



November 6, 2015

To: Columbia Association Board of Directors  
Advisory Committee Chairpersons  
Village Board Chairs  
Village Managers  
Members of the Press  
CA Management

From: Jeanne N. Ketley, Board Chairperson

**The Columbia Association Board of Directors Meeting will be held on Thursday, November 12, 2015 at 7:30 p.m. at the Columbia Association Building, 6310 Hillside Court, Columbia, MD 21046.**

### AGENDA

1. Call to Order (Announce Directors/Staff in Attendance) **1 min.**
2. Announcement of Closed/Special Meetings Held/To Be Held **1 min.**
3. Approval of Agenda **1 min.**
4. Disclosure of Conflicts of Interest **1 min.**
5. Resident Speakout
6. Approval of Minutes **October 22, 2015** **2 min.**
7. Chairperson's Remarks **3 min.**
8. President's Remarks; Follow-Up Questions from the Board Members **10 min.**
9. Committee Chairs' Remarks **10 min.**
  - (a) Board Operations Committee
  - (b) External Relations Committee
  - (c) Planning and Strategy Committee
  - (d) Strategic Implementation Committee
  - (e) CA Representatives to the Inner Arbor Trust Board of Directors
10. Special Topics and Presentations - None
11. Committee Agendas **115 min.**
  - (a) Planning and Strategy Committee **115 min.**
    1. Worksession to Discuss Open Budget Items:
      - (a) Long Reach Tennis
      - (b) Hickory Ridge Park
      - (c) Waiting Spring Pond
      - (d) Pushcart Pond
      - (e) Belltower
      - (f) Living Wage
    2. Discussion
      - (a) Update on the Strategic Plan
      - (b) Committee Tracking Form

- (b) Strategic Implementation Committee **20 min.**
  - 1. Discussion
    - (a) Update on the Swim Center
    - (b) Committee Tracking Form
- (c) External Relations Committee **5 min.**
  - 1. Discussion
    - (a) Committee Tracking Form
- 12. Recommendations for Board Action
  - (a) Consent Agenda – None
  - (b) Recommendations for Board Action
    - 1. Approval of Language in the Columbia Association Board of Directors Committee Structure Governing Documents regarding Selection of Committee Chairs **10 min.**
- 13. Tracking Forms **5 min.**
  - (a) Tracking Form for Board Requests
  - (b) Tracking Form for Resident Requests
- 14. Talking Points **2 min.**
- 15. Adjournment – No Later than 11:00 p.m. (Projected Ending Time: Approximately 10:40 p.m.)

**Next Board Meeting: Thursday, December 10, 2015**

**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.

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**DRAFT**  
**Minutes of the**  
**BOARD OF DIRECTORS MEETING**  
**Held: October 22, 2015**

To be approved: November 12, 2015

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A meeting of the Columbia Association Board of Directors was held on Thursday, October 22, 2015, at the Columbia Association Building. Present were Chairperson Jeanne Ketley and members Reg Avery, Dick Boulton, Brian Dunn, Janet Evans, Alan Klein, Nancy McCord, Gregg Schwind, Andy Stack, and Chao Wu. Also present were CA President/CEO Milton W. Matthews, Chief Staff Liaisons Susan Krabbe and Norma Heim, and Governance Chief of Staff Jane Dembner.

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**1. Call to Order:** The Board of Directors Meeting was called to order at 7:32 p.m. by the Chairperson, Jeanne Ketley.

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

The Architectural Resource Committee held a closed meeting on October 12, 2015 at the Columbia Association Building. Members present were Jane Dembner, Craig Garrison, Michael Shaw, Debbie Bach and Gordon MacPhee. Also present were Ingrid Hatz, Eva Lambright, Carole MacPhee, Laura Parrish, Debbie Nix, Maryann Cohea, Pat Loeber, Carl McKinney, Karen Turcan and Dale Wasmus. The vote to close the meeting was 5-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111(4)(iv): Consultation with staff personnel, consultants, attorneys, or other persons in connection with pending or potential litigation. The meeting was closed from 1:30 p.m. until 2:00 p.m.

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**3. Approval of Agenda:**

**Action:** Mr. Stack moved that the agenda be approved as presented. Ms. McCord seconded the motion, which passed unanimously.

**4. Disclosure of Conflicts of Interest:** none

**5. Resident Speakout:**

- (a) Leo Bruette, Columbia Tennis Committee, spoke about CA building a new tennis facility and about CATennis being nominated Tennis Organization of the Year for the Mid-Atlantic region of the U.S. Tennis Association.
- (b) Ed Coleman, Long Reach, spoke about CA's communication to the public regarding the progress of large projects such as the one underway at Dannon Garth Pond.
- (c) Karen Hitcho, Long Reach Village Board, spoke about a site in Long Reach for a tennis facility.
- (d) Alan Klein, Harper's Choice, spoke as co-moderator of the Hobbit's Glen Neighborhood Listserv and read messages from the residents.

**6. Approval of Minutes of October 8, 2015**

**Action:** Mr. Avery moved that the minutes be approved. Mr. Wu seconded the motion, which passed unanimously.

**7. Chairperson's Remarks:** Ms. Ketley said the winning photo in her Chesapeake Bay Foundation magazine was taken at Wilde Lake.

48 **8. President's Report:** In response to questions and comments from Board members, Mr. Matthews and staff  
49 said:

- 50 - Future President's Reports will include challenges CA is facing, as well as accomplishments.
- 51 - The CA Monthly is being scaled back for cost reasons and CA may have more stories in Howard Magazine.
- 52 - Revenue from Haven on the Lake is lower than anticipated, but the new general manager should help Haven
- 53 become more financially successful. CA is working to improve Haven based on feedback from members.
- 54 - Anticipated income from \$10 Package Plan upgrades was not originally included in projected revenue.

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56 Mr. Matthews also introduced Dr. Jerome Paige who will meet with Board members during the November 19  
57 retreat.

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59 **9. Committee Chairs' Remarks**

60 (a) Board Operations Committee: none

61 (b) External Relations Committee: In response to a question from Mr. Boulton, Ms. Heim said Janet  
62 Loughran is following up with elected officials invited to the stakeholders dinner.

63 (c) Planning and Strategy Committee: none

64 (d) Strategic Implementation Committee: none

65 (e) CA Representatives to the Inner Arbor Trust Board of Directors: Mr. Boulton said the IAT met on  
66 October 17 and is beginning to schedule more regular meetings. He said Randy Clay of the office of  
67 Planning and Zoning employee attended and that the IAT secretary was elected Vice Chair. Mr.  
68 Boulton said a sign that IAT has placed near the property announcing contributors includes a CA logo.  
69 Ms. Heim said the logo is not CA's current one, so she will contact IAT about it. Mr. Schwind said IAT  
70 has credited CA on several occasions for providing funding and land. Board members discussed the  
71 decision of the Howard Hospital Foundation to forego Symphony of Lights this year.

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73 **10. Recommendations for Board Action**

74 (a) Consent Agenda – With no objections, the Board approved Debbie Nix and Craig Garrison as new  
75 members of the Architectural Review Committee.

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77 *Ms. Heim left at 8:50 p.m.*

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79 (b) Recommendations for Action

80 1. Approval of the Major Capital Projects recommended by the Planning and Strategy Committee to  
81 include in the Proposed FY 17 and Conditional FY 18 budgets

82 **Action:** The Board approved the PSC's recommendation to include proposed major capital projects in  
83 the FY 17 budget, with the understanding that five projects are subject to additional  
84 information. Vote: 9-1-0.

85 For: Messrs. Avery, Boulton, Dunn, Schwind, Stack, and Wu, and Mses. Ketley,  
86 Evans, and McCord

87 Against: Mr. Klein

88 Abstain: none

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90 2. Approval of the New Operating initiatives recommended by the Planning and Strategy Committee to  
91 include in the Proposed FY 17 and Conditional FY 18 budgets

92 **Action:** The Board PSC's recommendation to include the proposed new operating initiatives in the FY  
93 17 budget, with the understanding that the living wage program is subject to further Board  
94 evaluation before approval. Vote: 9-1-0

95 For: Messrs. Avery, Boulton, Dunn, Schwind, Stack, and Wu, and Mses. Ketley,  
96 Evans, and McCord

97 Against: Mr. Klein

98 Abstain: none

99 3. Approval of Revised Columbia Association Sponsorship Policy  
100 **Action:** The Board approved the ERC's recommendation to accept a revised version of the CA  
101 Sponsorship Policy.  
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103 **11. Special Topics and Presentations**

104 (a) Update to the Board on Outreach to the Golfers/Patrons at the Hobbit's Glen Golf Club  
105 Dan Burns, CA Director of Sports & Fitness, gave an update on meetings, surveys, focus groups and  
106 other efforts to get feedback from golfers and patrons of Hobbit's Glen Golf Club regarding the  
107 restaurant, pro shop, customer service, etc. He described several changes that have been made as a  
108 result of that feedback to improve customers' experiences.  
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110 **12. Committee Agendas**

111 (a) Strategic Implementation Committee

112 1. Discussion

113 (a) Committee Tracking Form – no updates

114 (b) External Relations Committee

115 1. Discussion

116 (a) Committee Tracking Form

117 Mr. Boulton asked about CA's efforts to communicate with the public regarding major projects.

118 Mr. Matthews said CA has learned lessons from its handling of communication regarding

119 Dannon Garth Pond.  
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121 **13. Tracking Forms**

122 (a) Tracking Form for Board Requests: Mr. Klein asked staff to inform the Board before lobbying the  
123 General Assembly on major issues. Ms. Krabbe confirmed that Ms. Fanaroff routinely does that.  
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125 (b) Tracking Form for Resident Requests: no additions.  
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127 **14. Talking Points:** Recording Secretary Valerie Montague read the Talking Points.  
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129 **15. Adjournment:** The meeting was adjourned at 9:51 p.m.  
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132 Respectfully submitted,

133 Valerie Montague

134 Recording Secretary  
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November 5, 2015

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

From: Dennis Matthey, Director of Open Space and Facility Services *D. Matthey*

cc: Susan Krabbe, Vice President CFO  
Jane Dembner, Director of Planning and Community Affairs

Re: Proposed Long Reach Indoor Tennis Center.

This memo is in response to a request for additional information regarding the proposed Long Reach Indoor Tennis Center. CA team members thoroughly surveyed existing open space properties. Six parcels: Long Reach lots 96 and 98 (Dobbin Road adjacent to the High School); Clary's Forest (behind the Clary's Forest Outdoor Pool); Harper's Choice Sports Park; open space lot 2 at the intersection of Dobbin and McGaw Court; and, the Hickory Ridge Village Center were deemed suitable for further study. Based on the results of those studies, the Hickory Ridge Village Center open space site was selected as the best fit based on the best combination of site conditions, compatibility with adjacent properties and proximity to a village center.

Meetings were held with the Hickory Village Board and the Hickory Ridge community. Ultimately the concept to place the indoor tennis building on the available CA open space at the Hickory Ridge Village Center was not well received and staff moved on to the next best site, lot 96 in the Village of Long Reach. The Long Reach site as proposed holds the following advantages over the other sites that were considered:

- Manageable development costs based on moderate site topography
- Compatible with the neighborhood
- Accessible location
- Commercial office park across the street
- 1.75 Miles from the Owen Brown Site (as the crow flies)
- Utilities available
- Long Reach Village Board and community support of the location

The other indoor tennis sites listed previously were considered to be less desirable for the following reasons:

### Lot 98 In Long Reach

Lot 98 in Long Reach holds all of the same advantages as Lot 96 in Long Reach except for water and sewer utilities availability. Water and sewer are not readily available to Lot 98 and would add significant cost to the project if Lot 98 was selected. Given the close proximity of Lot 96 to Lot 98 in Long Reach, Lot 98 was not selected due to additional construction cost associated with bringing water and sewer to that site.

### Clary's Forest

The 9.8 acre parcel behind the pool was originally designated as a school site, but that option is no longer under consideration by Howard County Public Schools, which potentially makes that site available to CA. Staff approached Howard County school system staff and was told that the school system would only consider turning over the site if CA would consider trading that property for either the Faulkner Ridge Outdoor Pool site or the Hawthorn Outdoor Pool site. The Howard County school system is planning for a possible new elementary school in the downtown Columbia area based on future (looking forward approximately 10 years) elementary school system enrollment as the Columbia downtown continues to develop and as existing properties turn over to younger families. Based on the school system's position regarding the transfer of the Clary's Forest site to CA, that parcel was eliminated from consideration.

### Harper's Choice SportsPark Site

The Harper's Choice Sports Park site has the benefits of good access to parking, close proximity to a village center, utilities and a fairly flat open lot, but this site was not deemed to be consistent with the surrounding uses. The tennis building is approximately 50,000 square feet and would tower over the existing SportsPark clubhouse and adjacent miniature golf and skateboard park. Based on the manner in which the tennis building would overpower the existing site uses, the Harper's Choice SportsPark site was not considered a good fit for the new indoor tennis facility.

