



March 21, 2014

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

From: Andrew Stack, Board Chair

The Columbia Association Board of Directors Meeting will be held on Thursday, March 27, 2014 at 7:00 p.m. at the Columbia Association Building, 10221 Wincopin Circle, Columbia, MD 21044.

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. Approval of Minutes March 6, 2014 March 13, 2014 | 2 min. |
| 6. Resident Speakout | 15 min. |
| 7. Chairman's Remarks | 3 min. |
| 8. President's Report – See written report – Follow-Up Questions from the BOD | 10 min. |
| 9. Chairs' Reports | 16 min. |
| (a) Board Operations Committee | (4 min.) |
| (b) External Relations Committee | (4 min.) |
| (c) Planning and Strategy Committee | (4 min.) |
| (d) Strategic Implementation Committee | (4 min.) |
| 10. Special Topics and Presentations - None | |
| 11. Committee Agendas | |
| (a) Strategic Implementation Committee | 62 min. |
| 1. Discussion | |
| (a) SHA Easement Request – Gales Lane (2 nd Discussion) | (5 min.) |
| (b) Verizon Easement Request – New Cell Tower at RV Park (2 nd Discussion) | (5 min.) |
| (c) Howard Hughes Corporation Easement Request – New Traffic Light Cabling-Whole Foods and Haven on the Lake (2 nd Discussion) | (5 min.) |
| (d) Minority Business Policy Sunset Clause | (15 min.) |
| (e) Planned Issuance of Long-Term Debt | (15 min.) |
| (f) Inner Arbor Board Membership Discussion | (15 min.) |
| (g) Committee Tracking Form | (2 min.) |

- (b) External Relations Committee **42 min.**
 - 1. Discussion
 - (a) Town Hall Meeting – State of CA *(20 min.)*
 - (b) Information Needed on the CA Website *(20 min.)*
 - (c) Committee Tracking Form *(2 min.)*
- 12. Recommendations for Board Action
 - (a) Consent Agenda – None
 - (b) Recommendations for Board Action **20 min.**
 - 1. Appoint External Auditors for the FY 14 Annual Audits of CA's Financial Statements and Incentive Savings Plan *(5 min.)*
 - 2. *Approve SHA Easement Request – Gales Lane (pending results of SIC discussion)* *(5 min.)*
 - 3. *Approve Verizon Easement Request – New Cell Tower at RV Park (pending results of SIC discussion)* *(5 min.)*
 - 4. *Approve Howard Hughes Corporation Easement Request – New Traffic Light Cabling-Whole Foods and Haven on the Lake (pending results of SIC discussion)* *(5 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. (Expected Ending Time: Approximately 10:00 p.m.)
- 16. **Closed Meeting of the Board of Directors follows adjournment of the Open Meeting**

Next Board Meeting: Thursday, April 10, 2014

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.

Resident Request Tracking Log
FY 14
As of March 20, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<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	1	Tom and Virginia Scott	Comprehensive inventory of all Open Space lots and easements	7/12/2012	Open Space	6/28/2013	6/27/2013
3	2	Ed Coleman	Would like the date that the CA conflict of interest and Board responsibility forms are distributed to CA Board Members and the date each completed form is received by CA.	5/24/2013	General Counsel	7/25/2013	Forms distributed on 7/25/13. Resident will be notified when all are received.
4	3	Tom Scott	Unfilled-in Performance Appraisal forms for each individual employee, by name and job title, in Hay grades H, I, J, K who was employed for all or part of FY 2009, as well as the President.	6/11/2013	Office of the President	7/11/2013	6/26/2013
5	4	Tom Scott	Questions re: CA's granting of easements in Symphony Woods to the Inner Arbor Trust	8/16/2013	Office of the President	9/16/2013	8/20/2013
6	5	James Howard	Would like a copy of the current financial and bond covenant ratios	8/19/2013	CFO's Office	9/19/2013	8/19/2013
7	6	Tim Passalacqua	Owens property in Columbia and pays the assessment, but cannot get the resident rate for CA membership.	8/30/2013	Membership Services	9/30/2013	9/13/2013

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8	7	Tom and Ginger Scott	Would like to receive copies of any agreements, commitments, grants, or contracts between the Columbia Association and the Inner Arbor Trust	11/6/2013	President's Office	12/6/2013	12/5/2013
9	8	Tom Scott	Would like to obtain a copy of the Pro Forma or any other financial analysis projecting the performance of the proposed Wellness facility.	11/8/2013	CFO's Office	12/8/2013	11/20/2013
10	9	James Howard	Please provide the following data from FY 2000 through FY 2013: annual debt service; annual revenues; total debt; assessed value; population; per capita income	1/27/2014	CFO's Office	2/27/2014	2/10/2014
11	10						
12	11						
13	12						

Board Request Tracking Log
FY 14
As of March 20, 2014

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2	1	Russ Swatek	Please provide copies of confidential memoranda from the CA General Counsel for the past two years.	5/10/2013	General Counsel	6/10/2013	6/6/2013
3	2	Nancy McCord	Please provide copies of the minutes from closed meetings for the past two years.	5/10/2013	President's Office	6/10/2013	5/29/2013
4	3	FY 14 BOD	Please ask the General Counsel to provide a memorandum clarifying Board Member indemnification.	5/11/2013	General Counsel	6/11/2013	5/29/2013
5	4	Nancy McCord	Please provide hard copies of by-laws and procedures.	5/11/2013	President's Office	6/11/2013	6/11/2013
6	5a	Alex Hekimian	What progress is being made in the current FY 2014 budget to give...priority to and to correct the most serious deficiencies at the outdoor pools, specifically for infrastructure components rates 1 (very poor) and 2 (poor) in the staff's Outdoor Pools Condition Assessment	5/23/2013	Sport and Fitness	6/23/2013	6/21/2013
7	5b	Alex Hekimian	...What authority, if any, do the Covenants give CA to allow non-residents to use CA's Community Facilities?	5/23/2013	General Counsel	6/23/2013	6/20/2013

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8	5c	Alex Hekimian	...What authority, if any, do the Covenants give CA to allow conveyance of CA land to a private corporation?	5/23/2013	General Counsel	6/23/2013	6/20/2013
9	5d	Alex Hekimian	Since CA will continue to own the Symphony Woods property and...is responsible for submitting the SDP for Phase 1 of the Inner Arbor Plan to the County Planning Board, what is the approximate timeline for CA to hold the pre-submittal meeting with the Public and for CA Board approval of the proposed SDP submission?	5/23/2013	General Counsel	6/23/2013	6/20/2013
10	6	Gregg Schwind	I noted the blurb on new HOA legislation in Mary Kay (Sigaty's) newsletter. I understand from the CA website that we supported the legislation, but with an amendment. I'm not sure what the amendment was. . Did the final bill include the amendment we wanted, and is the legislation a problem for us and the villages?	6/21/2013	General Counsel	7/21/2013	6/26/2013
11	7a	Russ Swatek	Wellness Update and Staff Report - What partnering entities have been contacted?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013

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12	7b	Russ Swatek	Wellness Update and Staff Report - Status of any arrangements?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013
13	7c	Russ Swatek	Wellness Update and Staff Report - Any staff recommendations for current/future ERC action?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013
14	8	Alex Hekimian	What is the schedule for when the CA Board will review and vote on the first Easement and Easement Agreement for the Inner Arbor Trust before CA grants that easement for the use of certain Symphony Woods property?	7/17/2013	President's Office/ General Counsel	11/1/2013	11/21/2013
15	9	Nancy McCord	Please provide a report on the number of incidents at CA facilities	7/29/2013	Operations	8/29/2013	8/22/2013
16	10	Alex Hekimian	When can he expect a response to questions posed to John McCoy and John Herdson re: maintenance of streams in several locations and a possible meeting to discuss a spraypad for the Talbott Springs pool?	8/6/2013	President's Office	9/6/2013	8/29/2013
17	11	Cynthia Coyle	Concern expressed by a Columbia property owner who pays the assessment fee but cannot obtain resident rates for a CA membership.	8/30/2013	Membership Services	9/30/2013	9/13/2013

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18	12a	Suzanne Waller	Does BGE pay CA for the easements CA has given them?	10/13/2013	President's Office	11/13/2013	12/2/2013
19	12b	Suzanne Waller	Are there other entities to whom CA has given easements for which CA gets remuneration?	10/13/2013	President's Office	11/13/2013	12/2/2013
20	12c	Suzanne Waller	Since the Inner Arbor Trust is a 501(c)(3), can it be assumed that it can, or cannot, receive remuneration for granting an easement? OR do we, as CA, receive ongoing remuneration for the easement?	10/13/2013	President's Office	11/13/2013	12/2/2013
21	12d	Suzanne Waller	Will the owners of the establishments in the Inner Arbor/Symphony Woods turn a profit? And, if so, does a portion of the profit return to the Trust, or CA, for the easement rights?	10/13/2013	President's Office	11/13/2013	12/2/2013
22	12e	Suzanne Waller	When CA enters into partnerships with the County, developers, etc., how is it determined who owns what portion of any project? And should we or they want to pull out of a joint project in the future, do we have the rights to sell our portion? Do they? Is there a distinction between public and private partnerships in CA's case?	10/13/2013	President's Office	11/13/2013	12/2/2013

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23	13	Russ Swatek	Please make available an accounting for the expenditures for the October 17, 2013 Stakeholders Social Evening to include catering, staff person-hours preparing for the dinner, staff person-hours attending the dinner, and any other pertinent costs.	10/21/2013	Chief Staff Liaison- External Relations Committee	11/21/2013	11/22/2013
24	14	Russ Swatek	Has a policy been developed to address annexation of residences that have been, or are being, built on CA-assessed property that are not being annexed by a Village? If the policy has been developed, please send him a copy.	10/28/2013	President's Office/ General Counsel	11/28/2013	12/2/2013
25	15	Russ Swatek	Re: Upcoming New Town zoning discussions. What is the current state and extent of any CA discussions with County entities regarding this topic including consideration of a new "gatekeeper" role? When will the content and direction of any discussions be presented to the CA Board?	11/12/2013	Community Building and Open Space	12/12/2013	12/4/2013

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26	16	Russ Swatek	Please send him a copy of the License Agreement dated July 2, 2013 by and between Grantor (CA) and Merriweather Owner and the Lease Agreement dated May 30, 2012 by and between Grantor (CA) and the Merriweather Operator.	11/21/2013	President's Office/General Counsel/Open Space	12/21/2013	12/19/2013
27	17	Gregg Schwind	Please include an update on the Hobbits Glen Club House project and the Haven on the Lake project in the President's Report for the 1-23-14 Board meeting.	12/12/2013	CFO's Office	1/23/2014	1/23/2014
28	18	Michael Cornell	Better solution for calling in to Board meetings	2/20/2014	IT	8/20/2014	
29	19	Michael Cornell	Full Compensation Study	2/20/2014	HR	8/20/2014	
30	20	Alex Hekimian	Under what authority did the Inner Arbor Trust change the name of Symphony Woods Park to Merriweather Park?	2/20/2014	President's Office	3/20/2014	3/20/2014
31	21	Alex Hekimian	When is the first meeting of the IT Advisory Committee?	2/20/2014	President's Office	3/31/2014	
32	22	Alex Hekimian	Naming the Pathway System	3/13/2014	Community Building and Open Space	4/13/2014	
33	23	Alex Hekimian	Include minutes from all Board meetings in all years (as shown on the previous CA website) on the new CA website	3/13/2014	Communications and Community Engagement	4/30/2014	

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34	24	Alex Hekimian	Assess the potential for where a CA community garden could be sited	3/13/2014	Community Building and Open Space	10/31/2014	



COMMITTEE RECOMMENDATIONS TO BOARD

Date: March 18, 2014
To: Columbia Association Board of Directors
From: Michael Cornell, Audit Committee Chair
Subject: Appointment of External Auditors for Fiscal Year 2014

Issue:

In accordance with CA's purchasing policies, the independent auditing services for CA's financial statements and its 401(k) plan were competitively bid and CohnReznick LLP was selected to perform the audits for fiscal years 2012 – 2014. Continuation with the firm is contingent upon recommendation by the Audit Committee and appointment by the Board of Directors each year.

Discussion:

At its meeting held March 12, 2014, the Audit Committee voted to recommend to CA's Board of Directors the appointment of CohnReznick LLP to perform CA's FY 2014 independent audits.

Recommendation of Committee:

By a vote of 4 For 0 Opposed 0 Abstain

☐

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:

CohnReznick LLP performed well for CA as its independent auditor in FY 2012 and FY2013, and the firm was rated highest after a competitive bidding process.

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

The Audit Committee moves to recommend that the Board of Directors appoint CohnReznick LLP as CA's external auditing firm for fiscal year 2014.

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

Tracking Form
External Relations Committee - FY 14

	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action	Comments
	1-May-13	Arts in Columbia			On Hold				See Staff Report 1st Q. FY14
	1-May-13	Planning for Columbia's 50th Birthday		TBD					See Staff Report 1st Q. FY14
	1-May-13	Engagement with Columbia/Howard Co. Business Community		TBD					See Staff Report 1st Q. FY14
	1-May-13	Relationship Building with Villages		24-Oct-13			Approved by the ERC on 10-24-13.		
	1-May-13	Engagement with HC Chamber		TBD					See Staff Report 1st Q. FY14
	16-May-13	Stakeholder Dinner Scheudle	23-May-13						See Staff Report 1st Q. FY14
	1-Jul-13	Staff Update Report		25-Jul-13		25-Jul-13			CSL provided a 1st Quarter Update on open items and lingering ERC Log which included staff recommendations. This report can serve as a guide as future ERC agenda items are considered during 2nd Q.
	25-Jul-13	Community-wide Surveys		26-Sep-13					Management discussed with the ERC in September a plan and suggested path forward to review and update CA's bi-annual Community-wide Survey.
	8-Aug-13	Objectives for FY14 - Linked to President's Goals and Objectives	8-Aug-13						
	8-Aug-13	Communication and Transparency Discussion	8-Aug-13						
	26-Sep-13	Approach to Revamping the Community Survey (ERC Goal #1)	26-Sep-13						
	26-Sep-13	Approach to FY16 Budget Planning Process		24-Oct-13	11/14/2013 12/12/2013	1/9/2014	ERC recommends sending staff recommendation to the BOD for approval (12-12-13)	Approved	Staff recommendation approved by the CA BOD on 1-9-14.
	24-Oct-13	Improving Relationship/Communication with the Villages	24-Oct-13						
	24-Oct-13	FY16 Budget - Community Input Approach	24-Oct-13		11/14/2013 12/12/2013				
	23-Jan-14	Town Hall Meeting Format	23-Jan-14		3/27/2014				
	23-Jan-14	New Webpage Briefing	23-Jan-14						No action needed.
	6-Mar-14	Replacement of the Bell Tower be handled by the 50th Birthday Celebration Committee							
	27-Mar-14	Information Needed on the CA Website	27-Mar-14						



To: CA Board of Directors
From: Phil Nelson and Celeste Olinger
Subject: Content on the New Web Page
Date: March 21, 2014

Background:

- Recently, the Community Engagement/Communications Service Bureau completed and posted a new, vibrant web page for the Columbia Association.
- The work was done in a very short period in order to meet the Board's wishes that the web page be operational by the end of the 2013 calendar year.
- Due to available financial resources The Community Engagement/Communications Service Bureau had to build most of the site's infrastructure and transferred much of the data from the old web page to the new site.
- By doing the work internally rather than having the web page developer transfer the data, the Community Engagement/Communications Service Bureau saved CA over \$56,000 in fees.
- The new page was built on what the community told CA that they would like to see on the page. Focus groups, questions on Inspire Columbia, and mini-surveys were used to gather community feedback and opinions as to what they would like to see on the site.
- Management understands that the webpage is a continuing work in progress, and the page will never be static. Community Engagement will continue to work with residents, members of CA and users of CA venues and programs to keep the site relevant and accessible.
- At a recent meeting, the Board discussed several items related to the budget. At the meeting, discussions focused on membership information being placed on the web page. At that time, the President stated that the Board could control some of the web's content.
- As a matter of logistics, the comment was made in reference to the Board's Policy making responsibilities. The primary focus of the web site should be to keep the community informed of CA's venues, programs and work in the community. Trying to place something on the webpage from every individual would make the webpage impossible to navigate and would become too cumbersome to use.
- Membership pricing, purchasing memberships on line and on line assessment fee payments have been requested to be placed on the page, but were not put on the new site due to the fact that Board policies were not established and put in place.

Legal Considerations

- Web content has to conform to current policies and State and Federal statutes. While not a legal concern in most cases, content should be based on community standards to the extent possible.

Budget Implications/Considerations:

- Management has made every effort to keep the costs of web content and maintenance affordable.

Policy Correlation: (How does the item meet the Boards Goals and Objectives?)

- If the Board wants certain things on the webpage, the Board should look at how current policies can be used, or how new policies should be developed in order to make content conform to the Board's Strategic Plans. Policies should also reflect the Board's adopted goals for the President, and any other policy that is determined to be in the best interests of Columbia residents, members and users of CA's venues and programs. The Boards recently adopted Strategic Goals are included at the end of the memo.
- Adding a great amount of content that the community did not recognize or feel was essential and complicates easy navigation seems to go against the Board's mandate that the new webpage have easy to find information.
- Any materials that are asked to be placed on the webpage CA by Board Members should be based on the majority vote of the Board of Directors. Materials that individual's might want included on the webpage could turn the site into more of a political expectations document rather than an informational venue.

Recommendations:

Management recommends that the Board Operations Committee undertake the development of Board Policies to determine what policy based materials or information should be included on the CA webpage.

