ceramics programs, and provide new glazing options.

- Columbia Art Center Galleries hosted the Wilde Reading Series literary event on April 12 with 30 attendees. As part of the Howard County Poetry and Literature Society (HoCoPoLitSo), the Wilde Reading Series featured local authors discussing their published works and an open mic segment during which teens and adults could participate with poetry.

Teen Center

- The Youth and Teen Center at The Barn reopened for after-school recreation and enrichment drop-in on Monday February 14. Forty youth attended the drop-in enrichment program the first week.

Columbia Maryland Archives

- In March, Erin Berry, Archivist, was a presenter at the Mid-Atlantic Regional Archives Conference (MARAC) for a group presentation titled "Best Practice or Best We Can Do?" which explored various standards and practices in three archival institutions.

International Exchange and Multicultural Programs

- International Exchange and Multicultural Programs collaborated with Columbia Gym to host a KPOP dance session on February 6. Supreme Sports Club hosted "African Dance" on February 19, and Columbia Athletic Club hosted "Dance Bollywood Style!" on February 26.
- Beginning in March, three separate exhibits rotated monthly among the three fitness facilities to introduce our many arts and cultural programs to members. Archives' first installation was in Supreme Sports Club, with Columbia Art Center and International Exchange and Multicultural Programs at Columbia Athletic Club and Columbia Gym respectively. Community feedback from Columbia Gym for all three exhibits was overwhelmingly positive. Many members mentioned they did not know CA had multicultural programs or Archives, so this new initiative definitely raised awareness. They provided wonderful exposure for the Art Center about it being a part of CA and our offerings.

Golf

- The level of interest in the spring 2022 First Tee session was overwhelming. In a matter of hours after registration went live on February 1, all classes and even the waitlists were full. This spring, more than 300 individuals participated in the program, resulting in more than 500 individual participants for the year.

FITNESS

Supreme Sports Club

- The Movie Night Program is held on the second Saturday evening of each month. In February, 14 kids attended; in March we had 23 and in April, 17. A clear highlight for the kids is that they bring along their blanket/stuffed animal pillow, find a spot on the big blue safety mats and enjoy the movie, which is magnified on the wall through a projector.
- Adventure Day is offered when Howard County schools are out. In February, 36 children registered and, in April, 178 kids registered during Spring Break week. Apart from the children enjoying a variety of fun activities/arts and crafts, a highlight for most of the children is be roller skating, but the spring egg hunt was a close second this year.

- School's Out Skate (Roller Skate) public sessions were held on all HCPSS observed days off. All sessions were well-attended, and feedback overwhelmingly positive -- our front desk received an influx of calls regarding skating in the build-up to each session.
- Manager on Duty Stue Gaines celebrated 35 years working at Supreme Sports Club.

Columbia Gym

- Columbia Gym celebrated Pi (3.14) Day with a community event, Pi(e)Lattes Event. This event featured pie and lattes for participants who signed up for complimentary reformer and chair Pilates. We had more than 50 thirty-minute workout spots designated for the community to participate in the fun event.
- Columbia Gym's Movie Nights include active games, movie-related activities or karaoke, such as dancing and karaoke on "Encanto" night; Ship, Shore Sand; and Duck Duck Goose for "Lilo & Stitch."

Tennis

- The focus for the spring was on hiring and preparing the courts in anticipation of opening for the expanded outdoor tennis season
- Pickleball participation in both lessons and leagues is going strong.
- The Junior Program had 260 participants and the Adult Program had 186 participants. Both were the second-highest in the last eight years for spring programming.
- USTA Adult 18+ leagues had 1051 participants, Ladies Day league had 182 participants, Adult 40+ league has 772 participants, and the Adult 55+ league has 322 participants (compared to 299 last year).

Aquatics

- The team was focused on hiring throughout February, March and April, as well as operational preparation to open all of the outdoor pools for the summer of 2022.
- Swim lessons continued to be popular and sold out across all locations.

Ice Rink

- The Learn to Skate program had the largest number of registrants for the program in the last seven years; 703 skaters signed up for the classes that began February 23. Ice Rink team members did a fantastic job assisting with this record number of skaters.

SportsPark

- New pitching machines for the batting cages arrived in April. This was just in time for the spring opening. The community is really enjoying the wide range of variable speed options for baseball and softball practice.



FOURTH QUARTER FY 2022 FINANCIAL REPORT DEPARTMENT OF COMMUNITY OPERATIONS

The Department of Community Operations is responsible for the management of Columbia's 3,600+ acres of open space, the construction, renovation and maintenance of CA's building inventory, capital improvements in Columbia's open space, watershed management and education and energy management. This department includes the functions and operational units of Open Space Facilities and Building Grounds; Parks, Pathways and Play Areas; Sustainability; Facility Services; Event Services; and Community Development and Real Estate Services.

Community Operations completed FY 2022 \$137,000, or about 1%, over budget.