### Dobbin Road and McGaw Court Open Space Lot 2

Although the Dobbin Road and McGaw Court site would be a good fit based on access to a major road and compatibility with surrounding uses, limitations imposed by grading and wetlands eliminated this lot from further consideration.

### Additional Site Considerations

**Owen Brown Tennis Club:** Some mention has been made regarding whether or not the existing Owen Brown tennis club would be a good fit for a new permanent tennis structure or even for a new bubble. There are currently 12 tennis courts on site at the Owen Brown tennis club, 5 of which are currently under an air structure (bubble). There are several factors associated with the Owen Brown tennis club which make that site difficult to develop including the following:

1. The large majority of indoor tennis courts buildings are arranged in a linear fashion, i.e. all the courts in a straight line. Arranging the courts in a linear fashion better accommodates spectators and also reduces buildings costs. Both the upper and lower courts at the Owen Brown Tennis Club are loosely arranged in a rectangular fashion based on existing site constraints.

2. The lower courts at the Owen Brown Clubhouse are several feet below the clubhouse floor elevation increasing building costs in the present bubble location to meet permitting requirements associated with the Americans with Disabilities Act.
3. Although CA does own some parking spaces in the village center, all of those spaces are behind the Giant Food store and a significant distance away from the Owen Brown Tennis Clubhouse.
4. The overall site footprint is relatively small, and it would difficult to provide code-mandated life safety access around the building perimeter.

Installing a permanent indoor tennis structure at the Owen Brown Tennis site was considered during the initial review process but rejected due to higher building costs associated with existing conditions and site constraints. As to whether or not a new bubble might be an option, phones calls to Howard County code officials and a subsequent e-mail reply confirm that a new year-round bubble would only be permitted if the bubble complied with the 2015 national energy code. I have included the text from Mr. Arnold with the Howard County Department of Licenses and Permits regarding a possible bubble:

“As we have discussed air supported structures also known as but not limited to tennis bubbles are not exempt from the energy code at this time. If you would like to install a new tennis bubble then it will need to be compliant with the International Energy Conservation Code 2015. I would like to tell you we have not seen any methods to make them work and as a result we have not been able to construct any new air supported structures recently.

Thank you,”

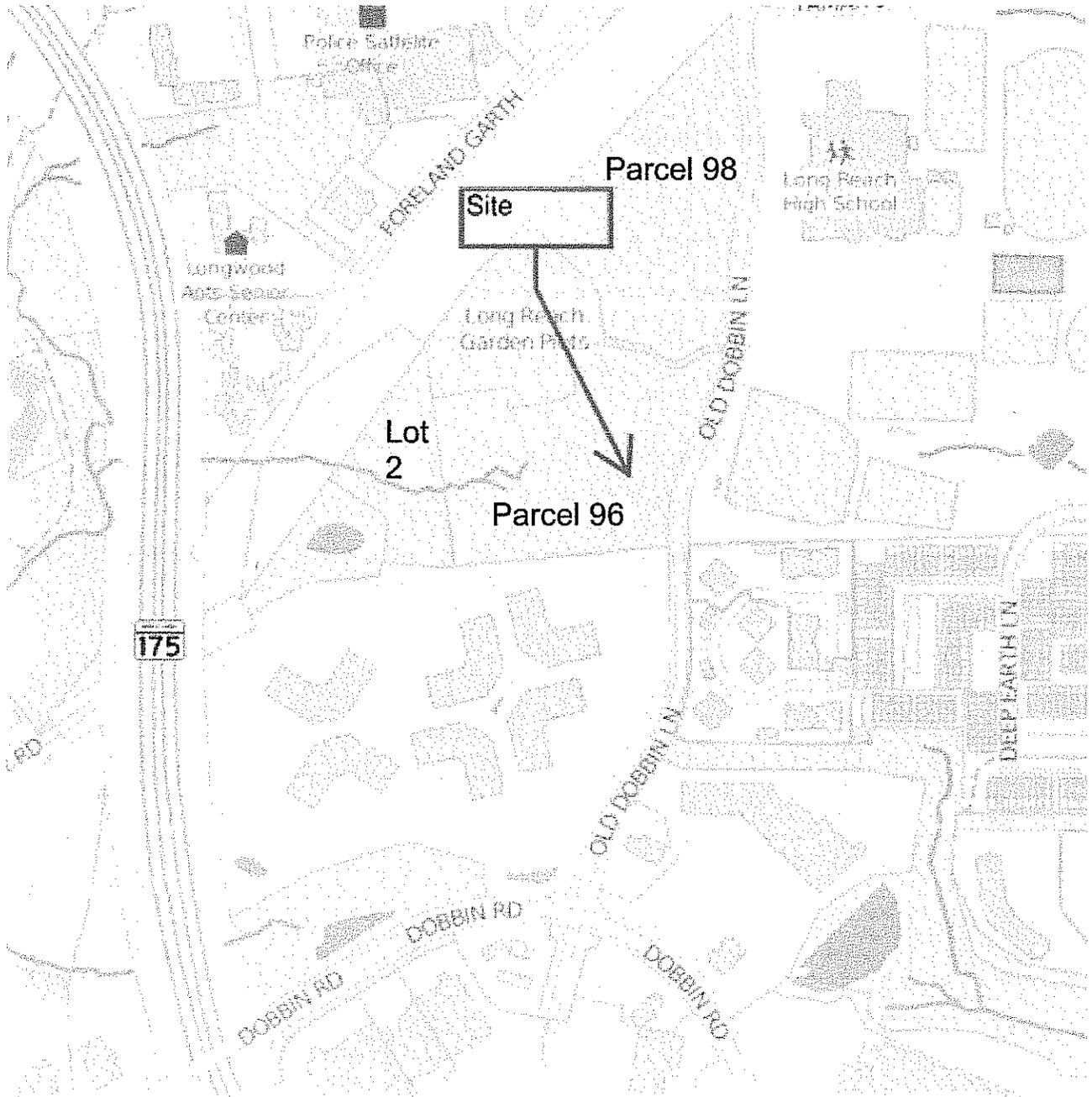
Andrew S. Arnold  
Fire Protection Engineer  
Howard County  
Department of Inspections, Licenses, and Permits  
3430 Court House Drive  
Ellicott City, MD 21043  
[\(410\)-313-3871](tel:(410)313-3871)  
[\(410\)-313-3298](tel:(410)313-3298) FAX  
[aarnold@howardcountymd.gov](mailto:aarnold@howardcountymd.gov)

Discussions regarding the replacement of the bubble in kind have been entertained for at least the last several months and longer. During that period of time staff was not able to find a bubble installation that met the then required 2013 energy code much less the current more stringent 2015 energy code. Staff has once reached out to bubble manufacturers but consider it very unlikely that these efforts will prove productive.

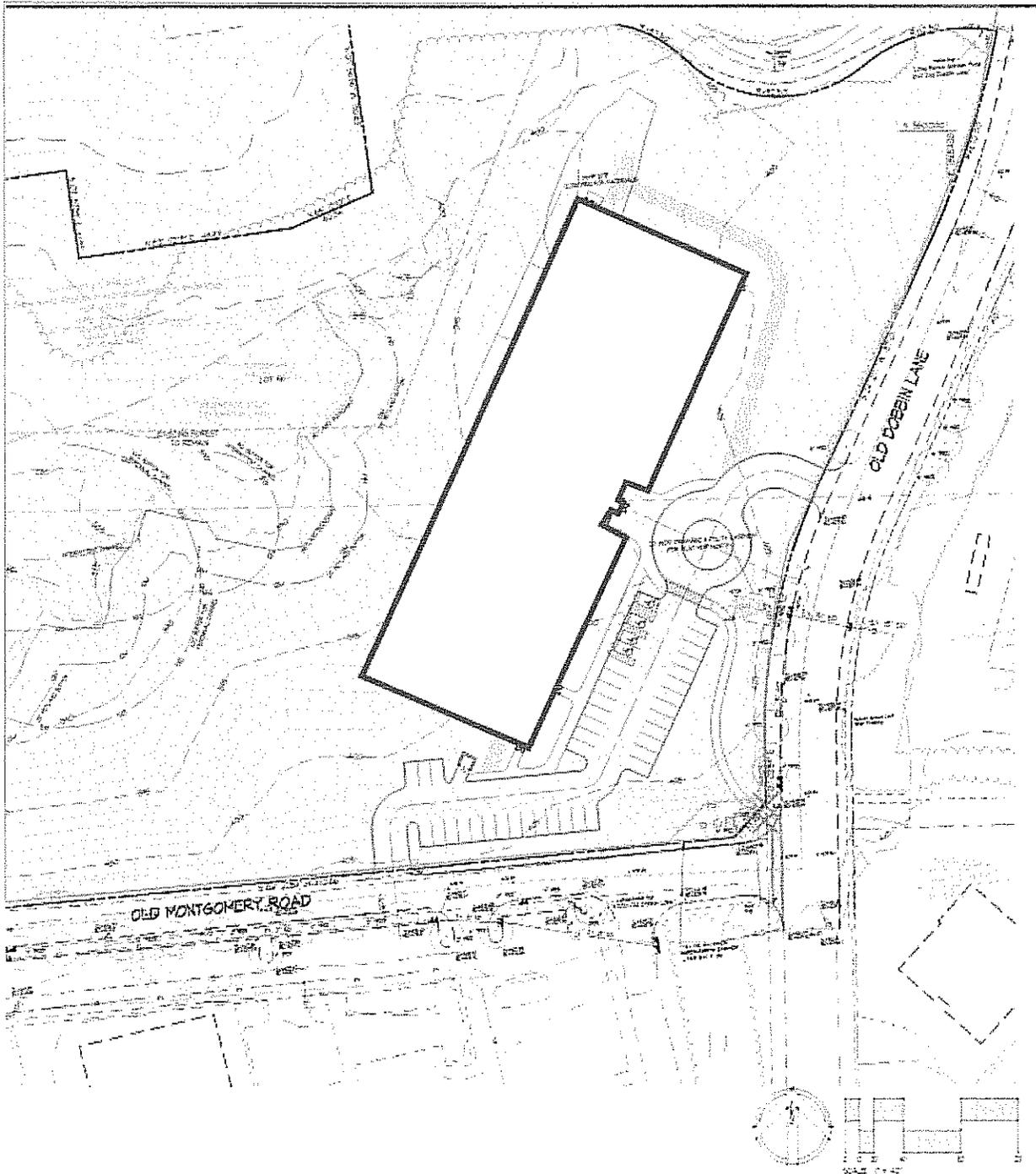
**Kings Contrivance Open Space Lot:** During the FY17 CA BOD budget review process, mention was also made regarding a large parcel (22 acres) located behind the King's Contrivance Village Center. That parcel has a 30-foot grade change across the width of a tennis building and therefore is not suitable for the indoor tennis facility.

### **Conclusion:**

Long Reach lot 96 was selected by staff and proposed to the Board as the best fit for a new indoor tennis building based on development cost, compatibility with adjacent properties and proximity to a village center.



Site: Parcel 96 Village of Long Reach Section 3 Area 2



# TENNIS CENTER

COLLEGE PARK, MD  
 Revised Schematic Design

## SCHEMATIC SITE PLAN

DATE: OCTOBER 30, 2015

SCALE: 1"=40'



STRARCHITECTS



November 4, 2015

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

From:  John McCoy, Watershed Management & Improvements

Cc: Dennis Matthey, Director of Open Space and Facilities Services  
Susan Krabbe, Vice President and CFO  
Jane Dembner, Director of Planning and Community Affairs

Subject: **Waiting Spring Pond**

### **Background**

Waiting Spring Pond is located in an Open Space lot northeast of Waiting Spring in the Jeffers Hill neighborhood. A CA pathway runs around the west side of the pond and across the toe of the embankment. A pathway connector provides access from Waiting Spring. This pond is a permanent pool stormwater management pond built between 1963 and 1970 when the neighborhood was being built.

The pond has a surface area of approximately 0.91 acres and a drainage area of 8.7 acres. The embankment is 10 feet tall from the base. The outfall structure for this pond is a corrugated metal pipe that has been fitted with a corrugated plastic pipe as a repair. The outfall has a small rebar trash rack over the open top. The pipe through the berm is a corrugated metal pipe that outfalls into a four-foot long concrete channel emptying into a natural stream channel.

Average ponding depth, based on a 2001 survey, was 2-3 feet. Sediment accumulation is minimal given the small watershed. A storm drain conveys runoff from Waiting Spring directly into the pond and a storm drain conveys runoff from Brunner's Run Court into the stream that feeds the pond.

There are five homes on Prophecy Place that are directly below and downstream of the embankment. Majors Lane is 420 feet downstream of the outfall.

During routine inspections of the Waiting Spring Pond, CA staff reported the outfall pipe had deteriorated. In the process of pursuing these repairs it came to the attention of staff that this pond

was not on the county or the state inventory list. Given that this is a sizable earthen dam with some residential housing downstream, CA staff has reached out to Maryland Department of the Environment, Dam Safety Division, regarding any additional repair orders that might apply

### **Budget Request**

The Fy 2017 budget request is for \$70,000 for engineering funds for a construction project in a future year that would bring the embankment up to current safety standards including replacing the outfall pipe through the embankment and any dredging that might be required.