GOALS:

- 1. Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia**
 - a. Provide a wide array of programs and services that meet the needs of Columbia's diverse community
 - b. Continuously evaluate and adjust programs and services to meet changing needs of the entire Columbia community.
 - c. Promote recreation, health, wellness and social connectivity.
 - d. Create an exceptional customer service experience.
- 2. Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship.**
 - a. Enhance the connectivity, walkability and bikeability of Columbia.
 - b. Maintain facilities, open spaces, watersheds and environmental stewardship, incorporating innovative technology and conservation practices
 - c. Continuously evaluate the needs for facilities changes based on current and future community needs and best practices; and manage community expectations in regard to changes.
- 3. Develop and communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships, and alignment of CA programs and services.**
 - a. Facilitate inclusive processes that develop shared visions and plans for the future of Columbia.
 - b. Advocate for programs and services that are important to CA residents and customers.
 - c. Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia.
 - d. Communicate the vision widely and use the vision to promote Columbia as a community of choice.
- 4. Strengthen communication and community engagement in CA.**
 - a. Effectively communicate the programs and services CA has to offer to the community.
 - b. Demonstrate transparency and openness of information and decision-making processes.
 - c. Strengthen partnerships with Villages to ensure programs and services are well aligned, effective and efficient.
 - d. Strengthen processes for gaining community input, evaluating community needs, and involving advisory committees and other stakeholders.
 - e. Strengthen relationships with businesses and other employers to engage their employees in CA programs and services.
- 5. Demonstrate the practices of a high-performing and responsive organization.**
 - a. Improve CA governance structure and performance to guide the organization's future.

- b. Maintain strong fiscal discipline, control costs, and ensure a high value for CA customers and annual charge payers.
- c. Provide continuous professional development for staff to ensure high standards of performance.
- d. Promote innovation in technology and processes to advance efficiency, support communications, and deliver value to customers.

Items for discussion whether to include on CA's website:

1. Items needing remedial work already on website:
 - a. Links that have no content (e.g. Need Assistance > Class Registration)
 - b.
2. Minor enhancements (framework already exists):
 - a. Adding all previous Agenda/Minute material from previous website.
 - b. Add missing CA Policies:
 - i. Purchasing Policy
 - ii.
 - c. Adding Advisory Committee Agendas/Minutes
 - d.
3. Adding new types of information:
 - a. Pricing Data:
 - i. Before and After School Care
 - ii. Camps
 - iii. Fitness Class
 - iv. Memberships
 - v. Facility rentals
 - vi.
 - b. Team Member Handbook
 - c.
4. Adding new capabilities:
 - a. Ability to purchase:
 - i. Before and After School Care
 - ii. Camps
 - iii. Fitness Class
 - iv. Memberships
 - v. Facility rentals
 - vi.
 - b.



To: External Relations Committee

From: Phil Nelson

Subject: Parameters for Proposed Interactive “State of the Columbia Association” Meeting

Date: March 20, 2014

Parameters for Town Hall Meetings:

Purpose: To interactively work with residents and users of CA facilities and venues and to provide an opportunity to share their ideas/comments regarding programs and/or any other Columbia Association related issues.

Introductions: Board Members, Management

State of CA Presentation—Chairperson, CA Board of Directors

- Organizational activities
- Challenges that face CA in the near and longer-terms

Proposed Agenda Topic:

- I. Present the Board’s Strategic Plan—PSC Chair
- II. Present operational and capital project plans for how Strategic Plan will be followed/implemented—SIC Chair

Interactive Session:

Community input/ideas on proposed operating and capital work plans

Agenda Topic:

- I. Where the money comes from
- II. Where the money goes

Interactive Session:

Community input/ideas on financial matters

Open Forum: Help us to improve the Columbia Association

While we feel that CA is a quality organization, we realize that there may be areas in which CA could improve. Please give your ideas/suggestions to help CA identify those areas and how CA might improve services, programs and venues.

Suggested Location and Time:

It is recommended that the initial Town Hall meeting be scheduled for the first part of June on a Saturday morning. While the meeting could be scheduled for two hours, additional time could be reserved to ensure that community input is heard.

Notification Process:

CA plans to use the following forums to advertise the community meeting:

- Newspaper (Flier) ad(s)
- CA Website
- Request to all Villages to place a notice in their newsletters
- Inspire Columbia Page
- Ads placed at CA's highest traffic venues
- CA Monthly

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		Monitor Inner Arbor Plan and Organization			ongoing		to be included in the monthly President's Report	
SIC		Monitor Key Performance Indicators Dashboard			ongoing		to be included in the monthly President's Report	
SIC		Monitor Friends of Columbia 501(c)(3) Progress			ongoing		to be included in the monthly President's Report	
SIC		Monitor the Progress of the Major Lake Dredging Projects and other significant projects			ongoing		to be included in the monthly President's Report	
SIC		Monitor Watershed Program			ongoing-quarterly			
SIC		Monitor Hobbit's Glen Clubhouse Project			ongoing		to be included in the monthly President's Report	
SIC	6/27/2013	Objectives for FY 14 - Linked to President's Goals and Objectives	6/27/2013		ongoing			
SIC	6/27/2013	Heating the Dorsey's Search Pool for Year-Round Use	6/27/2013		7/25/2013		to be included in the FY15/16 budget process	
SIC	6/27/2013	Transfer of Funding for Village Organizers to Village Association Budgets	6/27/2013		9/26/2013		to be resolved during the upcoming budget process	
SIC	6/27/2013	Purchasing Exception - Former Rouse Building	6/27/2013				withdrawn by staff	
SIC	6/27/2013	Request for Additional Watershed Project Funding	6/27/2013			6/27/2013	failed in committee, Board voted to waive 3-reading rule	approved

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	6/27/2013	HAFAC Request to Name the Athletic Club Lounge	6/27/2013			6/27/2013	approve	approved
SIC		Develop strategy to implement elements of the long range strategic planning effort						
SIC		Oversight of a commitment to providing great facilities and great service						
SIC		Develop strategy to address new town zoning changes						
SIC		Continue oversight of major CA efforts such as new fitness facility, path around Lake Kittamaquundi, etc.						
SIC	7/25/2013	Spectrum NG Update	7/25/2013					No action needed
SIC	7/25/2013	Additional Funding for the Dog Park Project	7/25/2013		8/8/2013 - with additional information requested of staff	8/8/2013	recommended	approved
SIC	8/8/2013	Wellness Center	5/30/2013		8/8/2013	9/12/2013	recommended	approved
SIC	8/8/2013	Purchasing Exception - ClubIntel	8/8/2013			9/12/2013	recommended	approved
SIC		SIC Objectives for FY 2014: 1 - Work with staff to develop strategies to implement elements of the Long Range Strategic Planning effort.						

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		SIC Objectives for FY 2014: 2 - Work with staff to develop strategies to address ADA as it relates to CA.	10/24/2013 Status of the ADA Plan					
SIC		SIC Objectives for FY 2014: 3 - Work with Staff to develop strategies to address New Town zoning changes.						
SIC		SIC Objectives for FY 2014: 4 - Continue review of major CA efforts such as the new fitness facility in the former Rouse building, the new Hobbit's Glen Clubhouse, and the Lakefront.						
SIC	11/14/2013	Long-Term Lake Management Plan	11/14/2013		12/12/2013 1/9/2014	12/12/2013	recommended	
SIC	1/9/2014	Easement Request from Howard County for a Water and Sewer Extension to Blandair Park and the Spring House Creek Stream Restoration	1/9/2014		2/20/2014			approved
SIC	1/9/2014	Easement Request from Howard Hughes Corporation to Erect Signage Columns for Whole Foods and Haven on the Lake	1/9/2014				withdrawn by requester	
SIC		A Representative from the State Highway Administration to attend a future meeting						
SIC	1/23/2014	SHA Easement Request - Old Columbia Road - Rt. 29 Project	1/23/2014		3/13/2014			approved
PSC	2/20/2014	Haven on the Lake Update	2/20/2014					no action required

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	2/20/2014	Purchasing Exception Request - Haven on the Lake	2/20/2014					approved
SIC	2/20/2014	Easement Request from Howard County - Traffic Circle at Intersection of Oakland Mills Road and Old Montgomery Road near Blandair Park	2/20/2014					approved
SIC	2/20/2014	Salary Study	2/20/2014					approved in budget process
SIC	2/27/2014	Presentation on the Budget Performance Element	2/27/2014					no action required
SIC	2/27/2014	Verizon Land Lease Agreement Requests - New Cell Tower at RV Park	2/27/2014		3/13/2014 3/27/2014			
SIC		Review Management Findings on the Owen Brown Tennis Bubble Replacement Options						
SIC	3/13/2014	SHA Easement Request - Gales Lane	3/13/2014		3/27/2014			
SIC	3/13/2014	Howard Hughes Corporation Easement Request - New Traffic Light Cabling - Whole Foods and Haven on the Lake	3/13/2014		3/27/2014			
SIC	3/27/2014	Minority Business Policy Sunset Clause	3/27/2014					
SIC	3/27/2014	Planned Issuance of Long-Term Debt	3/27/2014					

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	3/27/2014	Inner Arbor Board Membership Discussion	3/27/2014					

Recommendation(s) (Updated as of 2-13-13):

Based on the information addressed in this memo, and more specifically the straw votes taken during the October 11, 2012 Board Meeting, management makes the following recommendations:

I. Formally adopt the McCall Plan or Inner Arbor Plan as the conceptual plan that is the foundation of all future Symphony Woods planning and design.

II. Formally adopt Symphony Woods as the preferred location for the CA Office Building.

III. Formally instruct Management to establish an entity or entities to pursue implementation of the Inner Arbor Plan (the "Inner Arbor entities") under the following terms:

a. An entity will be structured to accomplish charitable and educational purposes and will apply to the IRS for qualification as a 501(c)(3) corporation, able to accept charitable donations and grants.

b. The anticipated 501(c)(3) corporation is tasked to implement the approved Inner Arbor Plan. In keeping with the easement described below, any material deviations from the Plan will require CA Board approval.

c. The anticipated 501(c)(3) corporation will be governed by a five (5) member Board, of which:

i. The CA President and CEO will be an Ex Officio voting Board Member;

ii. Two (2) Board Members will also be CA Board Members; and,

iii. Two (2) Board Members will not be CA Board Members, but will, nonetheless, have a strong record of community involvement and service.

d. If necessary, Management may form a for-profit affiliate of the anticipated 501(c)(3) corporation to carry out aspects of the Plan that counsel to CA or the anticipated 501(c)(3) corporation, or the IRS, determine do not constitute charitable or educational purposes satisfying the requirements for 501(c)(3) status.

IV. Formally authorize Management to enter into an agreement granting to the Inner Arbor entities a perpetual easement for the development and use of Symphony Woods (and such other related documents as may be required), which will obligate those entities to implement and comply with the requirements of the Inner Arbor Plan. In connection with authorization of the easement agreement, the Board is hereby requested to adopt a resolution making the following specific findings:

i. that the execution and performance of the easement agreement is taken exclusively for the promotion of the social welfare of the people of Columbia;



March 21, 2014

To: Strategic Implementation Committee Members

From: Susan Krabbe

Through: Phil Nelson

Cc: Members of the Columbia Association Board of Directors
Sheri Fanaroff

Subject: Planned Long-term Debt Issuance

Background:

CA staff, with the assistance of Public Financial Management (PFM), is currently analyzing financing alternatives to raise \$30 million capital to pay down CA's line of credit, which has been used since 2002 to fund a portion of capital projects. The strategy is to take advantage of low current market rates before anticipated changes in policy by the Federal Reserve Bank cause rates to increase, as is expected by monetary policy experts. CA engaged PFM to provide guidance on the timing and type of transaction to best meet CA's needs and to take advantage of current market conditions.

At this time, CA is pursuing a fixed-rate financing transaction that is expected to amortize over 15 years. It is anticipated that the financing transaction will be callable after seven years, so that CA can lock in low current market rates but have the flexibility to refinance the transaction if interest rates prove to be lower in the future. Current expectations are that the financing will close mid-May, and interest will be payable semi-annually on June 1 and December 1 with the first interest payment due December 1, 2014. Principal would be repaid annually on December 1 with the first principal payment due December 1, 2015. Annual debt service payments are expected to be level, and based on current interest rates, are estimated to be \$2.65 million per year. PFM is currently soliciting investment banks to provide underwriting services on behalf of CA. The results of the request for proposal process will help to refine the financing analysis.

The proceeds will be used to pay down the line of credit, which is projected to be approximately \$38 million by May 31, 2014. The July 2014 annual charge billing is projected to eliminate the remaining balance on the line until December 2014, when CA anticipates beginning to draw on the line again, to fund the portion of capital projects not funded by operations.

The Board may be interested to learn that since 2000, total debt decreased by an average of 6.4 percent per year, while the capital budget increased by an average of 3.7 percent per year. Over the same period (2000 to 2013), the Consumer Price Index

averaged 2.4 percent. So, over this 14-year period, CA was able to maintain its capital spending, in fact to increase it slightly over inflation, while reducing its total debt burden.

Legal Considerations:

CA is working closely with outside bond counsel to ensure that the debt issuance will comply with all relevant laws and regulations.

Budget Impact/Considerations:

The FY 2015 and conditional FY 2016 budgets include the planned issuance of \$30 million.

Policy Considerations:

The transaction complies with the Long-Term Financial Management Policy components related to long-term debt as shown for FY 2015 and FY 2016. The debt service projections for the new issuance included in the ratios are based on current market projections and are subject to change as interest rates change.

	FY 2015	FY 2015	Positive
	Target	Budgeted	(Negative)
	Ratios	Ratios	Variance
Debt Service as a % of Total Revenue	0.200	0.088	0.112
Debt Service as a % of Annual Charge Revenue	0.500	0.167	0.333
Total Long-Term Debt as a % of Total Assets	0.450	0.202	0.248
Total Long-Term Debt as a % of Assessed Valuation	0.010	0.003	0.007

	FY 2016	FY 2016	Positive
	Target	Budgeted	(Negative)
	Ratios	Ratios	Variance
Debt Service as a % of Total Revenue	0.200	0.043	0.157
Debt Service as a % of Annual Charge Revenue	0.500	0.083	0.417
Total Long-Term Debt as a % of Total Assets	0.450	0.182	0.268
Total Long-Term Debt as a % of Assessed Valuation	0.010	0.003	0.007

The planned transaction also supports the Board-approved Strategic Plan that takes effect on May 1, 2014, specifically goals 2 and 5:

Goal 2 - “Maintain and enhance Columbia’s facilities, open spaces, connectivity and environmental stewardship.”

The planned transaction provides resources to maintain and enhance CA’s facilities and open spaces by paying down the line of credit, which would approach the maximum balance of \$45 million this spring.

Goal 5 – “Demonstrate the practices of a high-performing and responsive organization.”

CA staff engaged PFM for financial advice and is working with bond counsel to obtain the best possible terms for CA, to ensure a high value for CA customers and annual charge payers.

Recommendations:

Staff recommends that the CA Board approve the resolutions to pursue a long-term debt issuance as described and attached.

**Resolutions Authorizing the Issuance, Sale and Delivery
of Columbia Association Bonds**

WHEREAS, Columbia Association, Inc. (the “Corporation”) intends to refinance its current line of credit and to undertake certain capital projects approved by the Board of Directors of the Corporation (collectively, the “Project”); and

WHEREAS, in order to finance all or a portion of the costs of the Project, the Corporation intends to issue, sell and deliver its bonds, notes or other evidences of indebtedness in a maximum aggregate principal amount up to \$30,000,000;

NOW, THEREFORE, BE IT

RESOLVED, that the Corporation is hereby authorized to issue, sell and deliver its bonds, notes or other evidences of indebtedness from time to time in a maximum aggregate principal amount up to \$30,000,000 (the “Bonds”) pursuant to the provisions of an indenture of trust, purchase agreement, financing agreement or similar agreement (the “Agreement”), which shall contain such terms, provisions and conditions as shall be approved by the President of the Corporation or the Chief Financial Officer of the Corporation (each an “Authorized Officer”) executing the Agreement.

RESOLVED, that the Corporation is hereby authorized to pledge under the Agreement as security for the Bonds (i) all revenues from the lien of the annual charge imposed pursuant to the provisions of the Deed, Agreement and Declaration of Covenants, Easements, Charges and Liens, as amended and supplemented (the “Declaration”), (ii) all accounts arising from the Declaration, (iii) all contract rights arising from the Declaration, (iv) all lien and lien enforcement rights arising under the Declaration, (v) all rights, powers and remedies provided to the Corporation in the Declaration or otherwise available at law or in equity for the enforcement and collection of the annual charge and all other monies due under the Declaration and (vi) any funds or securities held by any trustee at any time pursuant to the Agreement.

RESOLVED, that the appointment of any trustee, paying agent, registrar, escrow agent or other agent for the Bonds as shall be deemed necessary or desirable to effectuate the transactions herein contemplated is hereby authorized.

RESOLVED, that the Corporation is hereby authorized to issue, sell and deliver the Bonds in a direct placement or in a private (negotiated) sale pursuant to the provisions of a bond purchase agreement or similar agreement (the “Bond Purchase Agreement”) at a price or prices at, above or below par.

RESOLVED, that the Agreement and the Bond Purchase Agreement may contain representations, warranties, covenants and indemnification provisions by the Corporation.

RESOLVED, that the preparation and distribution of a preliminary official statement and a final official statement, offering memorandum or other disclosure document in connection with the sale of the Bonds are hereby authorized.

RESOLVED, that the designation of the Bonds, the principal amount of the Bonds, the rate or rates of interest payable thereon or the method of determining the same, the date or dates of maturity of the Bonds and the payment provisions therefor, including (without limitation) any provisions for the optional or mandatory redemption or purchase thereof prior to maturity shall be as set forth in the Agreement or the Bond Purchase Agreement.

RESOLVED, that the net proceeds of the issuance, sale and delivery of the Bonds shall be applied to the financing of the Projects or such other capital projects approved by the Board of Directors of the Corporation, any required reserves and any costs of issuance of the Bonds.

RESOLVED, that the Corporation is hereby authorized to enter a continuing disclosure agreement or such other agreement requiring the delivery or the public filing or posting of the Corporation's financial statements and financial or other information and notices regarding material events related to the Corporation, the Bonds, any trustee or such other events as set forth in such agreement (the "Continuing Disclosure Agreement").

RESOLVED, that each Authorized Officer is hereby authorized and directed in the name and on behalf of the Corporation to execute and deliver the Agreement, the Bond Purchase Agreement, the Bonds and the Continuing Disclosure Agreement.