Noteworthy accomplishments during the fourth quarter included the following:

- Purchased CA's first battery EV utility vehicle for trash pick-up and general maintenance use in the villages of Town Center and Wilde Lake.
- Completed interior improvements at Jeffers Hill and Faulkner Ridge Pool bath houses and the SportsPark.
- Refinished the Columbia Gym arena floor.
- Replaced carpet throughout Claret Hall.
- Installed a 47KW solar photovoltaic system on the Program Pool roof at Swim Center.
- Replaced the propane boiler servicing the hot tub at the Clary's Forest Pool with a heat pump, further lowering CA's carbon footprint and reducing greenhouse gas emissions.
- Completed the replacement of three Tot Lots, major capital improvements to eight Tot Lots and minor repairs on 21 Tot Lots.
- Replaced 10 wooden pedestrian bridges with Fiberglass reinforced bridges and completed minor repairs to eight wooden pedestrian bridges.
- Renovated 16,000 feet of pathway Columbia-wide and completed eight pathway stabilization projects.
- Completed renovation of Hickory Ridge dry pond.
- Completed stream stabilization project at Major's Lane and Tamar Drive.
- Constructed or completely renovated bioretention facilities at Manor Hill east and west and Dorsey Search Meeting Room and Pool.
- Completed Wilde Lake Dam outfall phase two stabilization project.
- Renovated McGill's Common and Hopewell basketball courts.
- Completed renovations and ADA improvements at Oakland Mills Other Barn and adjacent lot.
- Completed parking lot maintenance at Steven's Forest, Hopewell and Kendall Ridge pools, and drive lane maintenance at Historic Oakland.
- Provided oversight for the Inner Arbor Trust path and plateau projects at Symphony Woods.
- Replaced 2,332 linear feet of decking on the Town Center dock and repaired and stained the Lakefront Pavilion deck.

- Installed high efficiency dual fuel heat pump HVAC units at Supreme Sports Club and Kahler Hall.
- Completed LED lighting retrofits at Clary's Forest Pool, Swansfield Neighborhood Center, Hobbit's Glen Maintenance Facility, as well as plaza light fixtures at the Downtown lakefront, and area lighting at the SportsPark.
- Presented on low-carbon building strategies at the U.S. Department of Energy's Better Buildings Summit.
- Sponsored eight volunteer events involving Weed Warriors and Community Families in Nature, removing non-native invasive plants and replanting natives.
- Installed a wildflower stream buffer below Wilde Lake Dam.
- Prepared Symphony Woods for Wine in the Woods. Work included tree pruning, tree removal, tree planting, aeration, fertilization and wood chip replenishment.
- Partnered with the Owen Brown Village Association to plant 25 trees at Lake Elkhorn.
- Installed 3,400 Pennsylvania Carex plugs along Deep Smoke pathway in Kings Contrivance and KC Tot Lot Yellow Bonnet as a pilot project to address pathway erosion.
- Certified 19 new Weed Warriors.
- Completed Stream Wader monitoring at 10 sites.
- Hired the graphic information system (GIS) Program Administrator and began work throughout the organization to implement cloud-based data sharing for GIS-related projects and data.
- Processed and presented easement requests to the Board of Directors.



FOURTH QUARTER FY 2022 FINANCIAL REPORT DEPARTMENT OF ADMINISTRATIVE SERVICES

Administrative Services finished the fiscal year (FY) 2022 nearly \$7 million, or 17% above budget, and \$5.4 million, or 13%, higher than FY21. The variances are the result of to the Employee Retention Tax Credits and higher than budgeted annual charge revenue, due mainly to lower than expected abatements and increased property valuations and transfer activity.

Fourth quarter highlights from the department include:

Accounting/Payroll

The Accounting team led internal staff in the production of the FY23 Operating and Capital Budgets, which were approved by the CA Board on February 24, 2022. The final approved budget document was distributed to the Board and the community in early May.

The Annual Charge team has restarted the annual charge lien process to secure CA's interest in overdue annual charge receivables, working closely with the Office of the General Counsel in this process.

The Accounting and Annual Charge teams have also begun the advance work for the July 2022 annual charge billing, reviewing and updating the bill paper, working with Communications on the annual report and new survey card, and coordinating with the printer. Supply chain challenges are being felt in this area – receipt of the bill envelopes was delayed several times.

The Accounting/Payroll and HR teams, with support from Audit and Advisory Services, prepared for the early May payment of ERTC retention payments to team members.

The Accounting team finalized and communicated the village association annual charge share and benefits reimbursements for FY23.

The FY22 external audits have begun of CA's financial statements and the 401(k) plan. Team members throughout Administrative Services, as well as our colleagues in Audit, are providing test samples, updated policies and procedures and other documents to the independent external auditors, as well as answering questions and following up on testing results.

Human Resources; Diversity, Equity and Inclusion; and, Learning and Organizational Development (HR)

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

- Implemented the new Howard County minimum wage of \$14.00 across CA and pay rate adjustments to address corresponding wage compression for many team members.
- Supported the DE&I Committee in the call for new committee members, as well as initiatives related to learning about financial wellness for diverse populations, and team member engagement around Women's History Month, sharing facts weekly about women's contributions to health, sciences and other professions.
- Completed the search processes for the special projects manager and community engagement manager.
- Facilitated the recruiting and hiring for outdoor pools for the summer of 2022, so that all 23 could open early in the summer.
- Tracked continuously changing state and local COVID-19 restrictions as they evolved, to address impacts on CA team members.
- Held several team member recruiting events and supported Howard County apprenticeship programs and the six-week summer hiring program for students.

Information Technology (IT)

Information Technology ("IT") completed the installation of new firewall appliances in the data center, improving and modernizing the perimeter layer of protection around CA's information assets.

CA IT implemented data loss prevention (DLP) policies in CA's Google environment to enhance protection against sensitive information flowing outside of the organization.

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

The Director of IT is leading the initiative to more fully deploy Smartsheet as a project management and collaboration tool throughout the organization, through training and the development of some initial applications.

Purchasing

The Director of Purchasing conducted extensive and thorough research on local government agencies' MBE policies, and worked with the CA Board's work group to develop suggested changes to CA's MBE policy. The CA Board reviewed, discussed and approved changes to the MBE policy based on those recommendations.

The Purchasing team worked with Learning and Organization Development to produce the required Purchasing Policy refresher training in a new video format. The training was deployed to all CA purchasers.

Purchasing team members led CA purchasers in setting up necessary contracts and purchase orders to start the new fiscal year fully provisioned for successful operations.

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