There are no standing repair orders from Howard County on this pond. A report from the county's Dam Safety Division will be available the week of November 9<sup>th</sup>. That report will provide specific guidance as to what needs to be done to ensure this embankment and outfall meet safety standards. Large trees on both sides of the emergency spillway will need to be removed along with a portion of their root systems.

### **Options and Recommendations**

Staff recommends approving funds so engineering services can be procured. The magnitude and nature of this project will not be completely determined until an engineering firm has evaluated both the safety requirements for the pond and the function of the pond as a stormwater facility. Once findings have been reported options to meet safety and storm water requirements can be estimated and presented

### **Long-Term Strategy**

Waiting Spring Pond treats runoff that is collected from county roads and other private property and is discharged through the municipal storm drain system into the pond. Howard County is currently collecting a fee to manage and improve its stormwater system called the Watershed Protection Fee. Staff believes that the maintenance of all CA stormwater facilities that are serving as part of the public stormwater management system should be carried by the county.

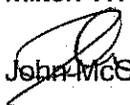
Staff recommends that CA work toward re-assigning major maintenance for all stormwater ponds on CA Open Space to the Howard County Department of Public Works as a part of the county's public stormwater management system. Maintenance associated with stormwater ponds throughout Columbia is handled differently depending largely on when the stormwater pond was placed into service. CA is in the process of surveying ponds in Columbia and identifying where maintenance responsibilities are assigned. At the conclusion of the Columbia Pond Survey a long-term strategy to move major maintenance responsibilities to Howard County will be developed.





November 4, 2015

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

From:  John McCoy, Watershed Management and Improvements

Cc: Dennis Matthey, Director of Open Space and Facilities Services  
Susan Krabbe, Vice President and CFO  
Jane Dembner, Director of Planning and Community Affairs

Subject: **Pushcart Pond**

### **Background**

Pushcart Pond is located on an Open Space lot at Gales Lane and Pushcart Way in the Village of Oakland Mills. A CA pathway runs along the southwest side of the pond. This pond is a permanent pool stormwater management pond built between 1970 and 1977 when the neighborhood was being built.

The pond has a surface area of approximately 0.77 acres and a drainage area of 49 acres. The outfall structure for this pond was replaced in 2001 and approximately 1,000 yards of sediment was removed from the pond. The whole project cost approximately \$350,000.

There is an outstanding repair order from Howard County to remove the accumulated sediment from this pond and reset the rip-rap at the outfall. CA staff have also noted leakage into the riser structure where the drain pipe comes through the concrete wall of the riser structure.

### **FY 2017 Budget Request**

The FY 2017 budget request is for \$300,000 to remove the sediment, reset the stone at the outfall and repair the riser where the drain pipe enters. The CA Board approved \$30,000 for engineering for this pond project in the FY 2015 budget.

## **Options**

1. Repair the facility as ordered.
2. Rebuild the facility as a different type of stormwater facility such as a dry pond.
3. Repair the facility and ask Howard County government to assume responsibility for major maintenance of Pushcart Pond in the future.

## **Recommendation**

Staff recommends approval of the funds to repair the facility and remove the sediment as ordered.

## **Long-Term Strategy**

Pushcart Pond treats runoff that is collected from Howard County roads and other private property and discharged through the municipal storm drain system into the pond. The County is currently collecting a fee to manage and improve its stormwater system called the Watershed Protection Fee. Staff believes that the maintenance of all CA stormwater facilities that are serving as part of the public stormwater management system should be carried by the County.

Staff recommends that CA work toward re-assigning major maintenance for all stormwater ponds on CA Open Space to the Howard County Department of Public Works as a part of the County's public stormwater management system. Maintenance associated with stormwater ponds throughout Columbia is handled differently depending largely on when the stormwater pond was placed into service. CA is in the process of surveying ponds in Columbia and identifying where maintenance responsibilities are assigned. At the conclusion of the Columbia Pond Survey a long-term strategy to move major maintenance responsibilities to Howard County will be developed.



Push Cart Pond

ROSIANTE RUN

GALES LN

GALES LN

PUSHCART WAY

PUSHCART WAY

GALES LN

OFFSHORE GREEN

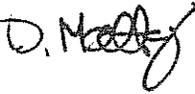
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November 5, 2015

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

From: Dennis Matthey, Director of Open Space and Facilities Services 

cc: Susan Krabbe, Vice President and CFO  
Jane Dembner, Director of Planning and Community Affairs

Subject: **Town Center Bell Tower**

This memo is in response to a request for additional information regarding the proposed replacement of the Town Center Bell Tower. Based on further conversations with the Howard County Planning and Zoning Staff the following general permitting parameters are applicable if the new Bell Tower was placed at the end of the pier in the original Bell Tower location:

1. The new Bell Tower would not be subject to the Downtown Plan review process including compliance with the Neighborhood Design Guidelines.
2. The existing Site Development Plan (SDP) for Lake Kittamaqundi can be revised for this project and a new SDP will not be required. This will reduce the SDP permitting timeline by several months
3. The project may need to be scheduled for a Howard County Planning Board hearing. This will be determined when preliminary plans are available for review by the Howard County Department of Planning and Zoning.
4. The new Bell Tower would require permit approval from the Maryland Department of the Environment for work within US Waterways (the footer and bell tower foundation would be below the pier deck and in the Lake and located within the floodplain)
5. The new Bell Tower would require architectural approval from Howard Hughes
6. The final step in the approval process for Bell Tower would be the issuance of a building permit by the Howard County Department of Inspections, Licenses and Permits

Assuming that the permitting process moves forward as outlined it may be possible to replace the Bell Tower prior to the Columbia 50<sup>th</sup> Anniversary Festival in June of 2017. The following

estimated project schedule creates a timeline for construction to start on the new Bell Tower in the fall of 2016.

1. November 2015: begin schematic design phase for Bell Tower replacement in collaboration with Howard Hughes architectural review process to ensure that the final design alternative process is productive
2. January 2016: present the results of the schematic design phase to the CA BOD for review and final approval. Construction costs estimates and an updated timeline will be included in the staff presentation
3. February 2016: create construction documents for permitting and bid process
4. March/April 2016: begin permitting process i.e., Site Development Plan redline revision, MDE application for work within a US Waterway and formal application to Howard Hughes for architectural plan approval
5. April 2016: release invitation for bids to contracting community
6. June 2016: final presentation to CA BOD with updated project schedule and final construction cost
7. August 2016: final permit approval and work released to selected contractor with work to begin September/October 2016
8. April 2017: Bell Tower work completed

### **Summary**

The permitting and ultimately the construction schedule can only be generally outlined until such time as work begins. The approved FY16 capital budget included \$75,000 for planning associated with replacing the Bell Tower and at this time a design firm has been selected and a preliminary kick-off meeting completed. Construction costs are pending final design and permit processing but based on the discussions held during the initial kick-off meeting with the design firm it appears likely that the final replacement cost will exceed \$500,000. Understanding the importance of the Bell Tower to the Columbia community and the desire to replace the Bell Tower in time for the 50<sup>th</sup> Columbia Anniversary Festival staff recommends moving forward with the design and planning process working toward an April 2017 completion. The CA BOD will receive regular updates throughout the design, bid and construction process and as additional or new information becomes available.



November 6, 2015

To: Columbia Association Board of Directors  
Milton W. Matthews

From: Susan Krabbe, Vice President and CFO

Cc: Dan Burns, Director of Sports and Fitness  
Michael Collins, Chief Human Resources Officer  
Norma Heim, Director of Communications and Marketing  
Dennis Matthey, Director of Open Space and Facility Services  
Michelle Miller, Director of Community Services

Re: Proposed Living Wage Program

This memo is in response to a request by the Columbia Association (CA) Board of Directors for additional information regarding the proposed living wage program. Some of the content was provided with the FY 2017/FY 2018 pre-budget materials, and some in follow-up emails.

The FY 2015 CA Board directed staff to provide, during the FY 2017/2018 budget process, the financial impact of implementing the FY 2015 benefits study consultants' recommendation that CA consider adopting a living wage program (at the single adult level) using the Howard County statistics. That rate is currently \$12.36 per hour. Staff was also directed to evaluate whether or not some type of living wage concept should apply to part-time and/or seasonal workers.

CA staff researched organizations in Howard County using a living wage program. Neither Howard Community College nor Howard County government has a living wage program for employees. We found only one company that has applied a living wage. This organization is a business research firm that works mainly with organizations required by law to have their contractors pay a living wage to their employees.

The benefits study consultants' recommendation appears to have been made in the context of keeping CA competitive as an employer and was prefaced with this phrase; "In an effort to remain competitive..." Later in the report, the consultants described CA as competitive. CA's compensation philosophy is market-based, which helps to assure that CA can attract and retain top talent. This is validated by the benefits study finding that "Columbia Association is currently at 91% of the market 50th percentile, and therefore is within competitive range of the market median." Implementing a living wage program requires CA to pay a higher than market rate for impacted positions.

The estimated first-year cost of implementing a living wage program for full-time team members is approximately \$30,000. The estimated first-year cost of implementing a living wage program for all CA team members, including temporary or seasonal workers, is approximately \$980,000 for those employees. Neither amount includes adjustments to the salaries of employees with higher level positions just above the living wage, supervising those impacted by the living wage adjustment.

Staff believes that there will be a need to increase salaries for supervisors currently paid at or slightly above the living wage to maintain internal equity. In 2014, four temporary supervisors earned between \$12.36 and \$14 per hour, and 26 part-time supervisors earned between \$12.36 and \$14 per hour. Assuming that the hourly rate for these employees would need to be increased by \$1 per hour, staff believes that the total first-year cost of a living wage program by category of employee would be:

Full-time employees currently below \$12.36 per hour	\$30,000
Part-time employees currently below \$12.36 per hour	\$485,000
Part-time supervisors between \$12.36 and \$14 per hour	\$23,000
Temporary/seasonal employees currently below \$12.36 per hour	\$465,000
Temporary/seasonal supervisors between \$12.36 and \$14 per hour	\$1,700
Estimated first-year cost of a living wage program for all employees	\$1,004,700

A living wage program for part-time, temporary and seasonal workers would fail to take into consideration other sources of income that occur frequently with CA's seasonal and part-time positions, such as the employee having another job, being retired on a pension, being a dependent and financially supported by parents, etc. Implementing a living wage program would require CA to pay a higher than the market rate for impacted positions.

Calendar year 2014 data indicated a nearly 50-50 split between part-time and temporary/seasonal employees, as shown in the chart on the next page. Also, two-thirds of CA's part-time and temporary work force is aged 24 and under and another are over age 65, a number of which are golf course workers, who work, basically, for the opportunity to play golf, which they freely acknowledge.

While there is poverty in Howard County, nevertheless, it had the third highest median household income in the U.S. at \$108,844 when last measured in 2012 by the U.S. Census Bureau. Unemployment in Howard County as of April 2015 was 3.7%, compared to the U.S. rate of 5.4% and the Maryland rate of 5.3%. We know that CA employs a large number of students, retirees and others who work for CA to get a membership to use the facilities, to teach something they love to do, or to contribute to the mission in some other way.

Attempting to carve out a group of positions and apply a living wage concept only to them is troublesome, and potentially discriminatory. The chart on the following page shows that only nine positions of the 25 listed do not have employees in both the part-time and temporary categories.

### **Recommendation**

CA staff recommends that the Board approve a living wage program for full-time employees, based on the Howard County single adult rate, currently \$12.36 per hour, with annual review of the program and amount to ensure that CA stays in compliance.

**Columbia Association Inc.**

**Temporary and Part-Time Positions with Employees Under the Living Wage**

**October 15, 2015**

<b>Title</b>	<b>Temporary</b>	<b>Part-Time</b>
Administrative Assistant	1	1
Aide	29	3
Assistant Camp Director	1	0
Assistant Coach	14	1
Assistant Pool Manager	45	1
Attendant	17	248
Call Center Agent	2	1
Camp Counselor	8	0
Camp Director	1	0
Clerk	1	0
Coach	59	11
Equipment Operator	9	7
Golf Course Personnel (starters, rangers, course maintenance workers)	31	76
Housekeeper	0	9
Junior Camp Counselor	2	0
Lifeguard	230	37
Maintenance Worker	0	1
Manager on Duty	4	22
Open Space Worker	4	4
Pool Manager	16	2
Program Specialist	1	2
Receptionist	0	2
Shift Coordinator	0	1
Swim Lesson Coordinator	3	0
Swim Lesson Instructor	35	20
<b>Total</b>	<b>513</b>	<b>449</b>
<b>Total Dollars</b>	<b>\$465,000</b>	<b>\$485,000</b>



November 6, 2015

To: Members of the Planning and Strategy Committee (PSC)  
Milton W. Matthews, President/CEO

From: Jane Dembner, AICP, Director of Planning and Community Affairs

cc: Columbia Association Board of Directors

Subject: Strategic Plan Progress Report

### **Background**

The Columbia Association (CA) Strategic Plan was approved in January 2014 and became effective on May 1, 2014. The plan has a five-year horizon.