RESOLVED, that the Authorized Officers are hereby authorized and empowered, in the name and on behalf of the Corporation, to enter into, execute, deliver and perform any and all agreements, amendments, consents, certificates, instruments, documents, notices, requests or approvals as any such Authorized Officers may determine to be required, advisable or appropriate in connection with the matters authorized in this and the preceding resolutions, and to take any and all other actions as any such Authorized Officers may deem to be required, advisable or appropriate in connection with the matters authorized in this and the preceding resolutions, such determination to be evidenced conclusively by such entry, execution, delivery, performance or the taking of such action by any of such Authorized Officers.

RESOLVED, that the proper officers of the Corporation are hereby authorized and empowered to take such further action as may be necessary or in their opinion desirable to effect the intent and purpose of the foregoing resolutions, and that any action previously taken by the proper officers of the Corporation in furtherance of the transactions contemplated in this and the foregoing resolutions is hereby ratified.



February 28, 2014

To: Strategic Implementation Committee Members

Through: Phil Nelson, President and CEO

From: Patrick O'Malley, Director of Purchasing

cc: Members of the Columbia Association Board of Directors
Susan Krabbe, Vice President and CFO

Subject: Minority Business Enterprise Policy

The Minority Business Enterprise (MBE) policy was revised in May 2012 to include a goal to procure ten percent (10%) of the total dollar value in eligible procurements from MBE businesses and a sunset clause to terminate this policy on April 30, 2014 unless the CA Board of Directors extends the policy after thorough evaluation and review. The sunset clause was added at the suggestion of a Board member based on the State of Maryland policy, which also includes a sunset clause.

Attached is the policy for the Board of Directors' consideration to extend the policy for a specified period of time, make changes to the existing policy or allow the policy to terminate on April 30, 2014.

CA has procured \$1,512,865 from certified MBE firms through the end of the third quarter of FY 14, which represents 9.7% of total eligible expenditures.

**MINORITY BUSINESS ENTERPRISES,
WOMEN OWNED BUSINESS ENTERPRISES AND DISABLED OWNED
BUSINESS ENTERPRISES POLICY**

The Columbia Association (CA) encourages Minority Business Enterprises (“MBEs”), Women Owned Business Enterprises (“WBEs”) and Disabled Owned Business Enterprises (“DBEs”) to participate in CA procurements. For the purposes of this policy, an MBE is a business entity that is majority owned, operated, and controlled by members of one of the following groups: African Americans, Native American Indians, Asian Americans, and/or Hispanic Americans. A WBE is a business entity that is majority owned, operated, and controlled by a Caucasian woman. A DBE is a business entity that is majority owned, operated and controlled by an individual who has a physical or mental impairment that substantially limits one or more major life activities or has a record of such impairment.

CA shall:

- a. Promote participation of MBEs, WBEs and DBEs in Procurements of all types and of all values;
- b. consider responsible and responsive MBEs, WBEs and DBEs when soliciting, conducting, and awarding Procurements;
- c. discuss with Vendors MBE, WBE and DBE subcontracting and other business relationship opportunities when available, at all phases of the Procurement process;
- d. train all CA purchasers on this policy;

- e. include the following language in Invitations for Bids (“IFBs”) and Requests For Proposals (“RFPs”):

Minority Business Enterprises, Women Owned Business Enterprises and Disabled Owned Business Enterprises will be afforded equal opportunity to submit Bids or Proposals in response to this Procurement and will not be subject to discrimination on the basis of race, color, sex, or national origin in consideration for award;
- f. maintain lists of potential Bidders and Offerors that include responsible MBEs, WBEs and DBEs;
- g. suggest that Vendors provide Procurement documents to responsive MBEs, WBEs and DBEs for subcontracting and other business relationship opportunities that may be available due to the scope and nature of the Procurement;
- h. ask Vendors to provide information related to MBE, WBE and DBE participation in Procurements and availability of subcontracting and other business relationship opportunities for MBEs, WBEs and DBEs, including descriptions of steps taken to seek and encourage that participation and other relationships;
- i. if there are no known MBEs, WBEs or DBEs that may respond to a Procurement for which an IFB or RFP will be issued, make efforts to locate such firms and to encourage participation of MBEs, WBEs and DBEs in the Procurement;

- j. when requested by Vendors, offer the assistance of Purchasing Department personnel in identifying, locating, and contacting MBEs, WBEs and DBEs available for subcontracting and other business relationships;
- k. ensure that requirements for MBE, WBE and DBE participation under Federal or State law or agreements are met when applicable; and;
- l. request Vendors to keep the Purchasing Department advised of existing MBE, WBE and DBE subcontracts and other business relationships, as well as any changes to these business relationships that affect MBE, WBE and DBE participation in the Procurement.

CA recognizes certifications from Howard County, Maryland; the Maryland Department of Transportation; the City of Baltimore, Maryland; or another certifying entity.

CA will establish guidelines and document efforts to attain its goal to procure Ten Percent (10%) of the total dollar value in eligible procurements from MBEs, WBEs and DBEs. The Purchasing Department will assist CA purchasers in striving to attain or exceed this goal.

This policy will terminate on April 30, 2014 unless the CA Board of Directors extends this policy after thorough evaluation and review.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: Howard Hughes Corporation/Clover Acquisitions, LLC and
Howard County Easement Request for Traffic Control Devices Along
Little Patuxent Parkway Adjacent to Whole Foods/Haven on the Lake

DATE: March 21, 2014

Pursuant to the CA Board discussion on 3/13/14 regarding the above-subject project, changes to the Deed of Easement and exhibits related to this project were forwarded to the Howard Hughes Corporation (HHC). HHC staff reports that the appropriate modifications have been made to the documents, and the documents have been sent to Howard County for their review and approval.

The emphasis of the modifications provide for the proposed easement being non-exclusive, specifically for underground cabling for the depicted traffic control devices, and no above-ground installation of any type being allowed.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: Verizon Land Lease Agreement Request

DATE: March 21, 2014

Subsequent to the CA Board discussions regarding the above-subject project, Verizon has made a determination to pursue an environmental assessment of the proposed lease area. The anticipated date for this assessment is March 28th.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: State Highway Administration (SHA) Easements and
Land Acquisition Request
SHA Contract #H0317B31 – Gales Lane Projects

DATE: March 21, 2014

Subsequent to the CA Board's discussion on 3/13/14 regarding the above-subject project, the SHA was notified about the resultant questions and suggestions.

According to SHA representatives, the sound barrier wall section under discussion cannot be relocated to the adjacent property since the property owner has an "approved butterfly habitat and any further impact to the property could severely damage that environment." If the SHA is permitted to purchase the needed amount of CA open space to allow for the installation of the wall (as depicted earlier), all maintenance of the property and the wall would be the responsibility of the State.

In regards to the pending restricted access to Lot 1, the SHA considers that the following options are potentially suitable resolutions and further discussions will ensue.

1. SHA pays CA for "damages" resulting from greatly restricted access to Lot 1
2. SHA pays CA for a perpetual easement on all of Lot 1 that would restrict the types of amenities CA could build on the Lot.
3. SHA would provide CA a new access to Lot 1 by allowing the current guard rail at the end of Gales Lane to be replaced with a lockable gate for use by CA for needed maintenance and other required activities on Lot 1.



**President's Report
March 21, 2014**

Project Status—Capital Projects Categories I, II and III

Please refer to the “Capital” section of the Board Report for information on capital projects in all categories.

Community Commitment

State Active Transportation Grant Funding Sources

Maryland Department of Transportation (MDOT) and State Highway Administration (SHA) recently held workshops on four key state programs that support trail/pedestrian/bicycle projects. There are currently four grant programs available to localities for bicycle and pedestrian improvements including the Recreational Trails Program, the Transportation Alternatives Program, Safe Routes to School and Maryland Bikeways. All programs are administered by the State either through the Maryland Department of Transportation or State Highway Administration. All of the grants require the sponsor to cover at least 20% of the total costs. With the exception of the Recreational Trails Program (where CA can sponsor the grant, but needs Howard County to co-sponsor), Howard County must sponsor the grants. CA's Community Planning Department is reaching out to the appropriate Howard County government contacts to discuss partnering opportunities.

Older Adult Plan

Community for A Lifetime: Columbia Association's Plan for Serving Older Adults was presented to the Board of Directors at the March 13, 2014. This revised version of the plan is available for review at www.ColumbiaAssociation.org/OlderAdults.

Columbia Market Study

The Columbia Market Analysis and Economic Development Services is on-going. The second public meeting is scheduled for Tuesday, March 25 from 7-9pm at Slayton House. For more information on the project go to www.ColumbiaAssociation.org/MarketStudy

Hickory Ridge Park

Staff from the Landscape Services Department met with the Hickory Ridge Village Board to provide an update on the park plan and next steps.

Development Tracker

Staff from the Planning Department updated the Development Tracker, which tracks development proposals and meetings for sites in and close by to Columbia. This is updated at least monthly and often twice a month. The latest version is available on-line at <http://columbiaassociation.org/transparency/columbia-planning-development-tracker>

Watershed Activities Update

The Watershed Manager presented on the topic of "Stormwater Runoff and what you can do to Slow the Flow" to the current class of the Howard County Legacy Leadership Environmental Institute. He also led a tour of capital projects installed by CA and residential rain gardens funded through the CA Rain Garden Cost Share Program.

The Watershed Manager also presented to the current class of the Howard County Watershed Stewards Academy on the topic of "Slow the Flow, Managing Stormwater: A Shared Responsibility, Solutions for Residents."

Hobbits Glen Clubhouse Update

Sediment controls associated with construction of the Hobbits Glen Clubhouse are in place and building demolition will begin in earnest the week of March 24. The Hobbits Glen Clubhouse Smart Sheet has been posted to the CA Board of Directors and the Hobbits Glen work team. CA has learned it is going to receive a Special Recognition Award from the U.S. Department of Energy for its work promoting Home Performance with ENERGY STAR in the Columbia community.

This award stems from several activities last year including the publication of residential energy efficiency stories in several CA Monthly issues, the development and promotion of our energy audit video in collaboration with BGE, and the initiation of our community energy efficiency cooperative. More information will be available when the award is received.

Group Fitness

CA group fitness instructors often go the extra mile for members. Many times instructors recognize members' birthdays (with happy birthday dances or sing happy birthday), take the time to give congratulation "shout outs" on the birth of new babies and grandchildren, and give warm smiles on cold days. Recently, Athletic Club instructor Robin Holiday went the extra mile and welcomed a member with physical challenges. She went out of her way to speak to the member before she joined and made class welcoming and inviting, showing what service magic is at its best.

Volunteer Center Serving Howard County

On February 4, 2014 Pamela Simonson, Volunteer Program Coordinator, met representatives of the art community to complete plans for the March 6 Art Volunteer Leader Training, Howard County Center for the Arts, Ellicott City, MD. 8 people are registered to attend.

On February 26, Pamela offered a Volunteer Leader & Project Management program to 16 Howard Community College (HCC) service learning students on the HCC campus in order to prepare them for their spring service project. She received the following letter after the program:

"Thank you Pam! Thank you so much for your wonderful presentation to the Phi Theta Kappans. In speaking with the officers after the presentation it was clear that you provided them with so much insight into how to effectively organize and approach their college service project. Thank you! Brittany Budden, Director of Service Learning, HCC"

During the month of February Pamela connected with 61 registered organizations by email to encourage them to complete/update their Organizational Agreement in order to enjoy a full partnership with the Volunteer Center serving Howard County. Of those connected in February, 15 (25%) organizations updated their information.

CCE members made 22 service exchanges totaling 44 hours in January. CCE welcomed 2 new members to the time bank.

Mickey Gomez met with HopeWorks to assist with developing a new volunteer initiative.

Mickey met with Vidia Danraj of the Department of Citizen Services to discuss presentations in support of the Bridges to Housing Stability initiative. The Volunteer Center will provide presentations to graduates of the program to discuss ways in which they can become involved on boards, committees or as volunteers.

Community Involvement

Jane Dembner began her service on The Horizon Foundation's Planning and Evaluation Committee.

Mickey Gomez continues to serve on the HandsOn Network Affiliate Assembly, a national peer-elected entity representing over 200 national affiliates throughout the network. She serves on the Communications Committee.

Mickey Gomez continues to serve on the Advisory Board of the Women's Giving Circle of Howard County, and currently leads their Communications Committee which is responsible for all print and digital communications.

Group Fitness at Columbia Gym

Columbia Gym hosted a Friday night Zumba event on February 28, benefitting the Tyler Johnson Foundation. Mr. Johnson was a victim of the Columbia Mall shooting. There were over 200 attendees, including over 140 CA members and more than 60 non-members.

One of our group fitness instructors, Megan Cooperman, received the following letter from a family member of Tyler's:

"...April Wainwright with the Community Foundation let me know about your wonderful Zumba event for the Tyler Johnson and Brianna Benlolo Foundations -- thank you so much! The money given to the Tyler Johnson Foundation will be used to support quality mental health and addiction counseling services in Howard County -- a cause Tyler was passionate about!

We are so very grateful for the wonderful community support our family has received from fabulous people like you..."

Volunteer Center and Columbia Community Exchange

A Volunteer Engagement Roundtable on Digital Communications: The Best of Facebook & Twitter, has been scheduled for Thursday, April 10 at Columbia Association Headquarters.

Columbia Community Exchange is hosting its 7th Anniversary Party at East Columbia 50+ Center on Thursday, April 3.

Organizational Development

Aquatics

In the world of swimming March is the spring Championship month. As such the CAA swimmers have been busy in and out of the pool.

On March 1 and 2, CAA hosted a meet at Howard Community College. Two hundred CAA swimmers participated and they achieved 661 personal best times.

On March 6-9, 50 CAA swimmers participated at the Maryland Swimming LSC championship at the Naval Academy in Annapolis. They achieved 127 personal best times and set 8 new team records including 4 relay records. Two CAA swimmers received awards during the Saturday evening awards ceremony at the meet. Taye Baldinazzo received the award for 14 Year-old Boy Long Course Swimmer of the Year. Kellen McDonald received the Comeback Swimmer of the Year award.

On March 14-16 CAA competed in the Maryland Junior Championships at St. Mary's College. Sixty-three CAA swimmers participated, with 161 personal best times achieved.

Ice Rink

The Huskies have 3 teams qualified for Nationals which will take place in the first week of April.

Program Offerings

Fairway Hills Golf Club

Based on the amount of vouchers sold and redeemed and the overwhelmingly positive reviews by the customers on their experience with both staff and the course conditions at Fairway Hills, we were recently named 'Best of Groupon 2013' and were one of the most successful local deals they ran.

Haven on the Lake

A sales center will be opening in April to handle Haven on the Lake membership sales. This sales center will be located in the parking lot between the American City and Whole Foods buildings facing the Lakefront. The interior of the sales center will be an inviting oasis to welcome current and prospective members and share with them information about Haven on the Lake memberships, class pricing, and the wellness spa services.

Ice Rink

The Winter Olympics helped spike up the enrollment of our Learn-to-Skate program. The current session has over 500 children enrolled.

Columbia Gym

KidSpace

KidSpace successfully began a second session of the Little Dribblers basketball program and continuation of Adventure Day Camp and Movie Night programs.

Martial Arts

Martial Arts belt testing has recently taken place with over 60 students involved. The Martial Arts team has also promoted and commenced a new monthly black belt class.

Zumba

The second Sunday morning Zumba class in Youth Arena has been continued to meet growing demand with greater attendance.

Supreme Sports Club

Supreme Sports Club recently hosted two events for a new fitness program called LaBlast. The events were organized by Group Fitness instructor Megan Cooperman and taught by the well-known "Dancing with the Stars" dancer Louis Van Amstel. Over one hundred tickets were sold for the Master Class, held March 15th and approximately 20 people took the instructor training on March 15th. This is just another in a long line of national events hosted at the Supreme Sports Club which, due to its unique environment and customer friendly atmosphere, has become a destination for the community and region.

Personal Training

The 2014 Biggest Winner Weight Loss and Fitness Contest, CA's 5th year of the contest, ended on March 15. The 9-week program culminated with a Success Celebration at the Columbia Athletic Club. In groups of 4, participants completed 16 twice-a-week personal trainer led sessions. They also exercised in CA's group exercise classes and on their own with workout plans designed by their trainers. They also had the option to attend four Nutrition Seminars lead by CA's Nutritionist, Bonnie Pace, to get expert advice on diet and weight loss. Vitabot, an on-line nutrition journal program was also provided. There were 37 Biggest Winners participating at the Athletic Club, Columbia Gym, and Supreme Sports Club. The total weight lost from all 37 participants was 459 lbs.

Contestants were eligible to win in three categories:

1) 2014 Biggest Winner – the individual with highest weight loss percentage. Craig Dewing won by losing 28% of his body weight equal to 63.3 lbs.

2) Biggest Winner Body Composition Challenge - Individual with the highest body composition percentage change. Craig Dewing also won this by decreasing his body composition by 15.1%.

3) Biggest Winner Team, Team with highest weight loss percentage. Team Teal - led by CA Personal Trainer Emily Leffel. Biggest Winners on Team Teal include Craig Dewing, Joan Grossman, Sandra Eastridge, and Dena Dixon - as a team they lost 10.16% of their starting body weight, a total of 86 lbs.

Team Teal also won the Biggest Winner Fitness Challenge by completing a higher average number of squat and bench press reps, and a lower average 1 mile treadmill time than the other Biggest Winner teams.

Special honors go to Team Orange who were strong competitors until the end and came in second place in the Team Weight Loss Challenge. CA Personal Trainer Jeremy Pendleton led this team which included 5 participants - Cathy and Randy Specht, Lisa O'Brien, Renuka Mathur, and Marianna Ashton. Team Orange lost 9.7% of their original body weight, a total of 102.5 lbs.

We will be working with Craig Dewing and other participants, to recognize them for their success and to receive written and video testimonials.

Many participants are continuing or planning on continuing their weight loss and health improvement journey, with their trainer, in groups and/or as individuals. They are also recruiting

other non-Biggest Winners to join their groups. We look forward to keeping in touch with the participants so we can stay updated on their progress.

Program surveys were emailed to all participants. We look forward to receiving their feedback so we can celebrate the positives and focus on the areas that need improvement for next year.

