

CCR Report for January 25, 2024 Columbia Association Board of Directors

- **Closed/Special Meetings**

- Closed Meeting - Ethics Panel: 12/20, 9:30am
- Closed Meeting - CA BOD: 1/18, 7:08pm

- **Approval of Agenda**

- Vote to add retention bonuses to the agenda
 - Moved by Karin Emery - voted yes, added to the agenda as item 8c
- Vote to add committee charters to the agenda
 - Moved by Karin Emery - voted yes, added to the agenda as item 8d

- **Columbia Update**

- Videos (<https://columbiaassociation.org/blog/>)
 - Veteran's Day celebration and care package creation for deployed service members
 - Inspired by Millie Bailey - Bailey's Bundles
 - Used to just do cards, but this year did these packages with the assistance of students
 - Brine application to roads before snow/ice events
 - Increases safety by not allowing ice to adhere to pavement, walkways, boardwalks, etc.
 - Pretreat 24-36 hours before the anticipated event
 - 50% less salt and chemicals than previous methods, also cost-effective
 - Festive Fridays
 - Events at the Lakefront - focused on holidays
 - Partnership with DTC
 - Text as Art
 - Columbia Arts Center - student entries for Text as Art pieces
 - John McCoy Retirement
 - Watershed management, lake and environmental education, cicada education, Weed Warriors, Adopt-A-Spot program, Stream Waders Program, Hooked on Fishing, HCC Greenfest

- **Resident Speakout**

- Bob Dover
 - CA Watershed Mgmt plan page 89 recommends against watershed management
 - Longfellow project led to erosion and the need to replant
 - WAC members lack qualifications to make decisions or advise on major engineering projects
 - WAC is further insulating themselves from public input and limiting public's access to knowledge
 - NDA in the new WAC charter should not exist
- Amy Bennett
 - Concern about changes to the WAC charter and adherence for process to making changes to the charter
 - BOD will be sent an email about concerns regarding the WAC
 - Concerned that CA is trying to withhold information from the residents and that residents can't request information through the HOA
- Sharon Boies - Protect Our Streams
 - Want to have dredging plan and expert opinion on watershed management
 - Residents regularly vote the open space the most important and it needs to be taken care of
 - Want to have rain garden programs and keeping pools open rather than bonuses for CA staff

CCR Report for January 25, 2024 Columbia Association Board of Directors

- Concern over WAC charter and the committee in general, as well as Aging Well and others
- Want more transparency and halt to projects in the pipeline approved by Watershed Manager and have it all reevaluated - hire an independent outside watershed inspector

• Board Votes

○ IRS Form 990

- Discussion regarding review of compensations standards for executives and key officers
 - CA has not done an organization-wide review since 2014, but regularly benchmark against the industry standards for the positions
- Board votes yes to accept the 990 form as written 9-0-1

• Board Discussion

○ New Strategic Plan

- Deepa Srinivasan - Vision Planning and Consulting
- Update since 1/11/2024:
 - Vision is meeting with Village Managers and Boards (20 members, 8 of 10 villages represented - Owen Brown and Town Center not represented)
 - Went through a SWOT analysis and Q&A for the villages, took recommendations for the strategic areas
 - Met with community partners (5) - Veterans, HoCo Library, ?, DTC, Merriweather Arts & Culture; 20 groups invited to take part.
 - Working with the SLT to finalize Mission, Vision, priorities and objectives
 - Incorporating all comments and the final versions will be shared at the work session on 2/1
 - Will then talk more about objectives and actions to accomplish them
- Would like to make sure the next time we do a survey that we put in a stronger effort to reach the underrepresented demographic group
- Next Steps
 - Work session on 2/1
 - Vision will provide draft mission, vision, and goals for CA BOD to review
 - Strategic actions development through Staff interviews and other stakeholder meetings
 - Draft Plan development
 - Next Touchpoints: 3/14, 4/11, 4/25

○ Draft FY 2025 Budgets

▪ Notes

- Susan Krabbe - CFO
- Strategic Priorities
 - Infrastructure, Accessibility, Affordability, Environment, Staff Training, Grants, and funding the existing strategic plan
 - Factored in the grants that the BOD voted on in December
 - Online feedback tool is available for people to use and provide feedback
 - Key Impacts
 - Reflects full staffing for most programs and services - staffing continues to be very challenging
 - Accounts for 7% increase in HoCo's minimum wage on 1/1/2025
 - No long-term debt issuances and no use of short term line of credit are projected; may need to borrow in first part of 2026
 - Financial support for the 10 village community associations of \$7.1M, increase of \$723k