Attached please find the Strategic Plan Progress Report for FY 2015 that was previously distributed to the Board in July 2015. This report provides the one-year status review of actions taken to achieve CA's Strategic Plan's goals and objectives. It encompasses an overview and highlights of what CA has accomplished as it works to achieve its vision of "Making Columbia the community of choice — today and for generations to come."

This progress report summarizes the actions and activities that were initiated from May 1, 2014 through April 30, 2015 and is organized by goal. Additional detail is provided in the appendix, which is also attached.

### **Looking Back -- Strategy Making Process**

Beginning in 2001 and continuing through 2012, CA Management worked with the CA Board each year to identify and review strategic issues facing CA. Known as the "strategy making process", the Board and Management began by identifying a small list of strategic issues. These issues were evaluated and categorized in one of three ways: (1) those issues requiring additional research to understand them or resolve disagreements about their importance; (2) those issues that were clear enough but not urgent or high enough priorities to warrant action but instead warranted monitoring for possible action in the future; and (3) top-priority issues that were candidates for

strategy making and focus. This handful of priority issues were then fleshed out in more detail and actions were defined.

### **Looking Forward – Recommendation/Next Steps**

Management recommends that the CA strategy making process be revived. While in the past, the strategies were reviewed and updated annually, the process began in the new fiscal year with the new board. However, in more recent cycles, the process has been delayed given board start-up functions that routinely occur at the beginning of each new fiscal year.

It is Management's recommendation that the strategy making process begin in January 2016 so that a set of top priorities can be identified by the start of the new fiscal year. Once these top strategic priorities are established by the Board, Management would then define the actions or initiatives that are needed to address the issue. These initiatives would be reviewed with the Board and tracked by Management. The Board would monitor the process and review/revisit the priorities again beginning the following January.

PSC/Board guidance on next steps is appreciated.

# Strategic Plan Progress Report

Fiscal Year 2015



July 2015

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## **Introduction**

This report provides the one-year status review of actions taken to achieve Columbia Association's (CA) Strategic Plan's goals and objectives. It encompasses an overview and highlights of what CA has done as it works toward achieving its vision of "Making Columbia the community of choice — today and for generations to come."

Columbia Association's Strategic Plan provides the guiding framework for the organization. CA's current Strategic Plan was developed in 2013 and 2014 and became effective May 1, 2014, as approved by the Board of Directors. The strategic planning process included a review of trends and driving forces, as well as self-examination. CA also engaged an extensive group of different stakeholders and organizations that interact with or are impacted by CA. This helped CA develop a framework of goals and objectives to achieve its desired future.

## **Moving the Needle - Recent Progress/Activities**

Columbia Association's Strategic Plan identifies five high-level goals to guide the organization.

1. Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia
2. Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship
3. Develop and communicate a shared community vision for Columbia and advance the vision through advocacy, partnerships and alignment of CA programs and services
4. Strengthen communication and community engagement in CA
5. Demonstrate the practices of a high-performing and responsive organization

This progress report summarizes the actions and activities that were initiated from May 1, 2014 through April 30, 2015 and is organized by goal. Additional detail is provided in the appendix.

## **We're Serving**

"Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia"

### **Overview**

CA's mission is "Working every day in hundreds of ways to make Columbia an even better place to live, work and play." CA offers a wide array of programs, events, activities and services putting that mission into action. Some of the most notable programs and services include before and after school care, summer camps, a Lakefront Summer Festival featuring free concerts and

movies, an archive with a collection that includes materials from the planning and development of Columbia, a volunteer center and a sister cities program. At its sport and fitness facilities, CA offers hundreds of indoor and outdoor fitness classes and programs. Highlights of recent projects that demonstrate how we are adapting to the changing needs of Columbia to better serve our community are provided below.

### Highlights

**Haven on the Lake.** CA is well-known for its fitness and recreation facilities. Many community members use our health clubs and other sport and fitness programming and facilities to improve their health and well-being. To further reinforce and expand our presence in the health and fitness arena as Downtown Columbia redevelops, CA built the Mind Body wellness retreat called Haven on the Lake in the former Rouse Company Building. At Haven on the Lake, CA is providing a variety of wellness and complementary holistic health services and programs to the community for the first time in a single facility, such as aqua yoga, acupuncture, crystal salt therapy, hot yoga, naturopathic medicine and more.

**Revamp of CA's Tennis Program.** Overall, CA's tennis program continued to grow and thrive. CA, in consultation with our advisory committee, revamped our tennis program this past year to better serve tennis players of all ages. CA made these changes based on best practices and the needs of the community. CA has provided expanded youth and adult tennis instruction and programming, both of which have resulted in increased participation. The new junior development program features a rally-and-play approach to learning using the appropriate balls, racquets and court sizes with defined and clear competencies. This has been complemented by a new junior competition program that teaches how to be more effective in match play situations. As a result, youth participation grew by more than 40 percent over the previous year's youth involvement. The new adult instruction and drill programs also resulted in an increase in participation of 35 percent over the previous year. In addition, new programming included Cardio Tennis, which combines tennis skills and cardiovascular fitness drills. CA also introduced both indoor and outdoor Pickleball in response to community requests. Pickleball can be played on a tennis court, but uses paddles and special balls that are similar to but smaller than wiffle balls. With the defined court area being smaller and the net lower than tennis, the game is accessible to players of varying ages and abilities.

**DogPark.** In response to resident requests, CA opened the Columbia DogPark this past year. This long-imagined and planned project meets the need for an off-leash, enclosed play space for dogs. A recent CA survey found that 30 percent of Columbia resident households have dogs

and this park is another way that CA has enhanced its offerings in response to community needs. The park has been well attended and is an attractive amenity for the community.

**Customer Service.** Columbia Association is a major provider of community services in the Columbia community. Therefore, there is a focus throughout the organization to ensure that residents, members, guests and others have a positive experience when they interact with CA. This year CA sought to enhance CA staff customer service capacity and skills by investing in staff attendance at high-quality customer service training programs. As a result, CA team members understand and can apply best practices as they interact and serve community members. CA also launched an online membership program in FY15, providing enhanced service by allowing the people CA serves to purchase memberships digitally for the first time. CA also changed the name of the former Membership Service Center (MSC) to Customer and Member Service Center (CMSC) to make evident the focus on residents rather than members. Additional training in SNG has expanded the abilities of the CMSC to better serve customers. This training is being extended to the front line staff at facilities as well.

## **We're Greening**

“Maintain and enhance Columbia’s facilities, open spaces, connectivity and environmental stewardship”

### **Overview**

CA owns and maintains more than 3,600 acres of open space as a permanent asset for residents. This open space and its tight weave through Columbia’s residential and commercial areas is a defining feature of Columbia. Amenities include lakes, parks, tot lots, basketball and tennis courts, landscaped features and 94 miles of paved pathways. Columbia Association also operates and maintains three fitness clubs, a roller rink, an ice rink, a horse center, two golf clubs, three tennis clubs, 23 outdoor swimming pools, five indoor pools and a hot water therapy pool, Haven on the Lake Mind Body wellness retreat, a DogPark and a combination SportsPark and SkatePark. Through funding allocated in capital and operating budgets, CA maintains and reinvests in all of these facilities.

CA is committed to environmental sustainability. Major sustainability initiatives include watershed management and energy management. CA is actively working to restore Columbia’s watersheds through public education and projects to reduce water runoff and restore our streams. In addition, CA is also is working to reduce energy consumption and our greenhouse gas emissions.

## Highlights

**Energy Management.** CA has made significant progress in improving the environmental sustainability of its operations over the past year. Efforts included numerous upgrades throughout CA's building portfolio to reduce lighting loads and improve the efficiency of air conditioning and water heating equipment. CA is also preparing to implement an innovative combined heat and power (CHP) project at the Supreme Sports Club that will be one of the first such installations in Howard County. In addition to these conservation measures, CA has also established itself as a leader in renewable energy.

Based on extensive efforts undertaken this past year, a two-megawatt solar installation at Nixon Farm is expected to be operational this summer and will provide 25 percent of CA's power. CA has augmented this solar project with the purchase of wind-based renewable energy certificates for the balance of our electricity usage. As a result, CA's power consumption is now 100 percent offset with renewable sources and our carbon footprint will be reduced by nearly 50 percent beginning this year.

CA also received national recognition through an ENERGY STAR Partner of the Year Award from the U.S. Environmental Protection Agency for community initiatives related to energy conservation. CA has linked its internal energy management efforts with an innovative community engagement campaign to promote energy efficiency and sustainability throughout Columbia.

**Connecting Columbia.** CA completed the Lake Kittamaqundi pathway loop this year. The project included the installation of CA's first 10-foot wide pathway – the new standard for CA's highly used pathways, enhanced landscaping, as well as 200 feet of boardwalk over environmentally-sensitive lands at the north end of the lake. Pedestrian use of the pathway has increased by more than 240 percent as compared to before the loop was completed.

Additionally, CA installed two pathway signage projects to enhance the ease of use by pathway users. One signage route helps people to navigate from Lake Elkhorn to the Stevens Forest Neighborhood Center, while the other directs users from Lake Elkhorn to Route 108 via the Jackson Pond pathway. CA had previously installed pathway signage from Wilde Lake to and around Lake Kittamaqundi.

CA also partners with the county where possible to improve mobility and connectivity for people who walk and bicycle. CA partnered with Howard County this year on two feasibility studies: the Downtown to Patuxent Branch Trail Extension and the Bike Share feasibility studies. Each study concluded that the projects were feasible. The county has subsequently been awarded grant

funds for design of the first phase of the Patuxent Branch Trail extension from Downtown Columbia to Stevens Forest Road. In addition, CA continued to work with Howard County on implementation of recommendations in CA's Active Transportation Action Agenda related to intersection improvements. This has resulted in several improved CA pathway/county road intersection improvements.

CA also initiated an annual count program of walkers, cyclists and others who use CA pathways. The information gives CA a better understanding of pathway users and usage. The pathway counts provide CA with a better understanding of pathway users and usage, as well as the impact of pathway investments have on pathway usage.

**Hobbit's Glen Golf Clubhouse.** CA constructed a new clubhouse and turnhouse at Hobbit's Glen Golf Club, including a new pro shop, men's and women's locker rooms, underground cart storage and new spaces for CoHo Grill that include indoor and outdoor dining and seating areas and a golfer's lounge. This is an important project, as it replaced one of Columbia Association's oldest facilities.

**Accessibility Plan.** CA completed a multi-year effort to analyze all CA facilities for conformance to new American Disability Act guidelines and subsequently developed the Columbia Association Accessibility Report and Plan. The plan includes a set of implementation recommendations and timeline for ADA improvements –improvements at several facilities have already been put in place.

## **We're Columbia**

"Develop and communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships, and alignment of CA programs and services."

### **Overview**

Columbia Association is the organization that has the largest role in ensuring that the shared community vision for Columbia remains well understood. To do this, CA is the steward of Columbia's history through the Columbia Archives. The Archives collects and preserves the history of Columbia through its conservation of historic materials, as well as its educational programming. Through the Archives' various programs, CA promotes the community's understanding of the history of Columbia and its founding values.

### **Highlights**

**Guiding Principles.** CA established Principles for the 21st Century Planned Community of Columbia to guide the continued evolution and growth of Columbia as a planned community of

choice in the 21st Century. These principles are organized in five categories and focus on the characteristics that make Columbia distinctive: community facilities and services; diversity; land use and design; neighborhoods and destinations, and stewardship and are to be used to guide those involved in shaping the future of Columbia. For instance, they are being used by CA managers who have the responsibility for planning, facilities and natural resources, finance, communications/advocacy or other CA functions related to decisions and investments impacting the Columbia community. They also will be referenced as CA coordinates and partners with Howard County government in reviewing and updating the New Town zoning regulations and other initiatives.

**Partnerships and Advocacy.** CA has more than 35 partnerships with other community organizations and entities. Partnerships are collaborative efforts CA undertakes with other organizations that support CA's strategic mission: "Working every day in hundreds of ways to make Columbia an even better place to live, work and play." These partnerships are characterized by mutual cooperation and responsibility: CA management and staff also serve on various boards and committees. For instance, CA President Milton Matthews serves on the boards of the Howard County Economic Development Authority; the Inner Arbor Trust; the Downtown Partnership; and the Downtown Arts and Culture Commission.

This past year, CA completed the "Columbia Market Study," which was undertaken at CA's suggestion and done in partnership with Howard County. This data-rich report identifies market conditions and future potential opportunities for Columbia's village centers and their relationship to other commercial areas in Columbia. Howard County has used its findings as it plans for the redevelopment of Long Reach Village Center.

**Transportation.** CA has also advocated for expanded transportation options in Columbia including enhancements to transit, sidewalks, pathways and improved intersections for those who walk and bicycle. CA management served on the BikeHoward advisory committee and is serving on the WalkHoward advisory group. CA also partnered with The Horizon Foundation to bring Complete Streets expert Mark Fenton to Columbia. Fenton is a national expert in public health, transportation and planning, whose stimulating presentation addressed how the physical design of communities can help promote healthy lifestyles.