Volunteer Center Serving Howard County

In the period ranging from February 1 – February 28, 2014, the Volunteer Center registered 138 new volunteers, 2 new nonprofit agencies, 15 new volunteer opportunities with 17 occurrences, and offered a total of 110 open volunteer opportunities.

Organizational/Community Transparency

Media Interactions/Initiatives

Media Inquiries and interactions between February 15 and March 15:

- Columbia Flier about partnership between county school system and CA's Youth and Teen Center; Haven on the Lake, Columbia Clippers swim meet, Columbia DogPark, location of board agenda materials and podcasts on the new website; Long Reach village center purchase by Howard County; CA budget; Frank Gehry's letter about the Inner Arbor; and a question about a board agenda item.
- Columbia Patch about the editor now covering this area.
- ESPN about permission to use CA video footage.
- Her Mind magazine about Haven on the Lake.
- Howard Magazine about Haven on the Lake.
- Maryland Family Magazine about aquatics amenities, offerings and rates.

Press Releases Issued by CA
between February 15 and March 15

Media and Blog Coverage by Outlet (*note: Business Monthly, Columbia Life, Howard Magazine often publish CA releases at a later date.*)

Columbia Association Announces Program to Help Residents Reduce Energy Consumption, Save Money	- Patch blog posted by CA staff
Second Public Meeting on March 25 About Study Analyzing the Future of Columbia's Village Centers	- Patch blog posted by CA staff
Performers, exhibitors and food vendors from Middle East and North Africa needed for upcoming Culture Fest	- Patch blog posted by CA staff - Business Monthly, March 2014: "Performers, Exhibitors, Vendors From Middle East, North Africa Needed for Culture Fest" - Columbia Flier: "CA seeks participants from Middle East and North Africa"

Website Update

The Communications team completed the new ColumbiaAssociation.org website and met with CA team members to go over individual pages for edits.

Community Engagement/Involvement

- Created comprehensive communication and engagement plans for:
 - Columbia Home Tour
 - Home Accessibility and Repair Program
 - World Languages Cafe
 - Lakefront Wednesday Lunchtime Concert Series
 - Get Active Howard County
 - Dog Day Afternoon
 - Spring Fever Bingo
 - Columbia Market Study
 - Foodify
 - Haven on the Lake Preview event
- Continued to engage with residents and other stakeholders via our social networking accounts including CA's main Facebook page, Twitter, YouTube, Instagram and LinkedIn.

Programming/ Publications

- [This Week@CA](#) continues to be a great weekly resource to promote and inform residents about CA related news. Programming topics recently featured:
 - CA Board of Directors Meeting on Feb. 27.
 - New editions to the INner Arbor design for Symphony Woods
 - CA's New Website
 - LaBlast Dance Fitness Lifestyle Master Class
 - The Art of Ghana, A Contemporary and Traditional Exhibition call for artist
 - Spirit of Columbia Scholarship
 - CA Summer Camps
 - DogDay Afternoon
- Columbia Matters:
 - CA's Budget Plan Element and how it is formulated
 - Community Planning Projects
 - Energy Usage and Watershed Management Projects
 - 2-Way Communication
- Additional Videos Produced and Filmings:
 - Haven on the Lake Training, part 1
 - Haven on the Lake Training, part 2
 - New Website PSA

Community Engagement/Inspire Columbia

The Communications and Community Engagement Division launched a community engagement website, InspireColumbia.com, in April 2013. The site was designed to engage Columbia community members in conversation with Columbia Association by submitting ideas

in response to topic questions posted by CA. The topics posted will be related to CA's organizational goals and each will serve to garner public opinion on how to maintain and enhance the quality of life for people living and working in Columbia.

Data from InspireColumbia.com:

Total Visitors	Total Pageviews	Total Participants	Average Age of Participants
2,922	28,822	399	46

The topic questions for this month include:

- What type of events would motivate you to get involved in Columbia's cleanup efforts?
- Would you be interested in alternative fitness offerings from CA?
- Post a picture of your favorite place in Columbia in the winter.
- Columbia Association recently launched its new ColumbiaAssociation.org website with a new look and layout. Have you visited the new website? If so, tell us what you think about the site's new look.
- What type of information would you like to receive about the CA budget and how would you like to receive it?

Social Media Analytics for February 15, 2014 - March 15, 2014

Account	Following
Facebook	5,234
Twitter	1,622
YouTube	170
LinkedIn	486
Instagram	86

Dashboard Report

Please see the Columbia Association Sustainability Dashboard Report for March 2014 following the President's Report.

COLUMBIA ASSOCIATION SUSTAINABILITY DASHBOARD

Date: March 2014

**Economic Footprint
Environmental Footprint
Relational Footprint
Societal Footprint**

ECONOMIC FOOTPRINT

The financial ratios on the next two pages reflect the second year of this Board-approved Financial Management Program, a year in which CA exceeded the budgeted increase in net assets by over 23%. Six of the eight ratios, arguably the more significant, well exceed the targets. Ratios 5 and 6 do not. Ratios 5 and 6 are not indicators of CA's economic health; rather, they indicate the organization's level of comfort with the amount of capital reinvestment and how that reinvestment is financed. Interestingly, if the annual capital budget, the numerator of each decreases, then ratio 5 would worsen and ratio 6 would improve, indicating the coordination and balance involved in capital planning and financing. This is exactly what occurred in FY 13. Ratio 5 decreased to 8.7% from 9.4% in FY 12, while ratio 6 improved to 69.1% from 71.4% in FY 12, as the capital budget was slightly lower in FY 13 (\$9,164,000 versus \$9,500,000 in FY 12).

CA Financial Dashboard

Unaudited - 4/30/2013

(\$'000)

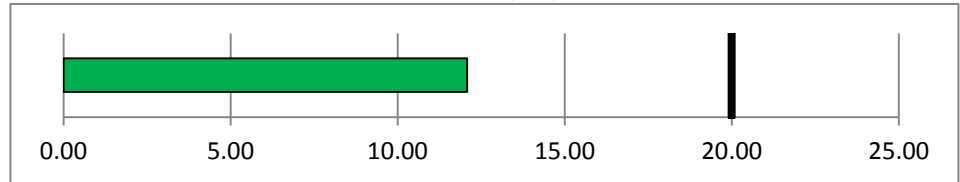
RATIO 1

Annual as of 4/30/2013

Debt Service as % of
Total Revenue

\$7,749/\$64,143

Actual 12.1%



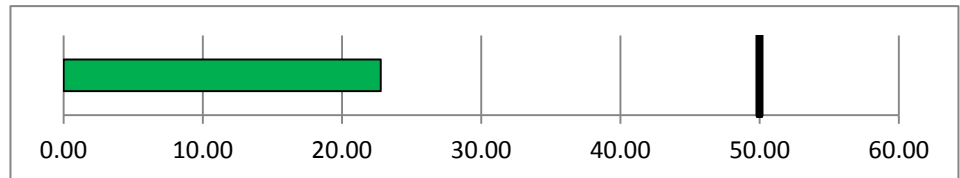
Recommended not to exceed 20%

RATIO 2

Debt Service as % of
Annual Charge
Revenue

\$7,749/\$34,005

Actual 22.7%



Recommended not to exceed 50%

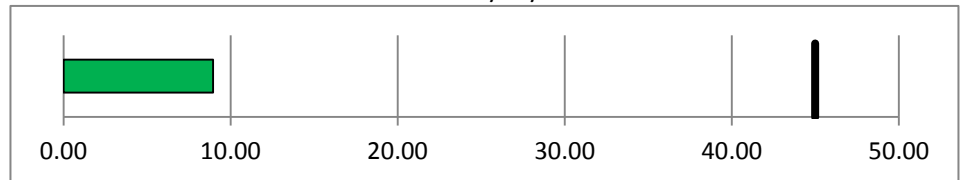
RATIO 3

Annual as of 4/30/2013

Total Long Term
Debt as a % of Total
Assets

\$11,858/\$132,412

Actual 8.9%



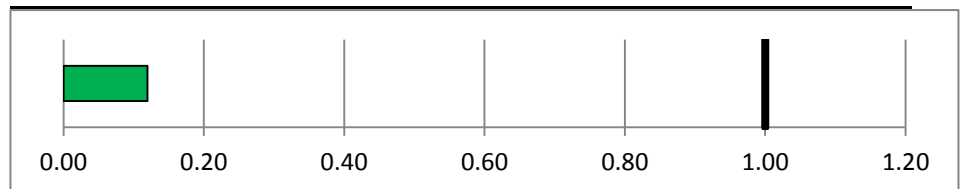
Recommended not to exceed 45%

RATIO 4

Total Long Term Debt
as a % of Assessed
Valuation

\$11,858/\$9,905,127

Actual 0.12%



Recommended not to exceed 1%

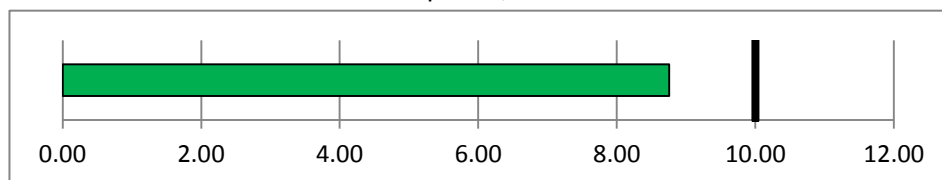
RATIO 5

As of April 30, 2013

Annual Capital
Budget as a % of Net
Book Value of Fixed
Assets

\$9,164/\$104,643

Actual 8.7%



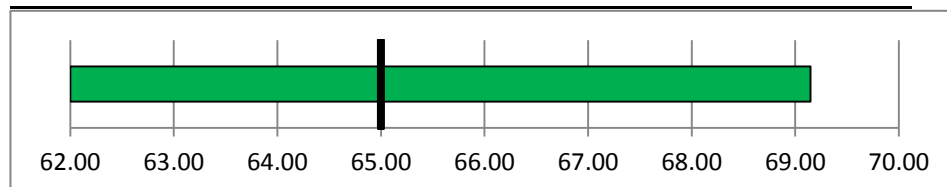
Recommended no less than 10%

RATIO 6

Annual Capital
Budget as a % Cash
Flow from
Operations

\$9,164/\$13,253

Actual 69.1%



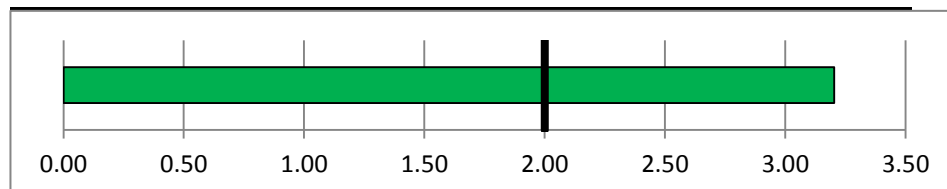
Recommended no more than 65% on an annual basis

RATIO 7

Cash Flow from
Operations / Increase
in Net Assets

\$13,253/\$4,137

Actual 3.2



Recommended 2.0 or higher on an annual basis

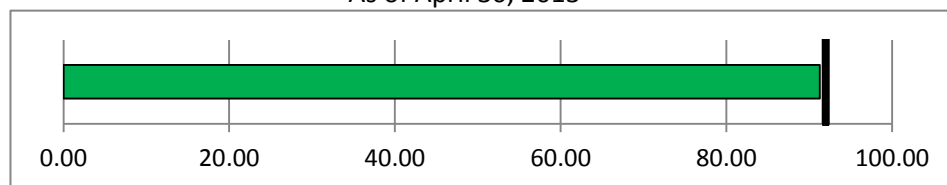
RATIO 8

As of April 30, 2013

Operating Expense as
a % of Total Revenue

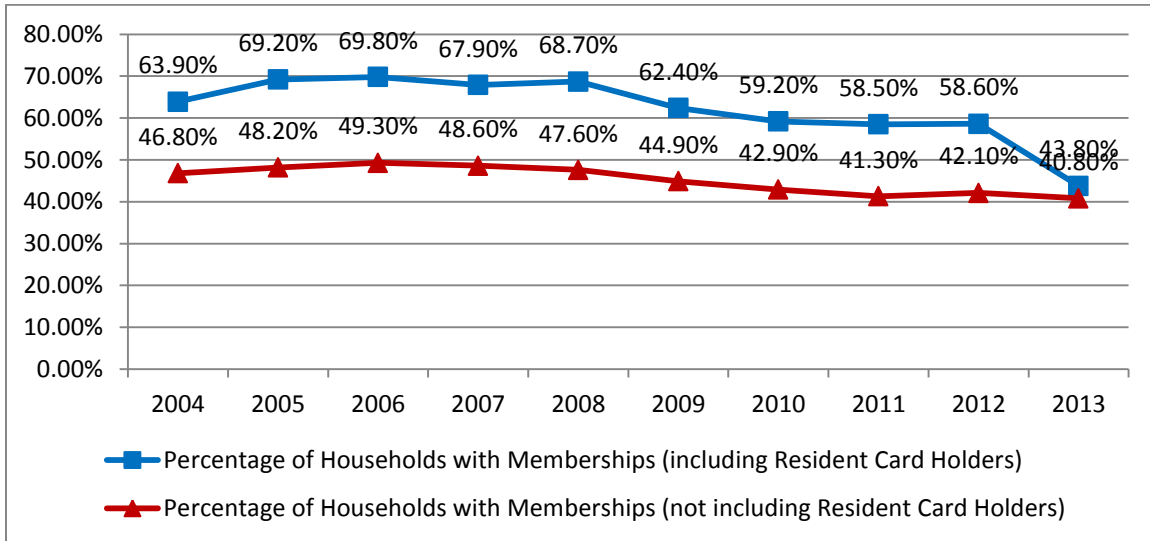
\$58,550/\$64,143

Actual 91.2%



Recommended less than 92% on an annual basis

Market Share (through 4/30/13)



Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Percentage of Households w/ Membership (Includes Resident Card Holders)	63.90%	69.20%	69.80%	67.90%	68.70%	62.40%	59.20%	58.50%	58.60%	43.80%
Percentage of Households w/ Membership (Does not include Resident Card Holders)	46.80%	48.20%	49.30%	48.60%	47.60%	44.90%	42.90%	41.30%	42.10%	40.80%

The data presented here is through the end of FY2013. The number of residential units on which the CA Market Share is based was obtained from the report “*Characteristics of Columbia*” presented to the CA Board of Directors in FY13. To see this entire report, go to the following link:

http://issuu.com/ca-columbiaassociation/docs/characteristics_of_columbia_md

Environmental Footprint: Quarterly Performance Comparison

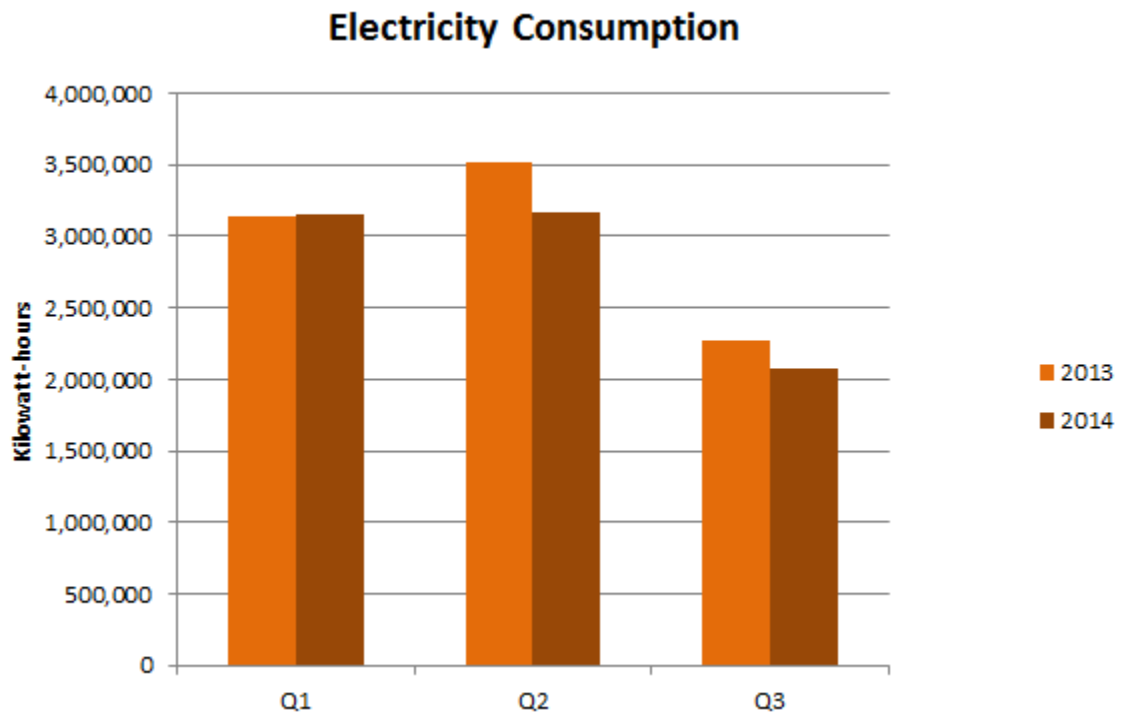
This section provides metrics associated with CA's environmental footprint. The environmental footprint categories consist of energy (facility and fleet). For these categories performance in Q1, Q2, and Q3 are compared for Fiscal Year 2013 and 2014.