CCR Report for January 25, 2024 Columbia Association Board of Directors

- Turning over 3 outdoor pools to independent managers as a pilot program
- Annual charge rate and cap held the same (\$0.68/\$100 of assessed valuation, 3.5% per year)
- Next touchpoint is 2/8 when we review survey data
- Links to Budget Materials
 - <https://columbiaassociation.org/about-us/financials/financial-reports/>
 - Transmittal Letter after the Table of Contents gives a good summary of considerations taken in creating the budget
 - <https://columbiaassociation.org/wp-content/uploads/FY-2025-Draft-Operating-and-Capital-Budgets-rev-1.25.24.pdf>
 - https://columbiaassociation.org/wp-content/uploads/CA-FY25-Budget-Strategic-Priorities_9-28-23.pdf
- Retention Incentives
 - Dennis Matthey
 - Unemployment is at 1.5% in Howard County - very tough to retain talent
 - "No Staff, No CA"
 - This money means a lot to the people who would be receiving it and it's a progressive incentive that really benefits those folks
 - Discussion about divesting CA of select resources to make maintenance and sustainability possible in the long term, then consider how we make changes to compensation for staff in the future to prevent the need for retention incentives. This would be a future topic of discussion.
- Committee Charters
 - Karin Emery
 - Concern around charters - raised by residents during speak out
 - Staff changed the charter for the committees without letting them know
 - Aging Well committee put together a charter and they're working through that with input from the members
 - Concern that the charters ignore the villages - the committee can reject nominees from the Village to the committee
 - Concern that the HOA act still applies to these committees (?)
 - Meetings and minutes need to be published, video needs to be available, and should be done timely without having to be requested
 - Overall, the Board turned over the committees to CA Staff - the Board has no involvement with them any longer. The Board has made staff aware of the residents' concerns and asked that they address them.
- **Reports (Questions Only)**
 - President's Report
 - Report from Inner Arbor Trust
 - State and County Legislation
 - Update on Board Action Items
- **Proposed New Topics**
 - Compensation policy update
 - Staff Town Halls
 - Gateway
- **Chair's Remarks**

CCR Report for January 25, 2024 Columbia Association Board of Directors



January 19, 2024

To: Columbia Association Board of Directors
CA Management

From: Eric Greenberg, Board Chair

The Columbia Association Board of Directors meeting will be held on Thursday, January 25, 2024 beginning at 7:00 p.m.

AGENDA

- | | 5 min. | Page Nos. |
|--|------------------|--------------------|
| 1. Call to Order | | |
| (a) Announce the procedures being used to conduct the hybrid 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. Columbia Update | 15 min. | |
| 5. Verbal Resident Speakout will be available to individuals who submitted the Resident Speakout form on CA's website by 5:00 p.m. on Wednesday, January 24, 2024 . Please note that, due to time constraints, it may be necessary to limit the number of people at Verbal Resident Speakout. | (20 min.) | |
| 6. Consent Agenda | 1 min. | |
| (a) Approval of BOD Meeting Minutes – December 14, 2023 | | Pg. 2 - 5 |
| 7. Board Votes | 15 min. | |
| (a) IRS Form 990 | | Pg. 7 - 37 |
| 8. Board Discussion | 105 min. | |
| (a) Discussion on Progress on the New Strategic Plan | (45 min.) | Pg. 38 - 42 |
| (b) Draft FY 2025 Budgets | (60 min) | Pg. 43 |
| 9. Reports (Questions Only) | 10 min. | |
| (a) President's Report | | Pg. 44 - 49 |
| (b) Report from the Inner Arbor Trust | | |
| (c) State and County Legislation | | Pg. 50 - 53 |
| (d) Update on Board Action Items | | Pg. 54 |
| 10. Proposed New Topics | 1 min. | |
| 11. Chair's Remarks | 3 min. | |
| 12. Adjournment – Anticipated Ending Time: Approximately 10:00 p.m. | | |

Upcoming Scheduled Work Session and Meeting

Thursday, February 8, 2024 – Board of Directors Work Session – Beginning at 7:00 p.m.

Thursday, February 22, 2024 – Board of Directors Meeting – Beginning at 7:00 p.m.

CA Mission Statement

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

CCR Report for January 25, 2024 Columbia Association Board of Directors

Columbia Association **Transmittal Letter**

January 12, 2024

Chair Greenberg, Other Members of Columbia Association Board of Directors and the Columbia community:

I am pleased to present you with the draft operating and capital budgets for Columbia Association (“CA”) for fiscal year (“FY”) 2025, the 12-month period from May 1, 2024 to April 30, 2025. The FY 2025 draft budgets are the product of Board guidance, direct community engagement and significant staff initiative and effort, reflecting the community’s priorities and values.

The goals of this transmittal letter are to:

- Provide a summary of the community engagement tools and process used to develop the FY 2025 draft budgets;
- Highlight the major revenue and expense factors, operational outcomes and capital spending reflected in the FY 2025 draft budgets; and,
- Share an overview of CA’s current financial condition and longer-term outlook.

Community Engagement in the FY 2025 Budget Process

As we planned for the FY 2025 budget, we evaluated the FY 2024 process and the feedback we received on it, and proposed changes to the process and schedule, which the CA Board approved in July 2023.

Key elements of the FY 2025 budget process are:

- The Columbia community was again engaged directly and early in the budget process through various tools.
- The CA Board continued to have flexibility over key variables throughout the process.
- Variables such as the annual charge rate and cap and the operating budget “bottom line” parameter were not set by the CA Board as the starting point to enable the community input to more fully inform those key factors.
- Stakeholder input is being solicited online through simple interactive exercises around prioritization and ranking.
- Similarly, the CA Board discussed strategic priorities, desired outcomes for FY 2025 and community input received through the survey at the September 14, 2023 work session and the September 28, 2023 Board meeting (both recorded and available for viewing on CA’s website).

The “pre-budget” materials, based on the strategic priorities selected by the CA Board in September, were presented to the community and the CA Board at the October 26, 2023 Board meeting, and an online feedback tool was opened for the community from that date through early November. A virtual community budget information session provided another opportunity for community engagement on