**50<sup>th</sup> Birthday Celebration.** Columbia was founded in 1967 and its 50th birthday will officially occur in 2017. In 2012, the CA Board approved creation of a separate 501(c)(3) organization to facilitate and run the 50th birthday celebration. This past year, the IRS application for this new non-profit was filed for tax-exempt status and granted for the Columbia 50<sup>th</sup> Birthday Celebration

Inc. CA is providing some funding for this organization, which is also seeking grants and funding from other Columbia-based organizations. The organization has begun planning for the activities and programs that will be part of the celebration.

## We're Engaging

“Strengthen communication and community engagement in CA.”

### Overview

Columbia Association informs residents, members and the general public about our programs, events, activities and opportunities through myriad channels, including ColumbiaAssociation.org, print, digital, and broadcast media and a presence at CA community events. The Customer and Member Service Team in conjunction with the Maggie J. Brown Welcome Center are available six days a week to greet residents and assist them with information and services they seek. In addition, CA seeks input and ideas from the community to help us understand what changes or enhancements are desired. The avenues for civic engagement include Resident Speakout at the public Board of Directors meetings, surveys and social media. In addition, CA has the Community Solutions Program that provides a customer service platform for residents to offer feedback and ask questions about CA's programs, services and initiatives. The Community Solutions Program provides the ability to contact CA 24/7 by phone or email with inquiries and gain responses quickly. Individuals have the ability to contact CA 24/7 via phone at 410-715-3109 or visit the Community Solutions Program website at <http://solutions.ColumbiaAssociation.org> and complete the electronic “Solutions Form.”

### Highlights

**Enhanced Communications.** This past year, CA implemented many initiatives to improve and enhance our communications. Initiatives included:

- Opt-in form posted on CA's website so users can select types of information they wish to receive from CA.
- New monthly eNewsletter, which is sent to all email addresses in CA's database.
- Enhanced services to non-English speaking residents.
- Interim changes to CA's website to enhance usability and add content.
- Introduced themed issues of the *CA Monthly* to provide more information and depth about CA programs and services.
- Developed weekly video segments with CA's president on programs and events and posted them on the CA website.

- Launched Columbia Matters Radio, a new radio show in partnership with Howard Community College
- Enhanced the links, details and contact information for each village community association on CA's website.

**Columbia Speaks. CA Listens.** In October 2014, CA hosted *Columbia Speaks. CA Listens.*, an interactive forum where residents and community stakeholders provided their ideas and comments on CA's programs and services, governance structure and communications and community engagement efforts. Approximately 100 people participated and sat at tables and engaged in small group discussions guided by facilitators from Howard Community College's Mediation and Conflict Resolution Center. Note takers at each table documented these discussions. CA received more than 1,100 comments and ideas, which were documented in the summary report with responses to all the questions. Participants evaluated the meeting and liked the interactive format and approach that was specifically designed to reinforce the sense of community and engage with other residents about Columbia.

## **We're High Performing**

"Demonstrate the practices of a high-performing and responsive organization."

### **Overview**

When CA managers talk about their employees, they often refer to them as team members. The meaning refers not to members of a sports team but rather team members working together to achieve CA's mission "every day in hundreds of ways to make Columbia an even better place to live, work and play." As team members focus on service to the community, they play an important part in enhancing the quality of life in Columbia. CA needs to continue to manage its financial assets, provide team member training and make investments in technology that result in a high-performing and responsive organization.

### **Highlights**

**Favorable Rating.** Moody's Investors Service assigned Columbia Association an issuer rating of Aa1, the highest CA has received from the agency. This high rating from Moody's will allow Columbia Association to issue debt at lower interest rates and with more favorable terms, which will lower CA's costs when borrowing. The very favorable rating for a non-stock, nonprofit corporation such as CA is a credit to CA's strong fiscal management. Obligations rated "Aa" are judged to be of high quality and are subject to very low credit risk, according to Moody's. An "Aa1" rating is the best rating for that category, bettered only by "Aaa" ratings.

**Organizational Structure.** Milton W. Matthews, CA's President and CEO, implemented a comprehensive and streamlined organizational structure for Columbia Association in early 2015. This new structure more clearly identifies to residents and other stakeholders CA's core functional areas and assigns the appropriate senior staff to lead each.

**New Headquarters.** After 50 years as renters, CA negotiated a lease for CA's new headquarters facility with an option to purchase at the same total rent expense as CA is currently paying, but for more space. The new location is in Owen Brown on Hillside Court and provides modern office space, an updated boardroom and new space for the Columbia Archives. The new headquarters building enhances CA's long-term financial sustainability because of the favorable lease and CA's option to purchase the building in future years.

**Training.** CA instituted a Learning Management System (LMS) for online training for all CA team members, including courses on ethics and ADA to have better trained team members. The LMS allows for all employees to receive consistent, universal training content to meet compliance requirements. It also provides online learning opportunities to all team members in topics that can benefit them for job skill improvement, remedial knowledge or to enhance their learning in a general sense. Some training opportunities, for the first time, are available to employees at their convenience and are not tied to an in-class learning schedule. The LMS has social functionality to allow CA to share information for to all team members in one place; assign follow-up and general interest learning; create work spaces for work teams to use to discuss projects, assign tasks, share information and ask questions; ask questions of internal experts; form discussion groups and survey employees. LMS provides a single location for training records for all team members and allows easy access to the records for managers. This is particularly important for compliance with regularly agencies for safety-related training records. LMS also provides online learning opportunities to all team members on topics that can benefit them for job skill improvement, remedial knowledge or to enhance their learning in a general sense.

**Information Technology.** CA also made significant advances in information technology by signing an agreement with Howard County Government providing for six CA facilities to use the Inter-County Broadband Network (ICBN) to create faster online speed and lower costs. The ICBN powers internet services at CA headquarters and its maintenance facility, as well as Columbia Athletic Club, Columbia Gym, Haven on the Lake and Supreme Sports Club.

**Certification.** While many team members at CA have professional certifications and credentials, there are two large groups that have truly excelled. In 2014, CA's Aquatics Department received the Silver International Aquatic Safety Award for consistently exceeding the criteria for aquatic safety certification this year. Also, all 20 schools in the School Aged Services (SAS) program achieved a Level One credentialing in the new Maryland State Department of Education's quality rating system, EXCELS. This demonstrates the program's commitment to continuous quality improvement.

# Strategic Plan Progress Report

## Appendix

### Fiscal Year 2015



July 2015

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## Introduction

This appendix provides a more detailed listing of a selection of FY 15 CA activities that helped CA move forward towards meeting its strategic plan objectives. It also identifies how well CA has demonstrated progress on achieving its goals this past year by qualitatively ranking progress as significant, moderate or modest. Much progress has been made since the Strategic Plan became effective in May 2015. The impact of our efforts in the coming years will help CA achieve these goals and continue to support our mission of “Working every day in hundreds of ways to make Columbia an even better place to live, work and play.”

### **Goal 1: Deliver programs and services that meet stakeholders’ expectations and enhance the quality of life in Columbia**

*(FY 15 Progress: Moderate)*

*Objective A: Provide a wide array of programs and services that meet the needs of Columbia’s diverse community (Team Lead: Sport and Fitness, Community Services, and Open Space and Facility Services)*

- Opened Haven on the Lake, a Mind Body wellness retreat, introducing a variety of new Mind Body movement classes, a wellness spa, and a healing environment that includes a hot tub, pool, steam therapy, salt therapy, cold plunge and tropical shower.
- Opened Swansfield Pool and Mini-WaterPark early – prior to the formal beginning of the outdoor pool season to better serve adult lap swimmers.
- Created a new sister city with Tema, Ghana and formalized the agreement.
- Progress has been made in all nine priority recommendations of CA’s Comprehensive Plan for Serving Older Adults.
- Revamped CA’s tennis program to better serve all age demographics including the addition of cardio tennis and pickleball.

*Objective B. Continually evaluate and adjust programs and services to meet changing needs of the entire Columbia community (Team Lead: Sport and Fitness, Community Services, and Open Space and Facility Services)*

- Restructured CA’s Professional Fitness Training Team in an effort to focus staffing on member engagement to increase the presence and availability of fitness professionals to members. The restructuring will result in CA’s contributing even more to community health efforts and growing CA’s fee-based programs and services.
- Art Center, Camps, Archives, Teen Center, IEMP, and School Age Services routinely survey users to adjust programs and services or create new programs, such as adding additional time to extended care for working parents.

*Objective C: Promote recreation, health, wellness and social connectivity (Team Lead: Sport and Fitness, Communications and Marketing, Community Services, and Open Space and Facility Services)*

- Held free community workshops at Haven on the Lake related to health and wellness
- The Youth and Teen Center began participation in the Summer Food Program managed by the Maryland Food Bank
- The Supper Club Program is a federally-funded program that provides children with a nutritious meal as part of participation in after-school activities. By serving meals through existing after-school programs, the Supper Club Program ensures that children have consistent access to healthy food in a safe, familiar setting that is free of stigma. Due to the high participation of Free and Reduced Meals (FARMS) students at CA's Youth and Teen Center, the facility was accepted as a program site.
- Columbia Art Center's Youth Department promoted recreation and social connectivity through participation in various outreach events including: Howard County Public School System's 5K Fun Run, Howard County Library System's Choose Civility Poster Contest, Long Reach Village Fallfest Celebration, Martin Luther King Service Day art workshops, monthly DVD and Dish get-togethers, Bi-Annual Ceramics Project Runway, Empty Bowls Instructional Bowl-Making workshops and its Annual Cup Exchange.

*Objective D: Create an exceptional customer service experience (Team Lead: Haven on the Lake, Sports and Fitness, Community Services, and Communications and Marketing)*

- Enhanced CA staff customer service capacity and skills by investing in staff training including providing opportunities to attend high quality customer service training programs. A plan on how to implement new customer service training throughout the organization has been developed.
- Implemented training for the Customer and Member Service Team in advanced SNG platform skills to better serve members and residents at headquarters and facilities.

## **Goal 2: Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship**

*(FY 15 Progress: Significant)*

*Objective A: Enhance the connectivity, walkability and bikeability of Columbia (Team Lead: Planning and Community Affairs and Open Space and Facility Services)*

- Completed the Lake Kittamaquondi pathway loop including the installation of CA's first 10-foot wide pathway, the new standard for CA's highly used pathways.
- Installed two additional pathway signage projects to enhance the ease of use of the pathway system: One project navigates users from Lake Elkhorn to the Stevens Forest Neighborhood Center, while the other directs users from Lake Elkhorn to Route 108, via Jackson Pond.
- Partnered with Howard County and completed the Downtown to Patuxent Branch Trail Extension and the Bike Share feasibility studies. Each study concluded that the projects

were feasible. The county has subsequently been awarded grant funds for design of the first phase of the Patuxent Branch Trail extension.

- Worked with Howard County on implementation of recommendations in CA's Active Transportation Action Agenda related to intersection improvements resulting in several improved CA pathway/county road intersection improvements in Columbia
- Initiated CA's annual count program of pathway users at key pathway locations – the gathered information gives CA a better understanding of pathway users and usage.

*Objective B: Maintain facilities, open spaces, watersheds and environmental stewardship, incorporating innovative technology and conservation practices (Team Lead: Open Space and Facility Services)*

- Received Energy Star Partner of the Year award from the U.S. Environmental Protection Agency for community initiatives related to energy conservation.
- Began implementation of Long Term Lake Management Plan strategies including sediment disposal site analysis and in-lake "hot spot" survey work.
- Developed solar energy field initiative at Nixon's Farm that will provide nearly 25 percent of CA's total electricity needs and also reduce CA's carbon footprint.
- Furthered CA's Weed Warrior program through co-sponsored trainings with the Middle Patuxent Environmental Area to increase the number of trained Weed Warriors. Also partnered with the village watershed committees to increase the number of events that remove invasive plants from CA Open Space and backfill those areas with native species.
- Under CA's grant/cost-sharing project, built 61 additional rain gardens last year for a total of 169 through April 2015 via this grant-funded program.

*Objective C. Continuously evaluate the needs for facility changes based on current and future community needs and best practices; and manage community expectations in regard to changes (Team Leads: Open Space and Facility Services, Community Services, and Sport and Fitness)*

- Upgrades at The Racquet Club at Hobbit's Glen to coincide with the new Golf Clubhouse and Turnhouse projects at Hobbits Glen – these enhancements result in a more connected campus feel to the Hobbit's Glen property.
- Constructed a new Hobbit's Glen Golf Clubhouse and turnhouse with new pro shop, men's and women's locker rooms, underground cart storage, and new spaces for CoHo Grill that include indoor and outdoor dining and seating areas and a golfer's lounge.
- Analyzed all CA facilities for conformance to new American Disability Act guidelines and created a set of implementation recommendations in the Columbia Association Accessibility Report and Plan.
- Constructed a new clubhouse at the Owen Brown tennis facility.