**Please note that the information presented in this section is based on best available data with technical assumptions made as needed to complete the analysis. As more information becomes available and data gaps are filled these numbers may change slightly.*

Energy

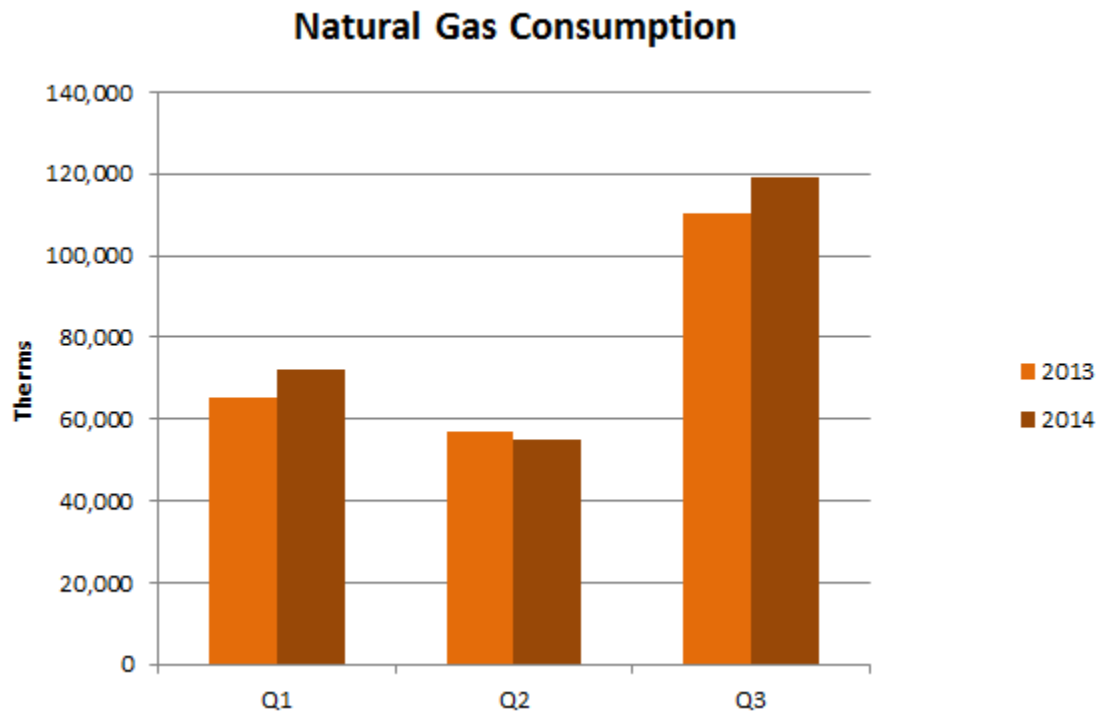
This category contains information associated with CA's energy generation and usage for operating its facilities and fleet. Using various data sources for energy consumption such as utility bills and fuel consumption information compiled by CA staff energy generation and consumption information was developed to compare Q1, Q2, and Q3 for FY2013 and FY2014.

Electricity Consumption



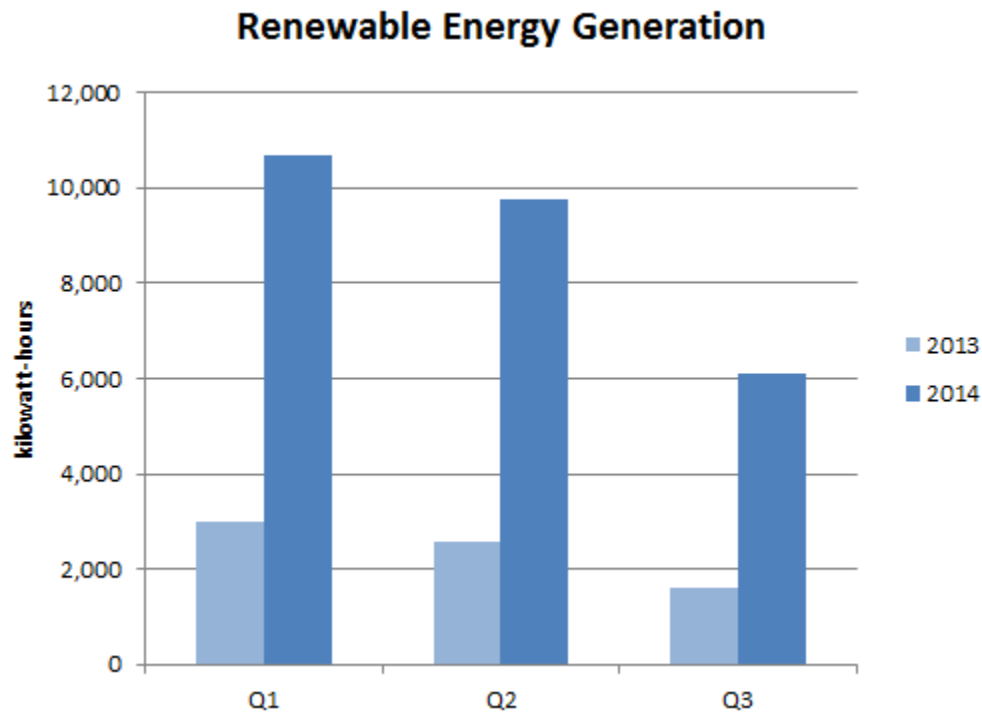
The above figure compares electricity consumption for the first nine months of FY2013 and FY2014. Electricity consumption in Q2 and Q3 in FY2014 was approximately 10 percent lower than in FY2013; this was to be expected given several upgrade projects that were completed over the summer months at the Sport & Fitness facilities. These projects included the installation of high efficiency fixtures, relamping, and Team Member engagement in effective energy management.

Natural Gas Consumption



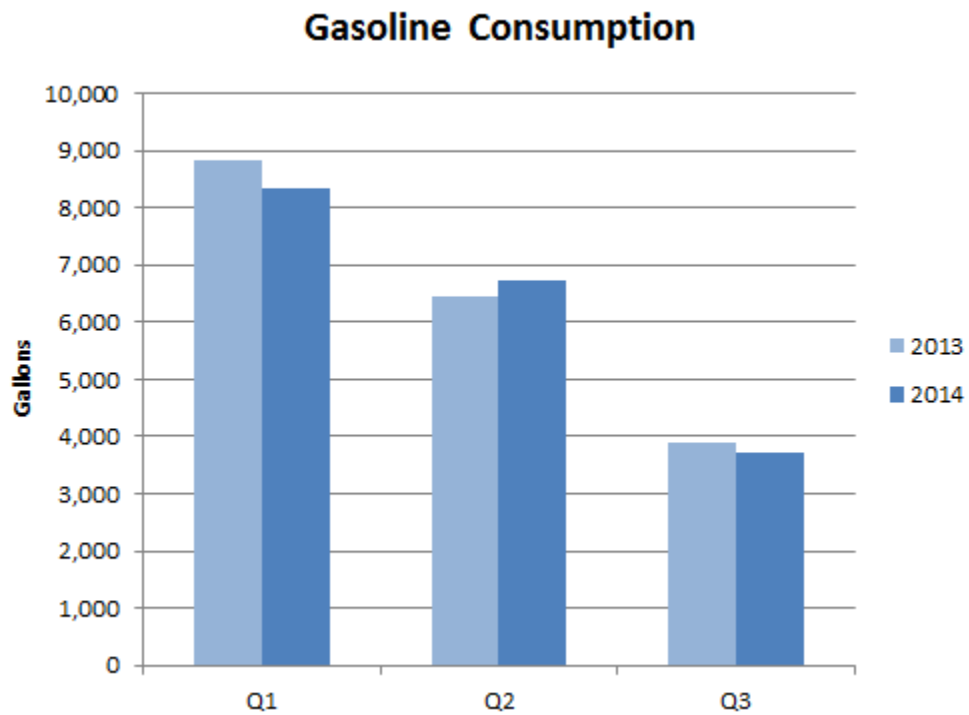
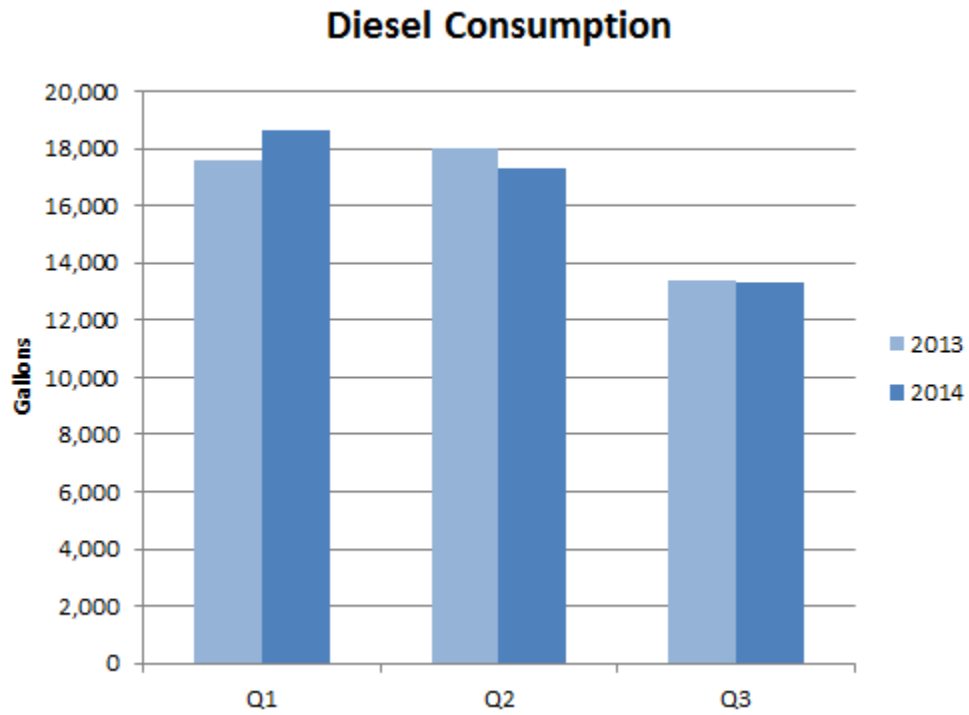
CA's consumption of natural gas was relatively flat over the first six months of FY2014 relative to FY2013, but in Q4 there was about a 10 percent increase. The recent extreme cold temperatures throughout the nation and in our region resulted in significantly increased heating loads. In January alone there were 33 percent more Heating Degree Days (HDD) in 2014 when compared to 2013.

Renewable Energy Generation



CA's renewable energy systems generated about 26,000 kWh of clean power in the first three quarters of FY2014; this is more than the total annual electricity consumption of two average family homes. The significant increase in FY2014 is due to the new array at Amherst House coming online in the spring of 2013. Note that the reduction in energy generation in Q3 is associated with the reduced amount of solar energy available due to the position of the winter sun. Total renewable energy generations by these systems is currently at 42,000 kWh having reduced greenhouse gas emissions by about 20 metric tons of carbon dioxide equivalents (MTCO₂e); this is equivalent to taking three average cars off the road for a year.

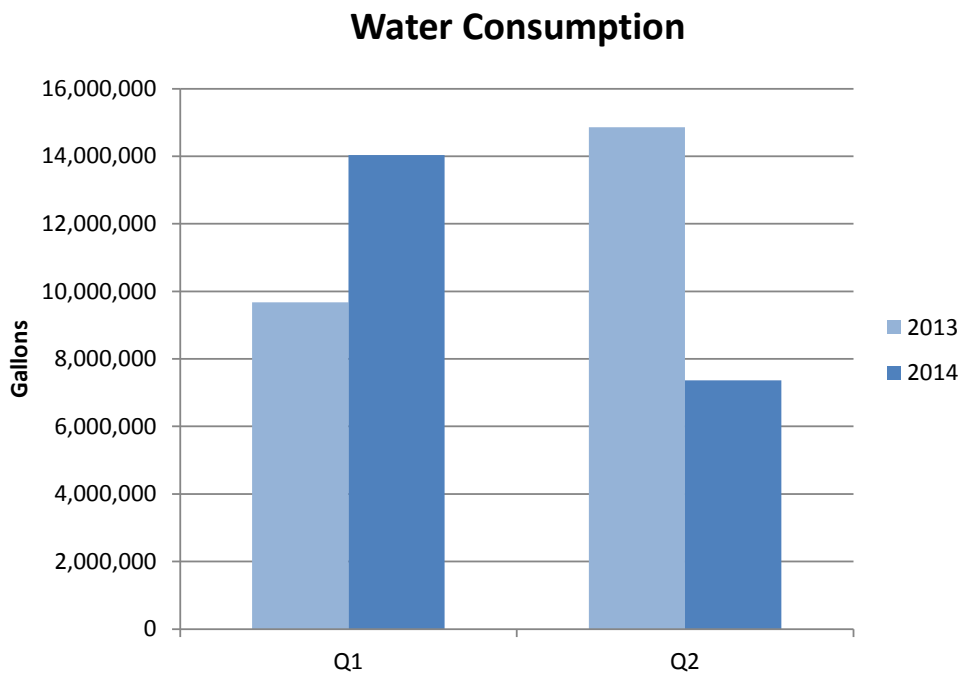
Fleet Fuel Consumption



CA's fuel consumption in the first nine months of FY2014 has been relatively consistent with what was measured in FY2013.

Water Consumption

This category contains information associated with CA's consumption of potable water for operating its facilities. The primary operations that consume large quantities of potable water are the pools and athletic facilities. The first two quarters of each year are significant periods of water consumption for CA due to the opening of pools for the season. At the time of completion of this report the water utility data had not yet been fully compiled and will be reported in the full FY2014 report.



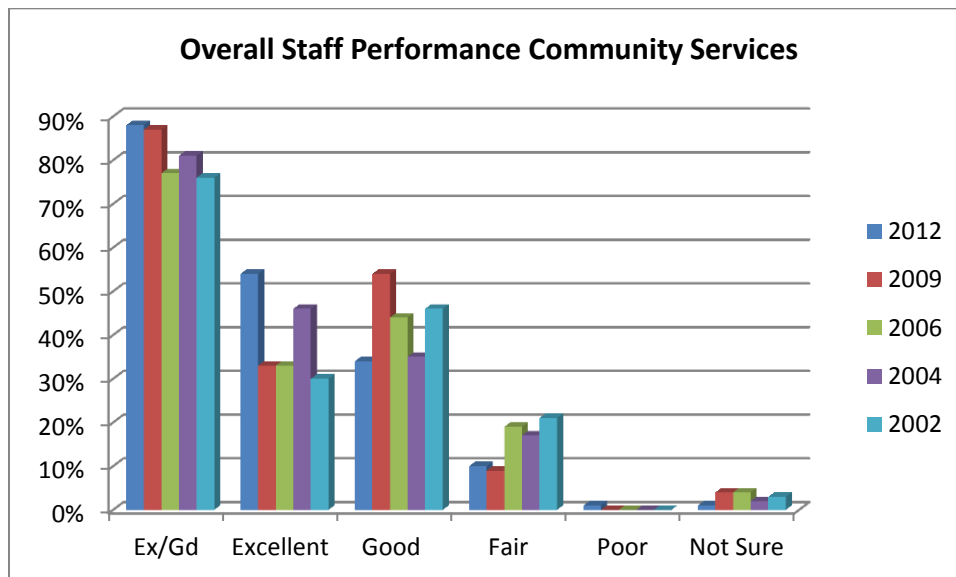
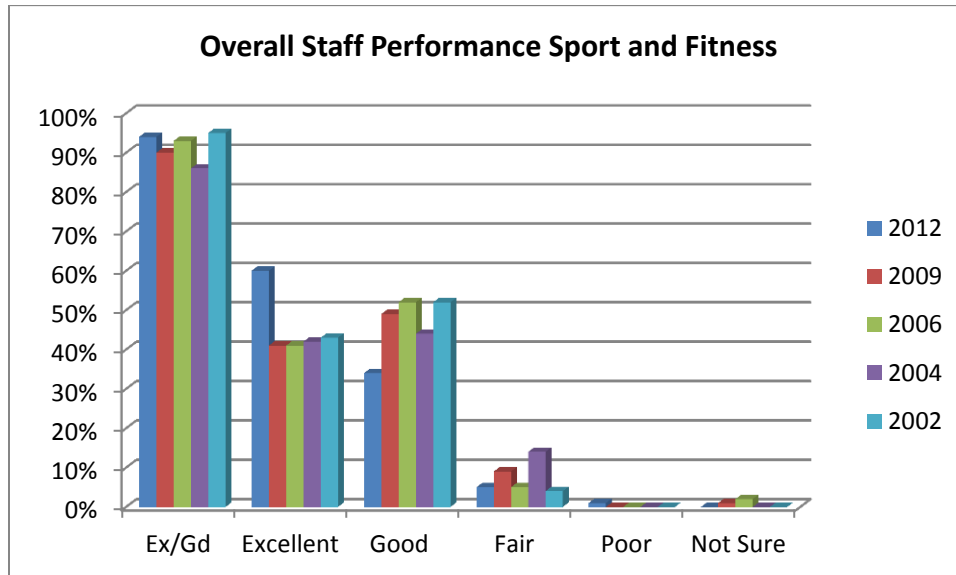
As can be seen in the figure, quarterly consumption of water varied significantly between FY2013 and FY2014 when directly comparing Q1 and Q2 performance. However, when aggregating consumption for Q1 and Q2 the amount consumed in FY2013 and FY2014 is 24.5 million gallons and 21.4 million gallons, respectively; the difference is less significant when adding the two quarters together. The nature of water meter reading and billing leads to significant variability when comparing similar time periods across given years.

Other Categories

CA is actively tracking data associated with Waste Management and Outdoor Environmental Quality. At this time the various metrics (e.g., tons of waste landfilled) are not available for formal quarterly comparison of FY2013 and FY2014. This information shall be included in a subsequent report associated with the complete FY2014 reporting.

SOCIETAL FOOTPRINT

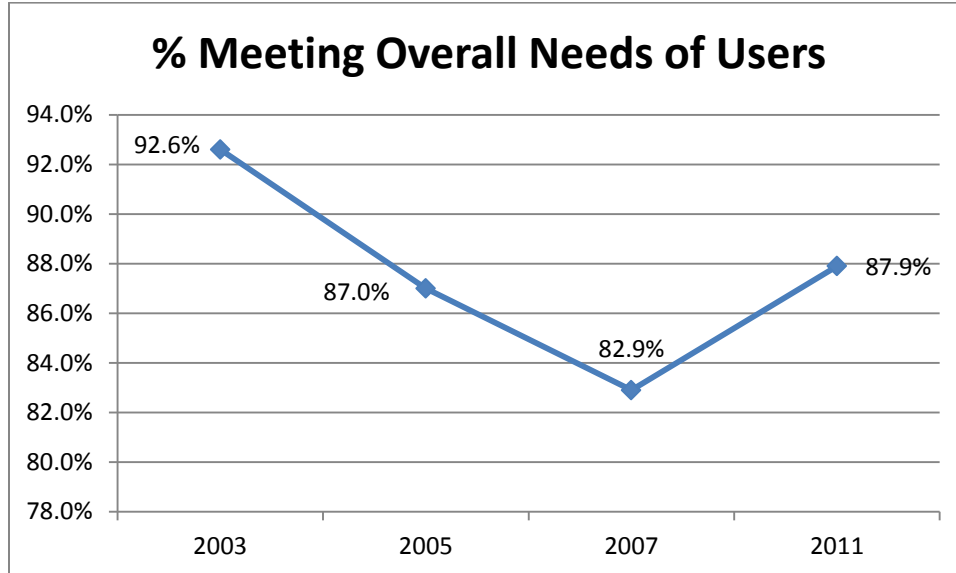
Overall Staff Performance



91% Satisfaction

Overall staff performance of all facilities and programs (S&F and CS combined) was rated as “excellent” or “good” by 91% of community members surveyed

Information on this page comes from the 2012 Marketing & Communications Survey administered by Mason Dixon. This is the latest data currently available.



Information on this chart comes from 2003-2011 User Surveys administered by Mason Dixon

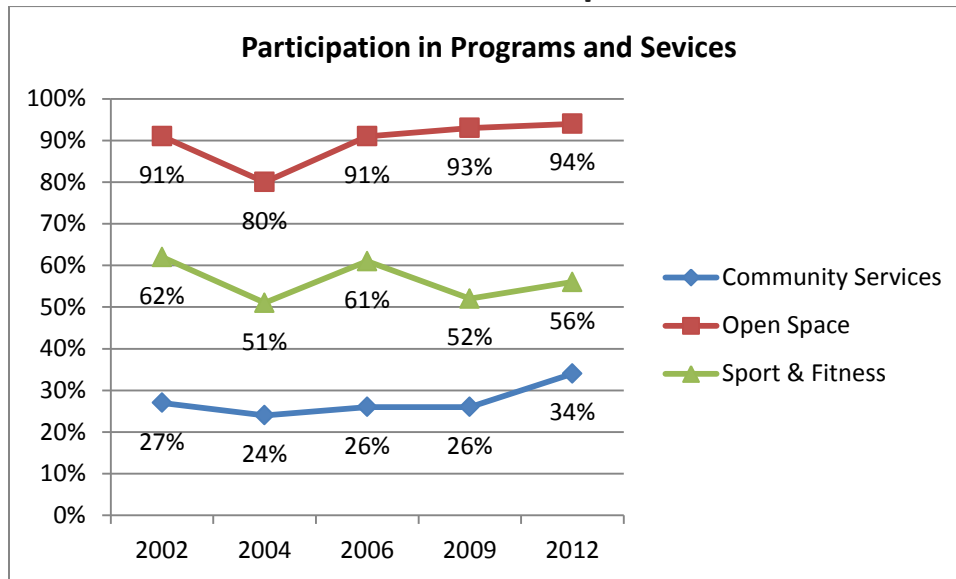
2003 and 2005 survey data reflect only the three fitness clubs, Athletic Club, Columbia Gym and Supreme Sports Club. Subsequent survey data, 2007 and 2011, reflects all ten Sport and Fitness facilities. Each data point is an average rating for all facilities surveyed.



Overall employee job satisfaction was measured in the CA Climate Survey administered through Mason-Dixon in December 2011. The ratings are based on the question: "Overall, how would you rate your job satisfaction?"

RELATIONAL FOOTPRINT

Relational Footprint

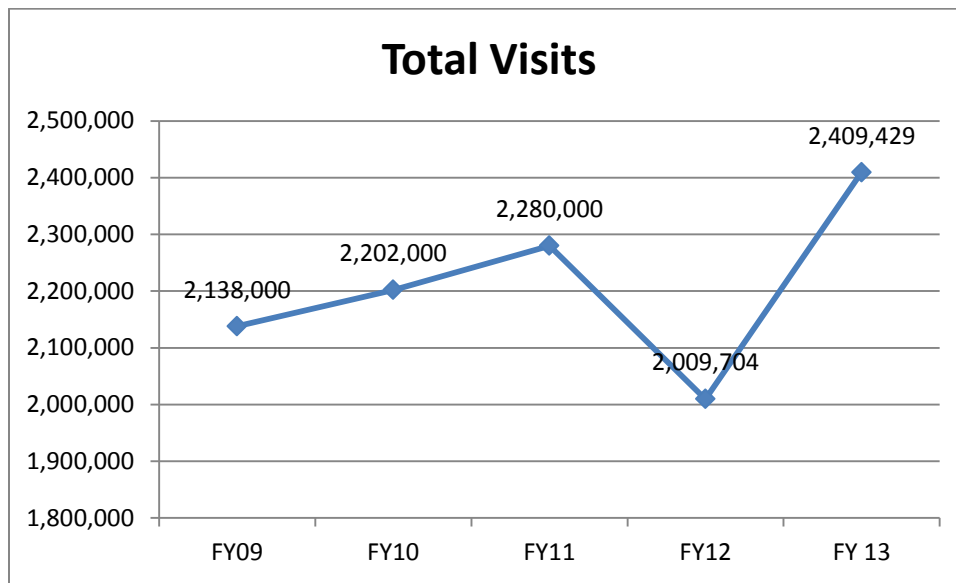


95% Participation

95% of adult residents indicate that they have used a CA sport and fitness facility, a community service or program or made use of the CA open space within the last year.

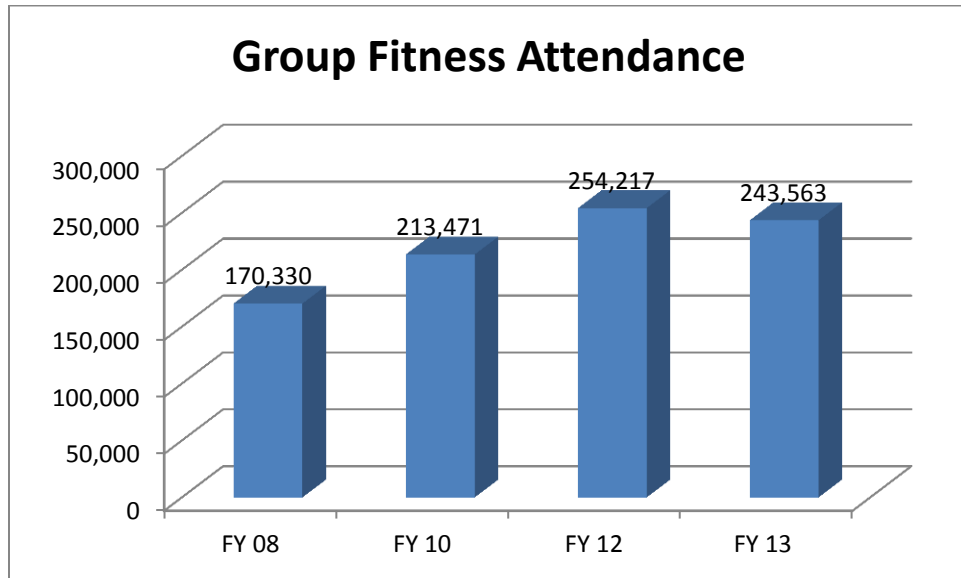
Information on this page comes from the 2012 Marketing & Communications Survey administered by Mason Dixon. This is the latest data currently available.

Sport & Fitness

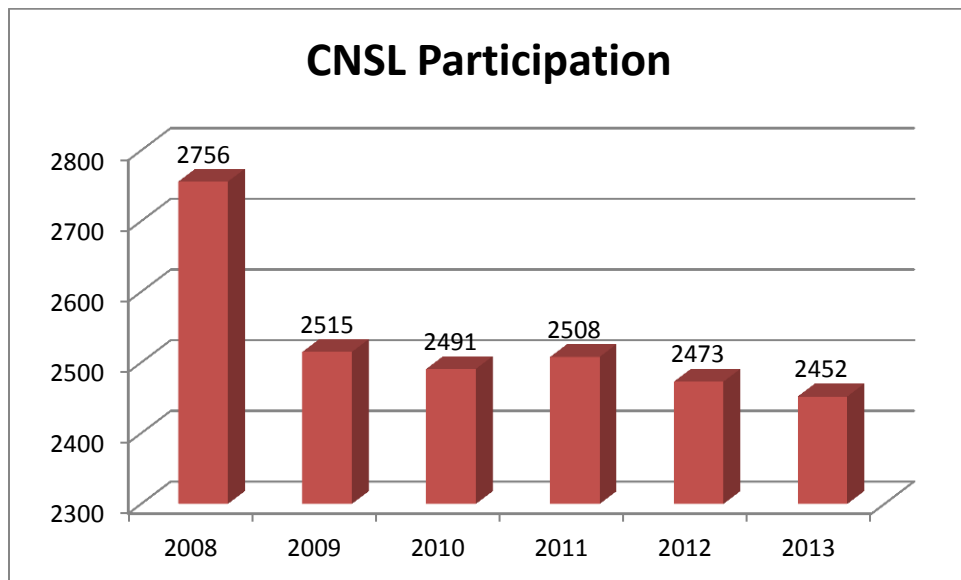


Information from reports generated by the PRIME System (FY09 – FY12) and from SNG (FY13).

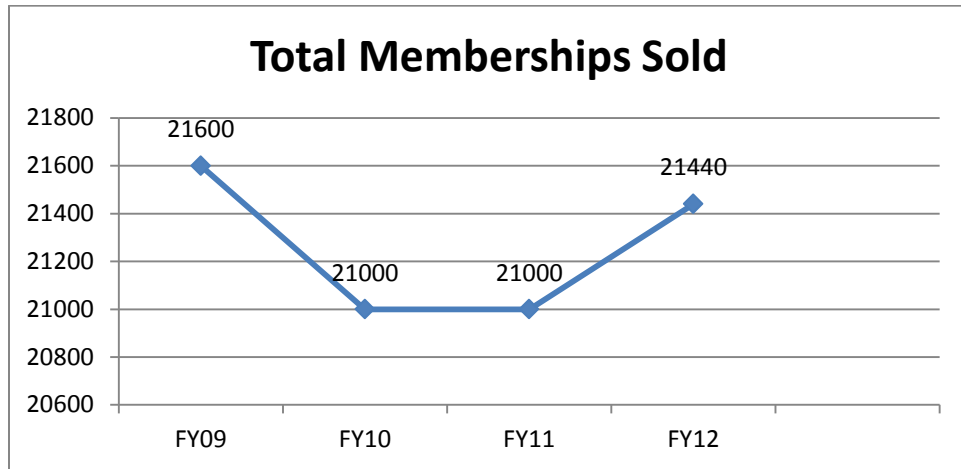
Addendum to Sport and Fitness Relational Footprint



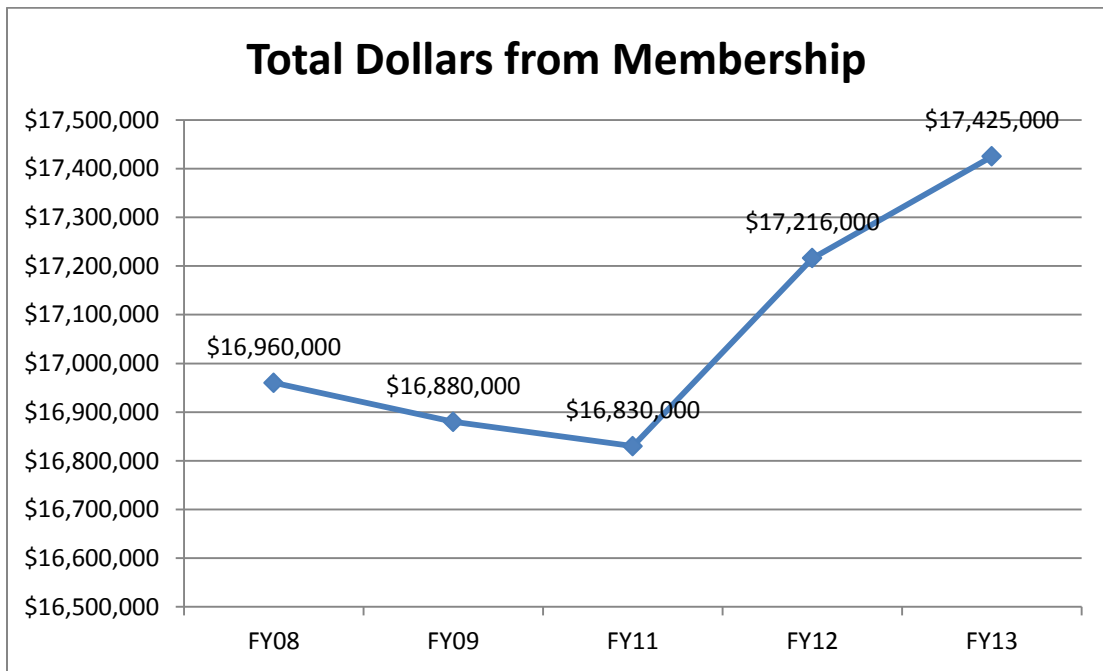
This information shows the increasing number of members and guests participating in Group Fitness classes from FY 2008-FY 2013



The Aquatics Department reported the number of children who participated in the Columbia Neighborhood Swim Leagues over the last six years.

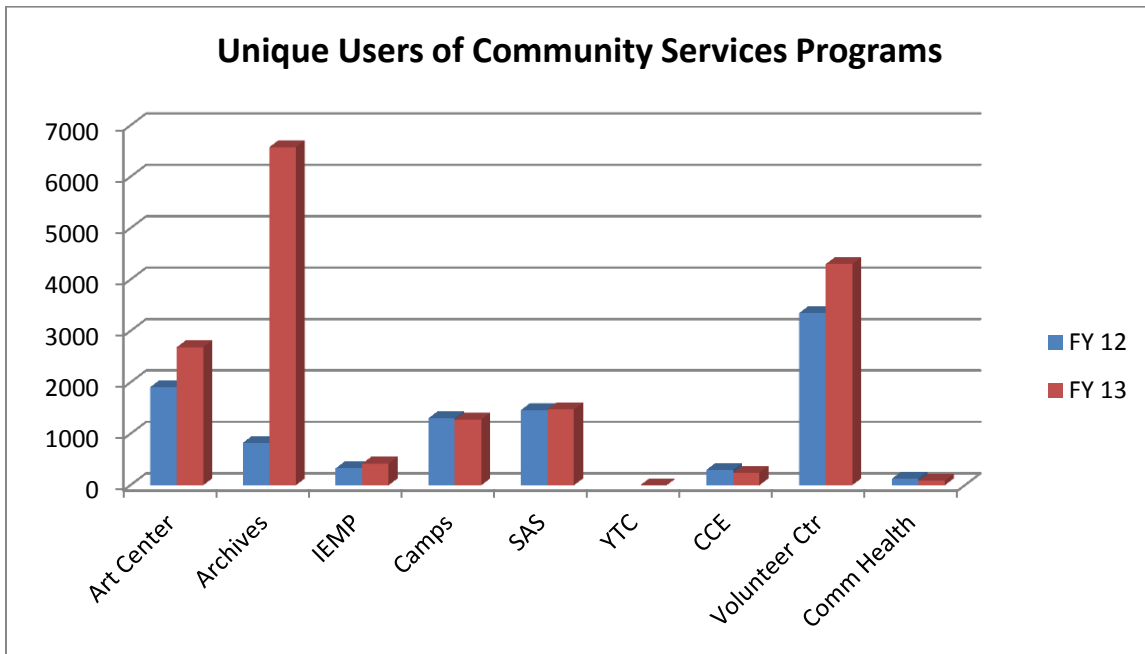


The data presented here is through the end of FY2012. The Total Memberships Sold data will be distributed at a later date. The Marketing Team is working with our software provider to extract accurate data in a format that will be meaningful to all.



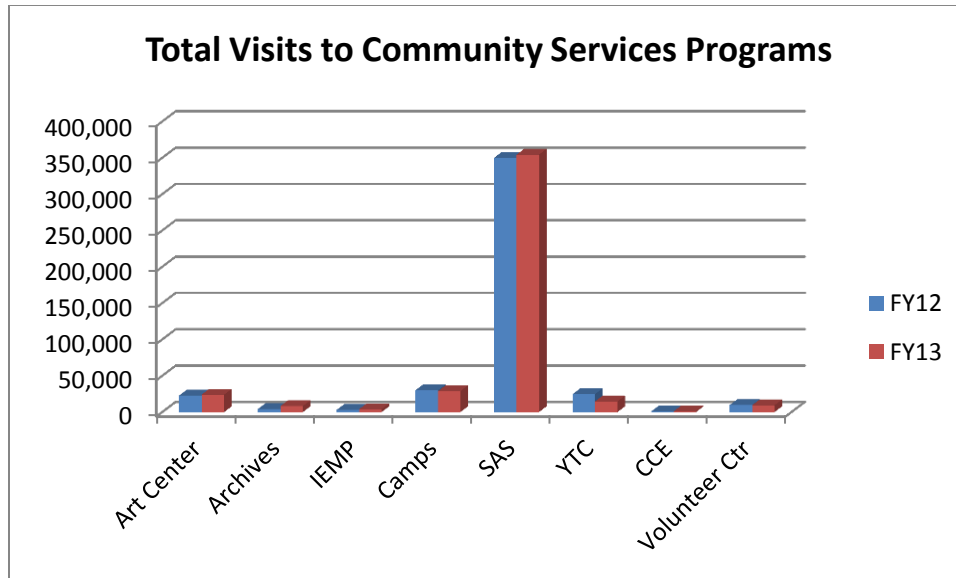
FY13 information on this chart comes from the FY13 year-end financial reports.

Community Services



	FY 12	FY 13
Art Center	1909	2685
Archives	826	6,579
International Exchange Program	329	420
Camps	1302	1,279
School Age Services	1465	1477
Youth and Teen Center		see chart
Community Exchange	300	241
Volunteer Center	3,350	4,300

The data above is for FY-13. It includes key Community Services programs. Figures for the Columbia Archives include website and Facebook users. In FY13 the number of "Likes" doubled resulting in a significant increase in unique users of the Archives materials and resources.