### **Goal 3: Develop and Communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships and alignment of CA programs and services**

*(FY 15 Progress: Modest)*

*Objective A. Facilitate inclusive processes that develop shared visions and plans for the future of Columbia (Team Lead: Planning and Community Affairs)*

- Hosted four public meetings as part of the Columbia Market Study to engage with the community, explain the process and findings, and respond to questions, comments and suggestions. The report provides valuable factual information and recommendations that can be used to better plan for and revitalize Columbia's village centers.
- Hosted *Columbia Speaks. CA Listens.*, a forum for residents and community stakeholders to provide their thoughts on CA's programs and services, governance structure and communications and community engagement efforts.
- CA established Principles for the 21st Century Planned Community of Columbia to guide the continued evolution and growth of Columbia as a planned community of choice.

*Objective B: Advocate for programs and services that are important to CA residents and customers (Team Lead: All Departments and Offices)*

- Participated in Conversation About the Arts in Howard County and Downtown: a committee and conversation regarding a facility assessment for arts in Howard County.
- Staff served on the BikeHoward advisory committee and Howard County's Bicycle Advisory Group.
- Advocated for enhanced county government focus on, and technical and staff resources for, retail revitalization, retention and attraction.
- Advocated for expanded transportation options in Columbia including enhancements to transit, sidewalks, pathways and improved intersections for those who walk and bicycle.

*Objective C. Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia (Team Leads: Planning and Community Affairs, Community Services, and Communications and Marketing)*

- Partnered with The Horizon Foundation to bring complete streets expert Mark Fenton to Columbia as part of CA's Community Building Speakers Series.
- Added long-term strategic partnership with USTA Mid Atlantic to host large regional events at CA clubs.
- CA's President/CEO participated on the Advisory Committee and the Director of Community Services participated on the working group to develop Howard County's Office on Aging Older Adult Master Plan.
- Provided start-up grant and technical assistance to The Village in Howard.
- Worked with Korean American Senior Association to develop programs that benefit residents of Columbia.
- Granted a total of \$157,000 as of March in community grants to develop and maintain needed services in the Columbia community.

- Organized the Columbia 50th Birthday, Inc., which secured 501(c)(3) status. Created fundraising and programming strategies and began planning for the celebration events in 2017.
- Partnered with the Howard County Police Department on pathway patrols.
- Partnered with and provided funding for the Columbia Festival of Arts.
- Volunteer Center Serving Howard County has 280 active non-profit and governmental partner organizations and actively works to facilitate volunteer opportunity creation and effective volunteer management strategies, as well as offering free training for partner staff on various volunteer management topics.
- CA has more than 35 partnerships with other community organizations and entities.
- CA's President/CEO served on the County Executive's transition team subcommittee for recreation and parks and also on the County Executive's Spending Affordability Advisory Committee.
- CA President/CEO served on the following boards: Howard County Economic Development Authority; Inner Arbor Trust; Downtown Partnership; and Downtown Arts and Culture Commission.
- Archives developed a program to celebrate the 100th birthday of Jim Rouse.
- Collected food items for the Rt. 1 Day Center and Grassroots; Donation bins were located at four Sport and Fitness facilities and as a result Sport and Fitness collected more than 1/3 of a ton of food for families in need.
- Renewed CA's commitment to Library's Civility campaign.

## **Goal 4: Strengthen communication and community engagement in CA**

*(FY 15 Progress: Significant)*

*Objective A. Effectively communicate the programs and services CA has to offer to the community (Team Lead: Communications and Marketing)*

- Opt-in form posted on website so user/member can select types of information they wish to receive from CA.
- Changed the name at Membership Service Team to Customer and Member Service Team to emphasize assistance for all residents and visitors.
- Added eNewsletter; sent to all emails in database.
- Added once a month Korean translator to Membership Service Center to effectively communicate programs and services offered by CA.
- Communicated and marketed CA's programs and services in the Korea Times and Korea Daily.
- Enhanced all direct mail membership pieces to reflect CA's vision.
- Added Pinterest (social media) to post imagery, content about CA.
- Made interim changes to website to enhance usability and added content.
- Introduced themed issues of the *CA Monthly* to provide more information and depth about CA programs and services.
- Developed weekly video segments with the CA President/CEO on programs and events and posted them on the CA website.
- Partnered with Howard Community College to produce a new CA radio show.

*Objective B. Demonstrate transparency and openness of information and decision-making processes (Team Leads: Planning and Community Affairs, Communications and Marketing, and Administrative Services)*

- Posted questions and answers related to the FY16 budget on CA's website, in addition to the traditionally available budget documents.
- Posted the FY14 organization-wide financial highlights on CA's website for the first time.
- Presented an overview of the operational and financial relationships between CA and the villages to CA's Board of Directors.
- All Columbia Market Study presentations, final report and appendix documents were posted on CA's website.
- "At a Glance" was redesigned to better communicate facts about CA and its programs and operations.

*Objective C. Strengthen partnerships with villages to ensure programs and services are well aligned, effective and efficient (Team Lead: Communications and Marketing, Administrative Services, and General Counsel)*

- Senior CA managers met monthly with village managers and CA's President/CEO attended the meetings on a quarterly basis.
- Posted links, details and contact information for each village on CA's website
- Posted CA and village events on CA's events calendar
- Worked with the villages to develop new policy for making repairs to abandoned houses
- CA's President/CEO accompanied CA's Board chair and attended each village board meeting during the year
- Worked with the village managers and CA's insurance broker to implement a cost-effective solution for rentals insurance coverage

*Objective D. Strengthen processes for gaining community input, evaluating community needs, and involving advisory committees and other stakeholders (Team Lead: Community Services, Sport and Fitness, and Planning and Community Affairs,)*

- Developed charges for each of the advisory committees.
- International Exchange and Multicultural Advisory Committee worked to formalize relationship with Tema, Ghana.
- Worked closely with the Sport and Fitness Advisory Committees to brainstorm and develop capital funding priorities and to continually adjust and improve operational processes at the Sport and Fitness facilities.

*Objective E. Strengthen relationships with businesses and other employers to engage their employees in CA programs and services (Team Lead: Communications and Marketing and Sport and Fitness)*

- Included a column from CA's President in each issue of the *Business Monthly*.
- Established a CA corporate membership position.
- Formalized CA's business sponsorship packages.
- Refreshed CA's Howard County Government employees membership discount.

## **Goal 5: Demonstrate the practices of a high-performing and responsive organization** *(FY 15 Progress: Moderate)*

*Objective A. Improve CA governance structure and performance to guide the organization's future (Team Lead: President's Office, Office of the General Counsel)*

- Implemented a comprehensive and streamlined organizational structure for Columbia Association, which identifies to residents and other stakeholders CA's core functional areas and assigns the appropriate senior staff to lead each.
- Made administrative changes to the organization's Charter and Bylaws to update documents and ensure they conform to current law and practices.

*Objective B: Maintain strong fiscal discipline, control costs and ensure a high value for CA customers and annual charge payers (Team Lead: Administrative Services)*

- Negotiated a lease for the location of CA's new headquarters facility with an option to purchase at the same total rent expense as CA is currently paying, but with more space.
- Conducted a competitive process for long-term debt that resulted in the most favorable terms for long-term debt, including a historically-low interest rate.
- Obtained exceptionally favorable pricing on electricity for CA through the use of a reverse auction, which also resulted in CA procuring 100 percent of its electricity from renewable sources.
- Conducted audits focused on cost-savings opportunities, internal controls and accountability.
- Moody's Investors Service issued CA a bond rating of Aa1 in 2015, judged to be of high quality and very low credit risk – CA's best-ever rating.

*Objective C. Provide continuous professional development for staff to ensure high standards of performance (Team Lead: Administrative Services)*

- Instituted Learning Management System online training for all team members, including courses on ethics and ADA to have better trained team member base.
- Made opportunities available for School Aged Services staff to attend training for above-and-beyond licensing requirements.
- Created part-time position to monitor and assist team members in attaining Level Two credentialing through the Maryland State Department of Education, a process which requires an additional 20 hours of approved child care training.
- Provided educational/outreach materials to team members on several internal control related topics, including protecting personally identifiable information, how to reduce the probability of identity theft and what it means to delegate responsibilities to another team member.

*Objective D. Promote innovation in technology and processes to advance efficiency, support communications and deliver value to customers (Team Lead: Communications and Marketing and Administrative Services)*

- Implemented the ability to purchase CA memberships online.

- Widgets incorporated into the Online Activities Guide to indicate a class schedule has changed (and shows new information), providing a more user-friendly experience.
- Upgraded our network access speeds, through cooperation with Howard County and the Inter-County Broadband Network (ICBN).
- Installed enterprise-grade, secured WiFi network at five ICBN locations including the three fitness facilities, Haven on the Lake and CA's Maintenance Facility.
- Upgraded to version 6.0 of SNG, which introduces many new features including mobility solutions and end-user apps.
- Implemented a paperless pay system for CA team members.
- Have implemented widespread use of Pardot email broadcast system to better deliver and track electronic communications, and to aggregate like information, as well as eliminating fliers and single-topic communications.

**Tracking Form - FY16  
Planning and Strategy Committee**

	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of Committee	Board Action
1			Membership Rate & Fee Structure: Based on the consultant study and management's input/recommendations, review and make recommendations on CA's rates and fees	Consultant presentation 5/28/2015		2nd consultant presentation 9/10/15; Mgmt status update anticipated in Dec.			
2		7/31/2015	Strategic Plan: Review Annual Progress Report.	FY 15 Progress Report sent to Board 7/31/15; Follow-up discussion anticipated 11/12/15.					
3			Review and recommend board approval of the FY 17/18 budget process & schedule.	6/25/2015	6/25/2015		6/25/2015	Approve	Approved
4			Capital and Operating Parameters: Review and make recommendation on FY 17/18 Capital and Operating Parameters.	7/9/2015	7/23/2015		7/9/2015	Approve	Approved
5			Annual Charge Rate and Cap: Review and make recommendation on FY 17/18 annual charge rate and cap	7/9/2015	7/23/2015		7/9/2015	Approve	Approved
6			Conduct the FY 17-18 budget process and make recommendation to Board.	Anticipated 9/15 - 2/16		Pre-Budget Public Input 9/3/15; PSC work session 10/8/15, 10/15/15	10/22/2015	Recommended approval of new capital and operating initiatives	Approved
7			Employee Benefits: Based on the consultant study and management's input / recommendations, make recommendations regarding CA's employee benefits	Included in operating initiatives					

**Tracking Form - FY16  
Planning and Strategy Committee**

	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of Committee	Board Action
8			New Town Zoning: Ensure that CA is a key stakeholder in the county's New Town zoning update and that any proposed changes are in alignment with CA's "Guiding Principles for the 21st Century Planned Community of Columbia, MD"	Staff keeping in contact with county. No county process announced at this time. CA/County hosted zoning expert speaker on 10/28.					



November 5, 2015

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

From: Dennis Matthey, Director of Open Space and Facilities Services  
Al Edwards Director of Construction

cc: Susan Krabbe, Vice President and CFO

Subject: Swim Center Waterslide Replacement

The purpose of this memo is to update the Board regarding the status of the architectural and engineering design process related to the replacement of the waterslide (flume) at the Columbia Swim Center. The Board had asked staff to research a flume configuration option that removes the slide exit from the main pool and to report those findings back to the Board prior to moving forward with plans to replace the flume in kind.

Attached are three flume slide path options: option 1, replacement in kind (with an estimated construction cost of \$1.5 million including construction management fees); option 2 which maintains the existing slide entry and exit points but modifies the slide travel path between those two points for more variety (estimated construction cost of \$1.5 million including construction management fees); and option 3, a "run-out" exit slide option (estimated construction cost of \$1.9 million including construction management fees) which removes the slide exit travel path from the main pool. All three options were reviewed with the Howard County Health Department. Based on the results of that meeting any of the three options will work within the current Swim Center bather load fixture count requirements. Because the CA Board was interested in alternatives to the existing slide travel path, the advantages and disadvantages of the third option are listed below. The advantages are:

1. Increases recreational and lap swimming opportunities while the slide is in operation.
2. Reduces temperature variations in the main pool which result from the slide operation during cold weather.
3. Reduces the number of lifeguards required for slide operation because the run-out slide exit area water depth is less than 12 inches.

4. Expands slide operation to non-swimmers due to the low water depth at the run-out slide exit area.

The disadvantages associated with the run-out exit slide are:

1. Estimated additional construction cost is approximately \$400,000 due to new run-out exit slide building
2. The run-out slide building does not fit within the existing CA property boundaries and would require either an easement or property transfer from the Howard County School Board to CA. Any cost associated with an easement or property transfer is unknown at this time.
3. Construction timeline would be extended due to property transfer or easement and also due to required revisions to the existing site plan.
4. The run-out slide option would consume almost the entire \$2 million FY 2017 capital request for the Swim Center leaving no room for other improvements.

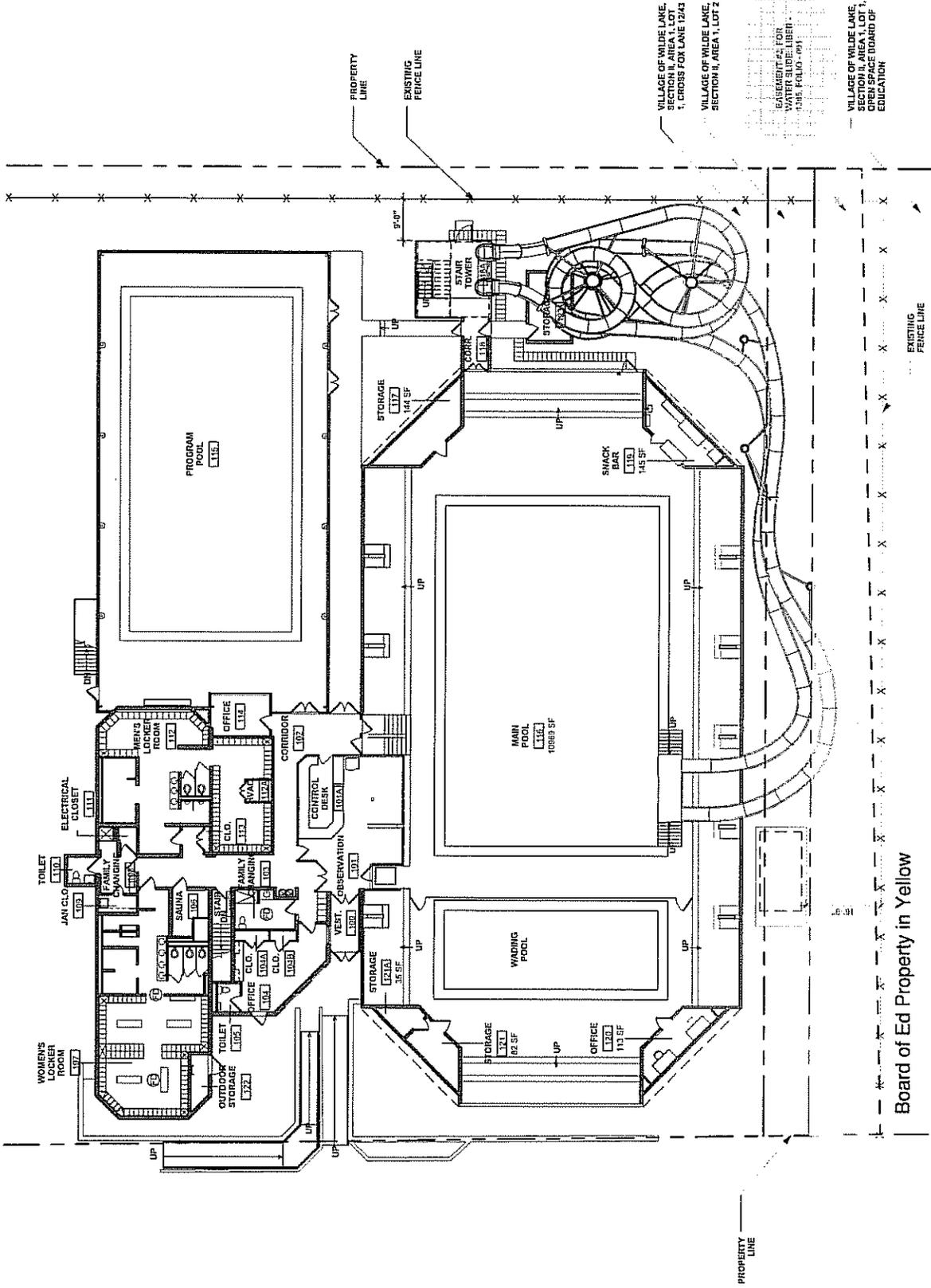
Although the run-out slide option would increase recreational options when the slide is in use, it does not provide any relief for lap swimming and or lessons. The greatest lap swimming and lesson demand primarily occurs on weekdays between 4:00PM and 8:00PM when the slide is not in operation.

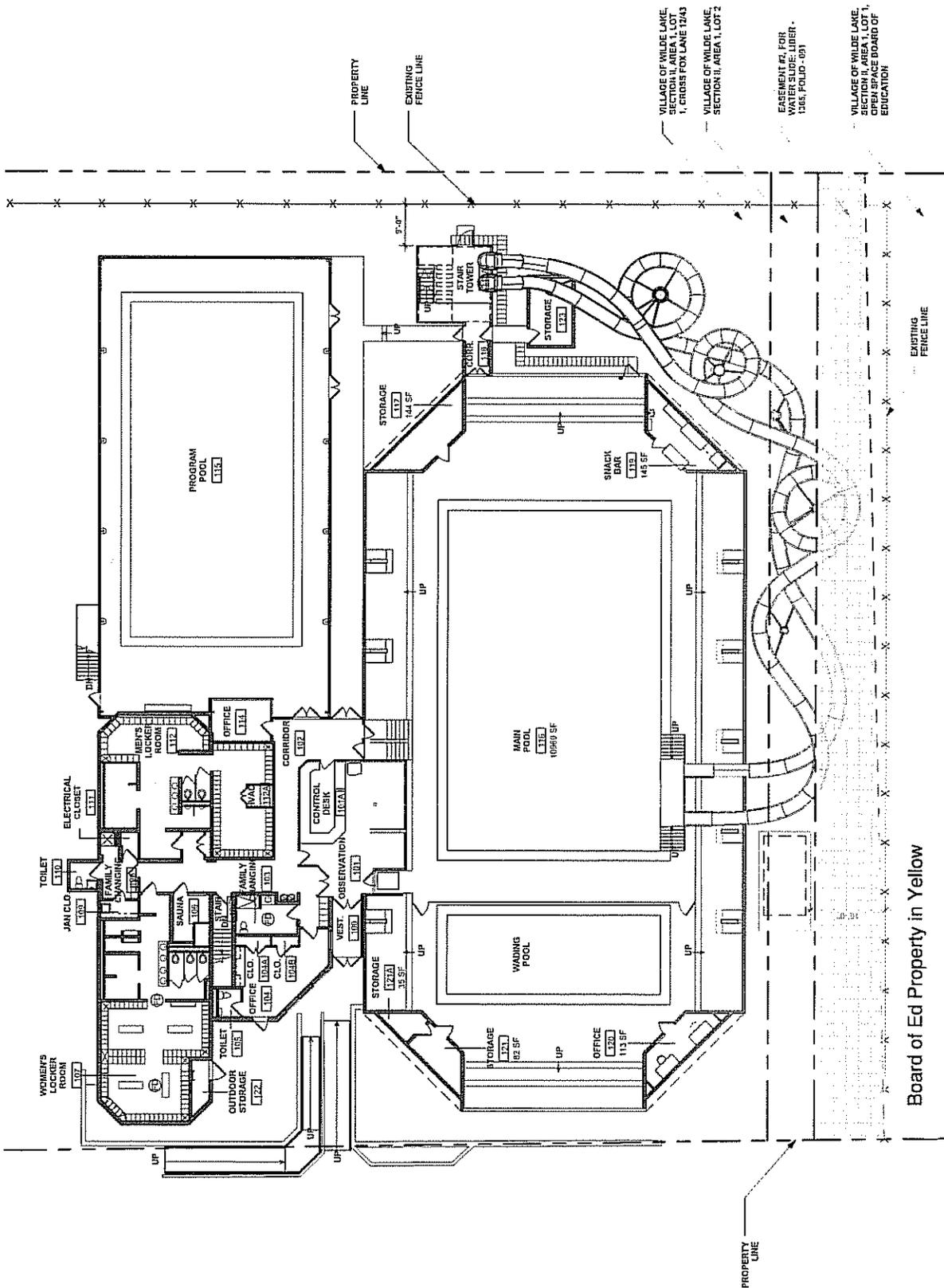
Recommendation:

Based on the additional construction cost, the uncertainty related to the required property transfer and the undefined additional construction timeline associated with option 3, staff recommends moving forward with option 2, which will provide more excitement to the slide program with the same estimated construction cost and construction timeline as an in-kind replacement.

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[1] The existing 48" diameter tube slide is no longer available and will be replaced with a 42" diameter slide tube. The existing slide was originally designed to be used without tubes which were added to reduce abrasions associated with a body slide. Newer slide fabrication technologies reduce the likelihood of abrasions and the proposed 42" diameter slide is only suitable for use a body slide.





**Columbia Association**

**COLUMBIA ASSOCIATION SWIM CENTER**

11/03/15

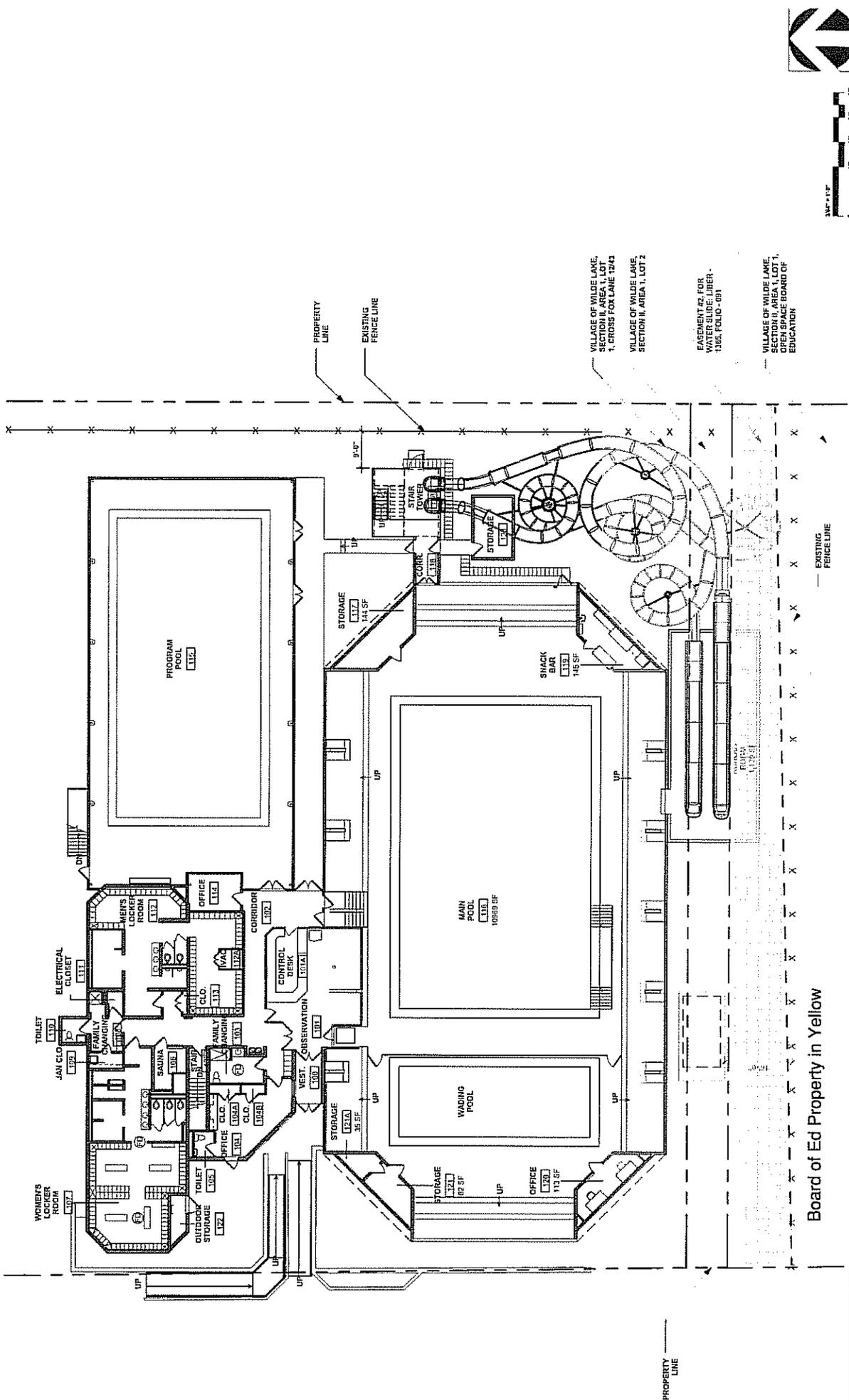
**OPTION 2**

**MOODY•NOLAN**  
RESPONSIVE ARCHITECTURE

Slide Path Layout

Board of Ed Property in Yellow

11/20/15 9:27:49 AM



**Tracking Form  
Strategic Implementation Committee FY16**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		Update - Key Performance Indicators Dashboard			ongoing		to be included in the President's Report for the fiscal year quarters (June, September, December, March)	
SIC		Monitor Watershed Program			ongoing			Provided in November, 2014. Will update as a report and the Board can decide if they need it on an agenda
SIC		Monitor Lake Water Quality			ongoing			Provided in January, 2015. Will update as a report and the Board can decide if they need it on an agenda
SIC		Monitor CA's Comprehensive Sustainability Plan efforts			ongoing			Reporting quarterly in the dashboard - April, June, September, December, 2015
SIC		Friends of Bridge Columbia to present their responses to County report	TBD					