	FY12	FY13
Art Center	22,800	23,976
Archives	4,200	8,263
International Exchange Program	3,000	4000
Camps	30,000	28,808
School Age Services	350,000	354,320
Youth and Teen Center	24,700	14,743
Columbia Exchange	850	948
Volunteer Center	9,700	9,400

Information on this page includes usage data from: Art Center, Archives, International Exchange and Multi-cultural Program, Camps, School Aged Services, Columbia Exchange, Youth and Teen Center and programs and Volunteer Center as reported in CA Budget documents.

DRAFT
Minutes of the
BOARD OF DIRECTORS MEETING
Held: March 13, 2014

To be approved: March 27, 2014

A meeting of the Columbia Association Board of Directors was held on Thursday, March 13, 2014 at the Columbia Association Building. Present were the Chair, Andy Stack; members Gregg Schwind, Michael Cornell, Cynthia Coyle (who participated by telephone initially and arrived at 7:47 p.m.), Brian Dunn (arrived at 8:08 p.m.), Alex Hekimian, Nancy McCord, Russ Swatek, and Tom O'Connor. Member Suzanne Waller was absent. Also in attendance were CA Chief Staff Liaisons Jane Dembner and Susan Krabbe, and Governance Chief of Staff Rob Goldman.

1. CALL TO ORDER: The Board of Directors Meeting was called to order at 7:34 p.m. by the Chair, Andy Stack.

2. ANNOUNCEMENT OF CLOSED/SPECIAL MEETINGS HELD/TO BE HELD: The **Board of Directors** held a closed meeting at the Columbia Association Building on March 6, 2014. Members present were: Andy Stack, Gregg Schwind, Michael Cornell, Cynthia Coyle, Brian Dunn, Alex Hekimian, Nancy McCord, Russ Swatek, and Suzanne Waller. CA President Phil Nelson also attended. The vote to close the meeting was 9-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111 (4)(i) Discussion of matters pertaining to employees and personnel; §11B-111 (4)(iii) Consultation with legal counsel on legal matters; and §11B-111 (4)(iv) Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 9:36 p.m. until 11:15 p.m.

The **Architectural Resource Committee** held a closed meeting at the Columbia Association Building on March 10, 2014 to discuss covenant cases. Members present were: Michelle Miller, Denis Ellis, Michael Shaw, Eva Lambright, and Maryann Cohea. Also present were: Ingrid Hatz, Debbie Nix, Carole MacPhee, Laura Parrish, Debbie Bach, Gordon MacPhee, Pat Loeber, Carl McKinney, Karen Turcan, Dale Wasmus, Sheri Fanaroff, and Anne Kulesza. 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, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 1:10 p.m. until 1:45 p.m.

The **Audit Committee** held a closed meeting at the Columbia Association Building on March 12, 2014, to review internal audit reports. Members present were: Gregg Schwind, Michael Cornell, and Jim Young. The vote to close the meeting was 3-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111 (4)(i) Discussion of matters pertaining to employees and personnel; and (4)(iv)

Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 8:37 p.m. until 9:16 p.m.

3. APPROVAL OF AGENDA:

Action: Mr. Swatek moved that the agenda be approved. Ms. McCord seconded the motion. Mr. Hekimian asked that Item 12(b)(1)(e) be renamed “discussion of letters to Inner Arbor Trust.” He also asked that “Item 12(b)(1)(d) Verizon Easement request – New Cell Tower at RV Park” be removed from the agenda.

Mr. Swatek moved to add a “Compensation Payment Policy” item to the SIC agenda.

Mr. Hekimian seconded the motion. The motion passed. Vote: 5-2-1.

For: Messrs. Cornell, Hekimian, Schwind, and Swatek, and Ms. McCord.

Against: Messrs. Stack and O’Connor.

Abstain: Ms. Coyle.

Action: The agenda was approved as amended. Vote: 6-1-1.

For: Messrs. Cornell, Hekimian, Schwind, Stack, and Swatek, and Ms. McCord.

Against: Mr. O’Connor

Abstain: Ms. Coyle

4. DISCLOSURE OF CONFLICT OF INTEREST: The Chair said no Board member had informed him of any conflicts of interest.

5. APPROVAL OF MINUTES

Action: Mr. Cornell moved to approve the minutes of **February 20, 2014**. Mr. Swatek seconded the motion. Mr. Hekimian requested two insertions:

1. At Line 141, after “... stream restoration,” add “with a Howard County payment of \$46,800 to CA.”

2. At Line 154, after “...near Blandair Park,” add “with a Howard County payment of \$45,400 to CA.”

The minutes were approved as amended. Vote: 6-0-2

For: Messrs. Cornell, Hekimian, O’Connor, Schwind, Stack, and Swatek.

Against: none

Abstain: Mses. Coyle and McCord

Action: Mr. Swatek moved that the minutes of **February 27, 2014**, be approved; Mr. Cornell seconded the motion, which passed. Vote: 6-0-2

For: Messrs. Cornell, Hekimian, Schwind, Stack, and Swatek; and Ms. McCord.

Against: none

Abstain: Ms. Coyle and Mr. O’Connor

Ms. Coyle arrived at 7:47 p.m.

6. RESIDENT SPEAKOUT: There were four participants in Resident Speakout:

(a) Paul Verchinski, Oakland Mills, asked that he and Rusty Toler be able join tonight’s PSC discussion of the Older Adult Plan. They were the Senior Advisory Committee members who served on the Older Adult Work Team.

(b) Dick Boulton, Ellicott City, spoke about the perpetual easement for the Inner Arbor and the Inner Arbor developer .

- (c) Alan Klein, Coalition of Columbia's Downtown, spoke about the Inner Arbor redevelopment plans.
- (d) Tom Scott, Wilde Lake, spoke about the Howard Hughes Corporation's request for an easement along Little Patuxent Parkway for a traffic light near the Whole Foods site.

7. CHAIRMAN'S REMARKS: The next in a series of meetings about the future of the village centers (market study) will be held Tuesday, March 25 at Slayton House at 7:00 p.m. The next CA Board meeting is on March 27 and the next BOC meeting is March 31 at 7:00 p.m. Dog park legislation was approved by the county council. The Council also approved the Cradlerock bridge work request, and approved an urban renewal law for Long Reach Village Center. CA's Dog Day Afternoon will be held May 3 at Hopewell Park. March 29 is Columbia clean-up day. April 5 is Howard County Green Fest at Howard Community College.

Mr. Dunn arrived at 8:08 p.m.

8: PRESIDENT'S REPORT: In response to questions from board members, CA senior staff said:

- The next President's report will include an update regarding state money for bike paths.
- Mr. Hekimian's request for recommendations for naming the bike paths will be added to the board tracking form.
- Mr. Hekimian's request that all of the minutes that were available via the old website be available on the new site will be looked into.
- CA has instituted a pilot program, which is promoted on the new website, that allows residents to buy memberships on a month-to-month basis if they also pay a \$150 initiation fee.

9. CHAIRS' REPORTS

- (a) Board Operations Committee: Committee will meet on Monday, March 31.
- (b) External Relations Committee: At the next meeting, the Committee will discuss information it would like to see on the CA website.
- (c) Planning and Strategy Committee: NONE
- (d) Strategic Implementation Committee: NONE
- (e) Audit Committee: Its items are next on tonight's agenda

10. REPORTS

- (a) FY 14 3rd Quarter Board Report
Mr. Cornell said the report was unanimously forwarded to the Board. The report will be filed.
- (b) FY 14 3rd Quarter Financial Statements
Mr. Cornell said the financial statements were unanimously forwarded to the Board. The statements will be filed.

11. SPECIAL TOPICS AND PRESENTATIONS – None

12. COMMITTEE AGENDAS

- (a) Planning and Strategy Committee
 - 1. Discussion
 - (a) Discussion of Plan for Serving the Older Adult Community

Ms. Dembner and Mr. Goldman gave an overview of CA's 18 months of research, analysis and engagement with the community regarding how to best serve Columbia's growing community of adults age 55 and older. The resulting "Community for a Lifetime" comprehensive plan includes 51 recommendations grouped into the following nine areas of need: transportation; helping older adults age in place; social/cultural/educational activities; programming; facilities; rates and fees; partnering and cooperation; information, training, community engagement and coordination; and health promotion and services. CA plans to implement all 51 recommendations by 2017.

Paul Verchinski, who served on the Older Adult Work Team, said he does not endorse the plan as presented. Rusty Toler, who also served on the Older Adult Work Team, said the plan should focus on helping all people living on CA property, not just those who participate in paid CA programs.

Messrs. Verchinski and Toler participated in further discussion with the PSC. They agreed with the Board's request that the Senior Advisory Committee review the staff report again and recommend priorities and metrics. CA staff will also send the report to all of the village managers for review and comment.

(b) Strategic Implementation Committee

1. Discussion

(a) SHA Easement Request – Old Columbia Road

Daniel D'Amore, Open Space Management Division Director, described the State Highway Administration's request for an easement regarding the extension of Old Columbia Road to Twin Knolls Road.

Action: Mr. O'Connor moved that the SIC recommend that the CA Board approve the contract with the State Highway Administration for the Old Columbia Road easement. Mr. Hekimian seconded the motion, which the SIC passed unanimously. For: Messrs. Dunn, Hekimian, and O'Connor

(b) SHA Easement Request – Gales Lane

Mr. D'Amore explained how an easement requested by SHA to construct a sound barrier wall would impact CA property. The Board ask him to discuss options with SHA that would give CA better access to its adjacent open space.

(c) Howard Hughes Corp. Easement Request – New Traffic Light Cabling – Whole Foods and Haven on the Lake

Mr. D'Amore noted that the backup information related to Item 12(a)(1)(c) doesn't reflect that Howard Hughes Corp. will only be using the underground portion of the easement area. Board members asked that the draft contract between CA and HHC be revised so that it does not give HHC exclusive easements in, on, over, across and through the property in perpetuity.

(d) Compensation Payment Policy (*addition to the agenda*)

Staff will reconsider CA's compensation policy and make recommendations to the Board regarding compensation payments exceeding CA's established norms and guidelines.

(e) Letters to Inner Arbor Trust

Action: 1) Mr. O'Connor moved that the SIC recommend that the Board send a letter to the Inner Arbor Trust President requesting that the name "Symphony Woods" be retained. Mr. Hekimian seconded the motion. The committee approved the motion unanimously.
For: Messrs. Dunn, Hekimian and O'Connor

Action: 2) Mr. O'Connor moved that the SIC recommend that the Board chair send a letter to the Inner Arbor Trust Board of Directors advising them that their easement agreement requires the IAT board to include three CA members (the CA President ex-officio and two additional CA-selected board members). This letter and the one regarding retaining the park's name will be reviewed by Board Member Gregg Schwind and CA General Counsel Sheri Fanaroff before being finalized. Mr. Hekimian seconded the motion, which the committee approved unanimously.
For: Messrs. Dunn, Hekimian and O'Connor

13. RECOMMENDATIONS FOR BOARD ACTION:

- (a) Consent Agenda – None
- (b) Recommendations for Action

Action: To accept the SIC's recommendation to approve the contract with the State Highway Administration for the Old Columbia Road easement. The motion passed unanimously.
For: Cornell, Dunn, Hekimian, O'Connor, Schwind, Stack, and Swatek ; and Mes. McCord and Ms. Coyle.

Action: To accept the SIC recommendation to revise two letters to the Inner Arbor Trust board and President, and have them reviewed by Gregg Schwind and Shari Fanaroff before being finalized. The motion passed unanimously.
For: Cornell, Dunn, Hekimian, O'Connor, Schwind, Stack, and Swatek; and Mes. McCord and Ms. Coyle.

Mr. Hekimian moved to get nominations for the CA positions on the Inner Arbor Trust Board of Directors. Mr. Swatek seconded the motion. After discussion, the Board decided to add the topic to the March 27, 2014 meeting agenda.

14. TRACKING FORMS

- (a) Tracking Form for Board Requests
- (b) Tracking Form for Resident Requests

15. TALKING POINTS: Recording Secretary Valerie Montague read the Talking Points.

16. ADJOURNMENT: The open meeting adjourned at 10:21 p.m.

Respectfully submitted,
Valerie Montague
Recording Secretary

1 **DRAFT MINUTES**
2 **BOARD OF DIRECTORS MEETING**
3 **Held: March 6, 2014**
4

5 To be Approved: March 27, 2014
6

7 In accordance with written notice the CA Board of Directors Meeting of February 27, 2014 was
8 reconvened on March 6, 2014 at the Columbia Association Building. The following members
9 were present: Chair, Andrew Stack; Michael Cornell; Cynthia Coyle; Brian Dunn (who arrived at
10 7:34 p.m.); Alex Hekimian; Nancy McCord; Tom O'Connor; Gregg Schwind (who left the
11 meeting for a short time); Russ Swatek; Suzanne Waller; and Phil Nelson, President. Also in
12 attendance were Chief Staff Liaisons Susan Krabbe and Jane Dembner.
13

14 **CALL TO ORDER:** The Board of Directors Meeting was called to Order at 7:31 p.m. by the
15 Chair, Andrew Stack.
16

17 **ANNOUNCEMENT OF CLOSED/SPECIAL MEETINGS HELD/TO BE HELD:** There
18 were no closed meetings held.
19

20 **APPROVAL OF AGENDA:** The ERC Committee Tracking Form was added to the agenda.
21 The agenda was not formally approved as it was carried over from the February 27, 2014
22 meeting.
23

24 **RESIDENT SPEAKOUT:**

- 25 (a) Amani Dove, Harper's Choice, spoke about the new President of CA.
26

27 **BOARD OPERATIONS COMMITTEE:**

- 28 (a) **Report from BOC Sub-Committee on Advisory Committees:** Suzanne Waller spoke
29 regarding the recommendations of the Sub-Committee. Michelle Miller presented the
30 Sub-Committee's recommendations that were requested to become CA policy.
31

32 Michael Cornell asked that number 2 be clarified so that each board member would
33 attend one advisory meeting per year. He also recommended that number 2 be altered to
34 say that "each advisory committee should be visited once per year and that a designated
35 committee would make those assignments."
36

37 Gregg Schwind recommended changing number 7 to remove "of a new Board
38 Committee".
39

40 Discussion centered on how each advisory committee could evaluate their staff liaison,
41 and on which committees are currently non-functioning. No recommendations are
42 currently being made by the sub-committee with respect to non-functioning committees.
43 A motion will be made to the Board on these recommendations.
44

- 45 (b) **Inner Arbor Trust Board of Directors:** Alex Hekimian spoke regarding this matter.
46 Andrew Stack spoke regarding the Inner Arbor Trust charter and the CA representation

47 on the seven-member Inner Arbor Trust Board. The CA representation is currently the
48 CA President and two Members of the CA Board of Directors.
49

50 Discussion ensued regarding who from the CA Board is currently on the Inner Arbor
51 Trust Board of Directors. Gregg Schwind is still a member of the CA Board of Directors.
52 Ed Coleman is no longer a CA Board member but is still on the Inner Arbor Trust Board.
53 The Board discussed how the CA Board can better prepare for the possibility that a CA
54 Board member leaves before their term as a member of the Inner Arbor Trust Board is
55 completed. Discussion then centered on the possibility of asking the Inner Arbor Trust
56 Board to align the term of the sitting CA members with their term on the CA Board of
57 Directors. It was suggested that a discussion be held with the Inner Arbor Trust Board of
58 Directors regarding concerns of the CA Board of Directors.
59

60 Andrew Stack will arrange a meeting with the three CA members of the Inner Arbor
61 Trust Board of Directors and then schedule a meeting with the Inner Arbor Trust Board
62 of Directors.
63

64 **TRACKING FORMS:** Russ Swatek requested that an item be added to the ERC Tracking
65 Form: Coordination of the replacement of the Bell Tower be handled by the 50th Birthday
66 Celebration Committee.
67

68 **TAKING POINTS:** There were no additional Talking Points to add to those from the
69 February 27, 2014 meeting.
70

71 **ADJOURNMENT:** A motion to adjourn the meeting was made by Michael Cornell and
72 seconded by Tom O'Connor. The meeting adjourned at 8:25 p.m.
73
74

75 Respectfully submitted,
76

77 Alison Mathieson
78 Recording Secretary

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- 45 (b) **Inner Arbor Trust Board of Directors:** Alex Hekimian spoke regarding this matter.
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on the seven-member Inner Arbor Trust Board. The CA representation is currently the CA President and two Members of the CA Board of Directors.

Discussion ensued regarding who from the CA Board is currently on the Inner Arbor Trust Board of Directors. Gregg Schwind is still a member of the CA Board of Directors. Ed Coleman is no longer a CA Board member but is still on the Inner Arbor Trust Board. The Board discussed how the CA Board can better prepare for the possibility that a CA Board member leaves before their term as a member of the Inner Arbor Trust Board is completed. Discussion then centered on the possibility of asking the Inner Arbor Trust Board to align the term of the sitting CA members with their term on the CA Board of Directors. It was suggested that a discussion be held with the Inner Arbor Trust Board of Directors regarding concerns of the CA Board of Directors.

Andrew Stack will arrange a meeting with the three CA members of the Inner Arbor Trust Board of Directors and then schedule a meeting with the Inner Arbor Trust Board of Directors.

TRACKING FORMS: Russ Swatek requested that an item be added to the ERC Tracking Form: Coordination of the replacement of the Bell Tower be handled by the 50th Birthday Celebration Committee.

TAKING POINTS: There were no additional Talking Points to add to those from the February 27, 2014 meeting.

ADJOURNMENT: A motion to adjourn the meeting was made by Michael Cornell and seconded by Tom O'Connor. The meeting adjourned at 8:25 p.m.

Respectfully submitted,

Alison Mathieson
Recording Secretary

DRAFT
Minutes of the
BOARD OF DIRECTORS MEETING
Held: March 13, 2014

To be approved: March 27, 2014

A meeting of the Columbia Association Board of Directors was held on Thursday, March 13, 2014 at the Columbia Association Building. Present were the Chair, Andy Stack; members Gregg Schwind, Michael Cornell, Cynthia Coyle (who participated by telephone initially and arrived at 7:47 p.m.), Brian Dunn (arrived at 8:08 p.m.), Alex Hekimian, Nancy McCord, Russ Swatek, and Tom O'Connor. Member Suzanne Waller was absent. Also in attendance were CA Chief Staff Liaisons Jane Dembner and Susan Krabbe, and Governance Chief of Staff Rob Goldman.