**Tracking Form  
Strategic Implementation Committee FY16**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	2/26/2015	Howard County Easement Request - 100 year flood plain drainage and utility easement. Village of Kings Contrivance.	2/26/2015		Staff sent revised request to Howard County. No response to date			
SIC	5/28/2015	New Headquarters - Transfer of Funds	5/28/2015			5/28/2015	recommended	approved
SIC	5/28/2015	FY 15 and FY 16 Category II Equipment Purchase Changes	5/28/2015			5/28/2015	recommended	approved
SIC	6/29/2015	CA Board Guidance to CA Representatives on the Inner Arbor Trust Board of Directors	9/24/2015				CA/IAT Board members will meet to develop some guiding principles for Board discussion	
SIC	6/29/2015	Update on the Long-Term Lake Management Plan and Funding Discussion for Wilde Lake	7/23/2015			7/23/2015	recommended	approved
SIC	6/29/2015	Swim Center Architectural/Engineering Capital Funding Request	7/23/2015			7/23/2015	recommended	approved
SIC	9/24/2015	Howard County Easement Request - Kings Contrivance - Open Space Lot 282	9/24/2015			10/8/2015	recommended	approved
SIC	9/24/2015	Howard County Easement Request - Kings Contrivance - Open Space Lot 284	9/24/2015			10/8/2015	recommended	approved
SIC	10/8/2015	Update on Dannon Garth Pond	10/22/2015			removed from agenda		



**FY 16 Tracking Log  
External Relations Committee**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC (from FY 15 End-of-Year Report)		Create Schedule for Board Visits to Advisory Committees in FY 2016	Ongoing On the agenda 9/24/2015			Schedule and committee list was shared with BOD 6/30/2015 Revised on 9/1/15 committee list and schedule shared on 9/1/15 Committee sign up sheet and meeting dates/times will be posted for BOD meeting on		

**FY 16 Tracking Log  
External Relations Committee**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC (from FY 15 End-of-Year Report)	6/1/2015	Plan and Host Stakeholders Dinners	First Discussed on 6/25/2015 To be discussed on 7/23/2015 On the agenda 9/24/2015			Documents posted for BOD meeting on 9/24/2015	ERC recommended that the Board hold a stakeholder dinner with the 1) Chamber of Commerce, 2) state delegation and county elected officials, 3) Howard County Citizen Association(HCCA) and League of Woman Voters (LWV) board of directors, and 4) village board chairs and managers. Stakeholder dinner is scheduled for Monday November 23, 2015 at Historic Oakland. 9/24/2015	Board voted and approved Stakeholder dinners as proposed (10/8/15)
ERC (from FY 15 End-of-Year Report)		Determination of Carillon Bells	A process is underway to hire a consultant to assist in moving forward -Aug 2015					

**FY 16 Tracking Log  
External Relations Committee**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC		Continue to build strategic partnership relationships with Howard County Schools, Festival of the Arts, and Columbia 50th Birthday Celebration, Inc.	Ongoing					
ERC		Continue to build relationships with stakeholders in the community	Ongoing					
ERC	6/25/2015	Snowden River Development	Discussed 6/25/2015 On the agenda for 7/23/2015				The Board directed staff to consult a land use attorney to help craft testimony to present to the Planning Board in opposition to direct access to and from Snowden River Parkway for a proposed gas station. 7/23/15	Milton presenting at HoCo Planning Board Public Hearing on 9/17/2015
ERC	6/25/2015	Sound Issue at Merriweather	6/25/2015 Postponed till 7/23/2015			This was suppose to be discussed on by the board on 7/23/2015 but it was already handled by the Howard County Executives		Completed. No action was required because the Howard County Executive sent a letter to the Howard County Citizens association.





## COMMITTEE RECOMMENDATIONS TO BOARD

Date: November 6, 2015  
To: Columbia Association Board of Directors  
From: Jeanne N. Ketley, Chairperson, Board Operations Committee  
Subject: Selection of the Chair/Vice Chair of the Board Standing Committees

### Issue:

The question regarding committee membership and leadership recently arose when the Chair and Vice Chair of the CA Board of Directors changed positions after six months. The then current Vice Chair of the Board of Directors was Chair of the Planning and Strategy Committee (PSC). Upon becoming Board Chair, the question was asked if the Board Chair would continue to serve as Chair of the PSC.

### Discussion:

The Columbia Association Board of Directors Committee Structure Governing Documents do not address what happens when the Board Chair's one-year term is split between two members, and the second person to become Chair is a member of one of the three standing Board committees (External Relations, Planning and Strategy, Strategic Implementation). They also do not specify that the chair and vice chair of each of the three standing Board committees must be members of that committee. To avoid confusion in this, and subsequent, fiscal years, the Board Operations Committee recommended the General Counsel submit revisions to the Committee Structure Governing Documents to address these issues.

### Recommendation of Committee:

By consensus

Has no recommendation.

Recommends the following action be taken or motion be approved by the CA Board of Directors in regards to the issue described above.

### Justification for Recommendation:

Motion: The recommendation must be written in the form of a motion or resolution.

Resolved that the Board of Directors adopt the revisions highlighted in red in the attached document addressing the change in the Board Chair position after six months and any subsequent impact upon, and/or leadership in, the three standing committees of the Board of Directors.

Additional Action recommended by committee in lieu of motion or in addition to motion: None

## STANDING COMMITTEE GUIDELINES

1. The Chair of the Board of Directors will appoint the members of the Planning & Strategy, Strategic Implementation and External Relations Committees. Each of these three standing committees will consist of 1/3 of the number of Board members, excluding the Board Chair. At their first meeting of each year these committees will appoint **from among their respective members** a Chair and Vice-chair of their committee. (A committee member may not serve as Chair of the same committee for two consecutive years.) The Board Chair serves as Chair of the Board Operations Committee. **In the event that the Board has elected to split the Board Chair's one-year term between two board members, the second person to serve as Board Chair will vacate his or her committee membership at the time he or she becomes Board Chair, and the first person to serve as Board Chair will become a member of that committee. If the new Board Chair was Chair of that committee, the committee will elect a new Chair.**
2. Each Board member shall be assigned to one (but only one) of the standing committees (Note an exception: that the chairs of the Planning & Strategy, Strategic Implementation, and External Relations Committees also serve on the Board Operations Committee). This will ensure that each standing committee has a "critical mass" of members and will guard against Board members' overextension and the dilution of governance. (Board members may also serve on the Audit Committee.)
3. Only Board members may serve on the Board's standing committees. There are, however, two non-Board members on the Audit Committee **and** one non-Board member on the Risk Management Committee. Additionally, ~~and~~ non-Board members can serve on any ad hoc subcommittees that the standing committees establish and oversee. Committees may choose to establish Ad-Hoc sub-committees to address issues that are too complex for the time allotted in committee. An Ad-Hoc sub-committee should not be established if the members of that committee include all the same members that would be in attendance at a Standing Committee meeting. Membership to an Ad-Hoc sub-committee should include a least one member of the Board who is serving another Standing Committee.
4. Members may request assignment to a specific committee, but the Chair will make the final determination based on the standing committee guidelines and what is in the best interest of the Board.

Members may serve up to two consecutive years on one committee and then must be reassigned to another committee. Each committee chair must rotate to another committee. The purpose of this is to give each Board member an opportunity to serve on each committee and to ensure a broad range of knowledge for each Board member.

Members who have served as Chair of a committee in one year shall not be eligible to be chair of any committee in the next year. Since the Board Operations Committee is comprised of the Chairs of each committee, rotation of chairs each year ensures that the Board Operations Committee membership is constantly rotating. (This does not apply to the Audit & Risk Management Committees.)

Board Request Tracking Log  
FY 16  
As of November 6, 2015

	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>Closed Date</u>
2	Alan Klein	Would it be possible for you to prepare a summary of the specific bills which CA lobbied about and their disposition?	5/1/2015	General Counsel	5/29/2015	5/13/2015
3	Gregg Schwind	Can we get good numbers on exactly how many people have taken advantage of our senior discount for gym memberships since the inception of the senior discount 2-3 years ago?	4/23/2015	Communications & Marketing	6/23/2015	6/23/2015
4	Gregg Schwind	How many Haven members are 65+? Why is there no reference to the senior discount on the Haven site or in the Haven membership materials?	4/23/2015	Communications & Marketing	6/23/2015	6/23/2015
5	Gregg Schwind	How are we marketing our senior discount to older adults? Why is there no reference to the senior discount on the CA website?	4/23/2015	Communications & Marketing	6/23/2015	6/23/2015
6	Gregg Schwind	Can we get numbers on Older Adult gym and pool memberships (single facility and PP and pools only) for the past year or several years to see if there is a trend (i.e., are we gaining or losing older adults in our fitness facilities and pools)?	4/23/2015	Communications & Marketing	6/23/2015	6/23/2015

Board Request Tracking Log  
 FY 16  
 As of November 6, 2015

	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>Closed Date</u>
7	Reg Avery (on behalf of Barbara Russell)	What is the specific amount of insurance that CA carries for the IAT property? What does it cost annually? What specifically does it cover? Does it cover the liability for public events such as Wine in the Woods that ar held on the property? What, if any, obligation does IAT have for insuring the property and who legally authorizes the outside events like Wine in the Woods- IAT or CA?	4/7/2015	Chief Financial Officer	5/7/2015	5/13/2015
8	Gregg Schwind	Who can qualify for reduced-price memberships and what paperwork does CA require to make that determination?	8/27/2015	Communications & Marketing	9/30/2015	9/22/2015
9	Chao Wu	Please provide the numbers of full-time, part-time, and temporary employees and the corresponding salary and bonus expenses for 2011 through 2015	10/19/2015	CFO's Office	11/12/2015	

Resident Request Tracking Log  
 FY 16  
 As of November 6, 2015

	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>Closed Date</u>
2	Tom and Ginger Scott	Does CA continue to distinguish between Board members and CA employees in the tax reporting of Package Plan memberships and, if so, the rationale behind that distinction.	5/3/2015	Chief Financial Officer	6/3/2015	5/8/2015
3	Joel Hurewitz	What document or policy, if any, provides for the President to preside at Members Meetings when Section 4.02 of the Bylaws gives this responsibility to the Chairperson of the Board, and Section 4.03 gives this responsibility to the Vice-Chairperson in the absence of the Chairperson and Section 4.04 does not specifically give this responsibility to the President?	4/9/2015	General Counsel	6/1/2015	5/27/2015
4	Joel Hurewitz	What document or policy, if any, provides for an annual organizational meeting, separate and distinct from the Members Meeting, of the Columbia Council when SEVENTH (1) of the Charter states that "The members of the Corporation shall be the Columbia Council	4/9/2015	General Counsel	6/1/2015	5/27/2015

Resident Request Tracking Log  
 FY 16  
 As of November 6, 2015

	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>Closed Date</u>
5	Joel Hurewitz	What document or policy, if any, provides for the election of a Chair and Vice-Chair of the Columbia Council separate and distinct from the Chairperson and Vice-Chairperson of the Board of Directors?	4/9/2015	General Counsel	6/1/2015	5/27/2015
6	Joel Hurewitz	What document or policy, if any, provides for the backdating of the appointment of Members and Board of Directors especially in light of the amendments to SEVENTH (3) of the Charter which provides that "Each member and director so elected shall serve as such until the end of his/her term as Columbia Council Representative or until his or her successor is duly elected and qualifies, whichever is later" with the May organizational meeting being later than the election of the Council Representative?	4/9/2015	General Counsel	6/1/2015	5/27/2015

Resident Request Tracking Log  
 FY 16  
 As of November 6, 2015

	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>Closed Date</u>
7	Joel Hurewitz	What document or policy, if any, provides for the backdating of the appointment of the Executive Officers when Section 4.01 of the Bylaws provides that "Each such officer shall hold office until the first meeting of the Board of Directors after the annual meeting of members next succeeding his or her election, and until his or her successor shall have been duly chosen and qualified"?	4/9/2015	General Counsel	6/1/2015	5/27/2015
8	Robert E. Slattery	He would like to see the application Prescott College made for grants from CA and to better understand the evaluative process that led to the grants to Prescott College.	9/8/2015	Community Services	10/8/2015	9/17/2015
9	Tom Scott	Would like a link to the data on which CA based statements re: Sport and Fitness FY 16 revenue and expenditures in its letter in the August 20, 2015 Columbia Flier	9/14/2015	Chief Financial Officer	10/14/2015	9/24/2015

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 FY 16  
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	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>Closed Date</u>
10	Shareen Warshanna	Please confirm that none of the volunteers or employees of CA carries any concealed weapons or fire arms within any facility owned, rented, leased or sponsored by CA	10/29/2015	General Counsel	11/29/2015	
11	Shareen Warshanna	Please confirm that none of CA's volunteers or employees are active members of any adverse organizations that promote violence against adversity, which includes organizations against color, race, national origin, religion, etc.	10/29/2015	General Counsel	11/29/2015	