1. CALL TO ORDER: The Board of Directors Meeting was called to order at 7:34 p.m. by the Chair, Andy Stack.

2. ANNOUNCEMENT OF CLOSED/SPECIAL MEETINGS HELD/TO BE HELD: The **Board of Directors** held a closed meeting at the Columbia Association Building on March 6, 2014. Members present were: Andy Stack, Gregg Schwind, Michael Cornell, Cynthia Coyle, Brian Dunn, Alex Hekimian, Nancy McCord, Russ Swatek, and Suzanne Waller. CA President Phil Nelson also attended. The vote to close the meeting was 9-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111 (4)(i) Discussion of matters pertaining to employees and personnel; §11B-111 (4)(iii) Consultation with legal counsel on legal matters; and §11B-111 (4)(iv) Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 9:36 p.m. until 11:15 p.m.

The **Architectural Resource Committee** held a closed meeting at the Columbia Association Building on March 10, 2014 to discuss covenant cases. Members present were: Michelle Miller, Denis Ellis, Michael Shaw, Eva Lambright, and Maryann Cohea. Also present were: Ingrid Hatz, Debbie Nix, Carole MacPhee, Laura Parrish, Debbie Bach, Gordon MacPhee, Pat Loeber, Carl McKinney, Karen Turcan, Dale Wasmus, Sheri Fanaroff, and Anne Kulesza. 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, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 1:10 p.m. until 1:45 p.m.

The **Audit Committee** held a closed meeting at the Columbia Association Building on March 12, 2014, to review internal audit reports. Members present were: Gregg Schwind, Michael Cornell, and Jim Young. The vote to close the meeting was 3-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111 (4)(i) Discussion of matters pertaining to employees and personnel; and (4)(iv)

Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 8:37 p.m. until 9:16 p.m.

3. APPROVAL OF AGENDA:

Action: Mr. Swatek moved that the agenda be approved. Ms. McCord seconded the motion. Mr. Hekimian asked that Item 12(b)(1)(e) be renamed “discussion of letters to Inner Arbor Trust.” He also asked that “Item 12(b)(1)(d) Verizon Easement request – New Cell Tower at RV Park” be removed from the agenda.

Mr. Swatek moved to add a “Compensation Payment Policy” item to the SIC agenda.

Mr. Hekimian seconded the motion. The motion passed. Vote: 5-2-1.

For: Messrs. Cornell, Hekimian, Schwind, and Swatek, and Ms. McCord.

Against: Messrs. Stack and O’Connor.

Abstain: Ms. Coyle.

Action: The agenda was approved as amended. Vote: 6-1-1.

For: Messrs. Cornell, Hekimian, Schwind, Stack, and Swatek, and Ms. McCord.

Against: Mr. O’Connor

Abstain: Ms. Coyle

4. DISCLOSURE OF CONFLICT OF INTEREST: The Chair said no Board member had informed him of any conflicts of interest.

5. APPROVAL OF MINUTES

Action: Mr. Cornell moved to approve the minutes of **February 20, 2014**. Mr. Swatek seconded the motion. Mr. Hekimian requested two insertions:

1. At Line 141, after “... stream restoration,” add “with a Howard County payment of \$46,800 to CA.”

2. At Line 154, after “...near Blandair Park,” add “with a Howard County payment of \$45,400 to CA.”

The minutes were approved as amended. Vote: 6-0-2

For: Messrs. Cornell, Hekimian, O’Connor, Schwind, Stack, and Swatek.

Against: none

Abstain: Mses. Coyle and McCord

Action: Mr. Swatek moved that the minutes of **February 27, 2014**, be approved; Mr. Cornell seconded the motion, which passed. Vote: 6-0-2

For: Messrs. Cornell, Hekimian, Schwind, Stack, and Swatek; and Ms. McCord.

Against: none

Abstain: Ms. Coyle and Mr. O’Connor

Ms. Coyle arrived at 7:47 p.m.

6. RESIDENT SPEAKOUT: There were four participants in Resident Speakout:

(a) Paul Verchinski, Oakland Mills, asked that he and Rusty Toler be able join tonight’s PSC discussion of the Older Adult Plan. They were the Senior Advisory Committee members who served on the Older Adult Work Team.

(b) Dick Boulton, Ellicott City, spoke about the perpetual easement for the Inner Arbor and the Inner Arbor developer .

- (c) Alan Klein, Coalition of Columbia's Downtown, spoke about the Inner Arbor redevelopment plans.
- (d) Tom Scott, Wilde Lake, spoke about the Howard Hughes Corporation's request for an easement along Little Patuxent Parkway for a traffic light near the Whole Foods site.

7. CHAIRMAN'S REMARKS: The next in a series of meetings about the future of the village centers (market study) will be held Tuesday, March 25 at Slayton House at 7:00 p.m. The next CA Board meeting is on March 27 and the next BOC meeting is March 31 at 7:00 p.m. Dog park legislation was approved by the county council. The Council also approved the Cradlerock bridge work request, and approved an urban renewal law for Long Reach Village Center. CA's Dog Day Afternoon will be held May 3 at Hopewell Park. March 29 is Columbia clean-up day. April 5 is Howard County Green Fest at Howard Community College.

Mr. Dunn arrived at 8:08 p.m.

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- Mr. Hekimian's request that all of the minutes that were available via the old website be available on the new site will be looked into.
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9. CHAIRS' REPORTS

- (a) Board Operations Committee: Committee will meet on Monday, March 31.
- (b) External Relations Committee: At the next meeting, the Committee will discuss information it would like to see on the CA website.
- (c) Planning and Strategy Committee: NONE
- (d) Strategic Implementation Committee: NONE
- (e) Audit Committee: Its items are next on tonight's agenda

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Mr. Cornell said the report was unanimously forwarded to the Board. The report will be filed.
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11. SPECIAL TOPICS AND PRESENTATIONS – None

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- (a) Planning and Strategy Committee
 - 1. Discussion
 - (a) Discussion of Plan for Serving the Older Adult Community

Ms. Dembner and Mr. Goldman gave an overview of CA's 18 months of research, analysis and engagement with the community regarding how to best serve Columbia's growing community of adults age 55 and older. The resulting "Community for a Lifetime" comprehensive plan includes 51 recommendations grouped into the following nine areas of need: transportation; helping older adults age in place; social/cultural/educational activities; programming; facilities; rates and fees; partnering and cooperation; information, training, community engagement and coordination; and health promotion and services. CA plans to implement all 51 recommendations by 2017.

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(b) Strategic Implementation Committee

1. Discussion

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Action: Mr. O'Connor moved that the SIC recommend that the CA Board approve the contract with the State Highway Administration for the Old Columbia Road easement. Mr. Hekimian seconded the motion, which the SIC passed unanimously. For: Messrs. Dunn, Hekimian, and O'Connor

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Staff will reconsider CA's compensation policy and make recommendations to the Board regarding compensation payments exceeding CA's established norms and guidelines.

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Action: 1) Mr. O'Connor moved that the SIC recommend that the Board send a letter to the Inner Arbor Trust President requesting that the name "Symphony Woods" be retained. Mr. Hekimian seconded the motion. The committee approved the motion unanimously.
For: Messrs. Dunn, Hekimian and O'Connor

Action: 2) Mr. O'Connor moved that the SIC recommend that the Board chair send a letter to the Inner Arbor Trust Board of Directors advising them that their easement agreement requires the IAT board to include three CA members (the CA President ex-officio and two additional CA-selected board members). This letter and the one regarding retaining the park's name will be reviewed by Board Member Gregg Schwind and CA General Counsel Sheri Fanaroff before being finalized. Mr. Hekimian seconded the motion, which the committee approved unanimously.
For: Messrs. Dunn, Hekimian and O'Connor

13. RECOMMENDATIONS FOR BOARD ACTION:

- (a) Consent Agenda – None
- (b) Recommendations for Action

Action: To accept the SIC's recommendation to approve the contract with the State Highway Administration for the Old Columbia Road easement. The motion passed unanimously.
For: Cornell, Dunn, Hekimian, O'Connor, Schwind, Stack, and Swatek ; and Mes. McCord and Ms. Coyle.

Action: To accept the SIC recommendation to revise two letters to the Inner Arbor Trust board and President, and have them reviewed by Gregg Schwind and Shari Fanaroff before being finalized. The motion passed unanimously.
For: Cornell, Dunn, Hekimian, O'Connor, Schwind, Stack, and Swatek; and Mes. McCord and Ms. Coyle.

Mr. Hekimian moved to get nominations for the CA positions on the Inner Arbor Trust Board of Directors. Mr. Swatek seconded the motion. After discussion, the Board decided to add the topic to the March 27, 2014 meeting agenda.

14. TRACKING FORMS

- (a) Tracking Form for Board Requests
- (b) Tracking Form for Resident Requests

15. TALKING POINTS: Recording Secretary Valerie Montague read the Talking Points.

16. ADJOURNMENT: The open meeting adjourned at 10:21 p.m.

Respectfully submitted,
Valerie Montague
Recording Secretary



**President's Report
March 21, 2014**

Project Status—Capital Projects Categories I, II and III

Please refer to the “Capital” section of the Board Report for information on capital projects in all categories.

Community Commitment

State Active Transportation Grant Funding Sources

Maryland Department of Transportation (MDOT) and State Highway Administration (SHA) recently held workshops on four key state programs that support trail/pedestrian/bicycle projects. There are currently four grant programs available to localities for bicycle and pedestrian improvements including the Recreational Trails Program, the Transportation Alternatives Program, Safe Routes to School and Maryland Bikeways. All programs are administered by the State either through the Maryland Department of Transportation or State Highway Administration. All of the grants require the sponsor to cover at least 20% of the total costs. With the exception of the Recreational Trails Program (where CA can sponsor the grant, but needs Howard County to co-sponsor), Howard County must sponsor the grants. CA's Community Planning Department is reaching out to the appropriate Howard County government contacts to discuss partnering opportunities.

Older Adult Plan

Community for A Lifetime: Columbia Association's Plan for Serving Older Adults was presented to the Board of Directors at the March 13, 2014. This revised version of the plan is available for review at www.ColumbiaAssociation.org/OlderAdults.

Columbia Market Study

The Columbia Market Analysis and Economic Development Services is on-going. The second public meeting is scheduled for Tuesday, March 25 from 7-9pm at Slayton House. For more information on the project go to www.ColumbiaAssociation.org/MarketStudy

Hickory Ridge Park

Staff from the Landscape Services Department met with the Hickory Ridge Village Board to provide an update on the park plan and next steps.

Development Tracker

Staff from the Planning Department updated the Development Tracker, which tracks development proposals and meetings for sites in and close by to Columbia. This is updated at least monthly and often twice a month. The latest version is available on-line at <http://columbiaassociation.org/transparency/columbia-planning-development-tracker>

Watershed Activities Update

The Watershed Manager presented on the topic of "Stormwater Runoff and what you can do to Slow the Flow" to the current class of the Howard County Legacy Leadership Environmental Institute. He also led a tour of capital projects installed by CA and residential rain gardens funded through the CA Rain Garden Cost Share Program.

The Watershed Manager also presented to the current class of the Howard County Watershed Stewards Academy on the topic of "Slow the Flow, Managing Stormwater: A Shared Responsibility, Solutions for Residents."

Hobbits Glen Clubhouse Update

Sediment controls associated with construction of the Hobbits Glen Clubhouse are in place and building demolition will begin in earnest the week of March 24. The Hobbits Glen Clubhouse Smart Sheet has been posted to the CA Board of Directors and the Hobbits Glen work team. CA has learned it is going to receive a Special Recognition Award from the U.S. Department of Energy for its work promoting Home Performance with ENERGY STAR in the Columbia community.

This award stems from several activities last year including the publication of residential energy efficiency stories in several CA Monthly issues, the development and promotion of our energy audit video in collaboration with BGE, and the initiation of our community energy efficiency cooperative. More information will be available when the award is received.

Group Fitness

CA group fitness instructors often go the extra mile for members. Many times instructors recognize members' birthdays (with happy birthday dances or sing happy birthday), take the time to give congratulation "shout outs" on the birth of new babies and grandchildren, and give warm smiles on cold days. Recently, Athletic Club instructor Robin Holiday went the extra mile and welcomed a member with physical challenges. She went out of her way to speak to the member before she joined and made class welcoming and inviting, showing what service magic is at its best.

Volunteer Center Serving Howard County

On February 4, 2014 Pamela Simonson, Volunteer Program Coordinator, met representatives of the art community to complete plans for the March 6 Art Volunteer Leader Training, Howard County Center for the Arts, Ellicott City, MD. 8 people are registered to attend.

On February 26, Pamela offered a Volunteer Leader & Project Management program to 16 Howard Community College (HCC) service learning students on the HCC campus in order to prepare them for their spring service project. She received the following letter after the program:

"Thank you Pam! Thank you so much for your wonderful presentation to the Phi Theta Kappans. In speaking with the officers after the presentation it was clear that you provided them with so much insight into how to effectively organize and approach their college service project. Thank you! Brittany Budden, Director of Service Learning, HCC"

During the month of February Pamela connected with 61 registered organizations by email to encourage them to complete/update their Organizational Agreement in order to enjoy a full partnership with the Volunteer Center serving Howard County. Of those connected in February, 15 (25%) organizations updated their information.

CCE members made 22 service exchanges totaling 44 hours in January. CCE welcomed 2 new members to the time bank.

Mickey Gomez met with HopeWorks to assist with developing a new volunteer initiative.

Mickey met with Vidia Danraj of the Department of Citizen Services to discuss presentations in support of the Bridges to Housing Stability initiative. The Volunteer Center will provide presentations to graduates of the program to discuss ways in which they can become involved on boards, committees or as volunteers.

Community Involvement

Jane Dembner began her service on The Horizon Foundation's Planning and Evaluation Committee.

Mickey Gomez continues to serve on the HandsOn Network Affiliate Assembly, a national peer-elected entity representing over 200 national affiliates throughout the network. She serves on the Communications Committee.

Mickey Gomez continues to serve on the Advisory Board of the Women's Giving Circle of Howard County, and currently leads their Communications Committee which is responsible for all print and digital communications.

Group Fitness at Columbia Gym

Columbia Gym hosted a Friday night Zumba event on February 28, benefitting the Tyler Johnson Foundation. Mr. Johnson was a victim of the Columbia Mall shooting. There were over 200 attendees, including over 140 CA members and more than 60 non-members.

One of our group fitness instructors, Megan Cooperman, received the following letter from a family member of Tyler's:

"...April Wainwright with the Community Foundation let me know about your wonderful Zumba event for the Tyler Johnson and Brianna Benlolo Foundations -- thank you so much! The money given to the Tyler Johnson Foundation will be used to support quality mental health and addiction counseling services in Howard County -- a cause Tyler was passionate about!

We are so very grateful for the wonderful community support our family has received from fabulous people like you..."

Volunteer Center and Columbia Community Exchange

A Volunteer Engagement Roundtable on Digital Communications: The Best of Facebook & Twitter, has been scheduled for Thursday, April 10 at Columbia Association Headquarters.

Columbia Community Exchange is hosting its 7th Anniversary Party at East Columbia 50+ Center on Thursday, April 3.

Organizational Development

Aquatics

In the world of swimming March is the spring Championship month. As such the CAA swimmers have been busy in and out of the pool.

On March 1 and 2, CAA hosted a meet at Howard Community College. Two hundred CAA swimmers participated and they achieved 661 personal best times.

On March 6-9, 50 CAA swimmers participated at the Maryland Swimming LSC championship at the Naval Academy in Annapolis. They achieved 127 personal best times and set 8 new team records including 4 relay records. Two CAA swimmers received awards during the Saturday evening awards ceremony at the meet. Taye Baldinazzo received the award for 14 Year-old Boy Long Course Swimmer of the Year. Kellen McDonald received the Comeback Swimmer of the Year award.

On March 14-16 CAA competed in the Maryland Junior Championships at St. Mary's College. Sixty-three CAA swimmers participated, with 161 personal best times achieved.

Ice Rink

The Huskies have 3 teams qualified for Nationals which will take place in the first week of April.

Program Offerings

Fairway Hills Golf Club

Based on the amount of vouchers sold and redeemed and the overwhelmingly positive reviews by the customers on their experience with both staff and the course conditions at Fairway Hills, we were recently named 'Best of Groupon 2013' and were one of the most successful local deals they ran.

Haven on the Lake

A sales center will be opening in April to handle Haven on the Lake membership sales. This sales center will be located in the parking lot between the American City and Whole Foods buildings facing the Lakefront. The interior of the sales center will be an inviting oasis to welcome current and prospective members and share with them information about Haven on the Lake memberships, class pricing, and the wellness spa services.

Ice Rink

The Winter Olympics helped spike up the enrollment of our Learn-to-Skate program. The current session has over 500 children enrolled.

Columbia Gym

KidSpace

KidSpace successfully began a second session of the Little Dribblers basketball program and continuation of Adventure Day Camp and Movie Night programs.

Martial Arts

Martial Arts belt testing has recently taken place with over 60 students involved. The Martial Arts team has also promoted and commenced a new monthly black belt class.

Zumba

The second Sunday morning Zumba class in Youth Arena has been continued to meet growing demand with greater attendance.

Supreme Sports Club

Supreme Sports Club recently hosted two events for a new fitness program called LaBlast. The events were organized by Group Fitness instructor Megan Cooperman and taught by the well-known "Dancing with the Stars" dancer Louis Van Amstel. Over one hundred tickets were sold for the Master Class, held March 15th and approximately 20 people took the instructor training on March 15th. This is just another in a long line of national events hosted at the Supreme Sports Club which, due to its unique environment and customer friendly atmosphere, has become a destination for the community and region.

Personal Training

The 2014 Biggest Winner Weight Loss and Fitness Contest, CA's 5th year of the contest, ended on March 15. The 9-week program culminated with a Success Celebration at the Columbia Athletic Club. In groups of 4, participants completed 16 twice-a-week personal trainer led sessions. They also exercised in CA's group exercise classes and on their own with workout plans designed by their trainers. They also had the option to attend four Nutrition Seminars lead by CA's Nutritionist, Bonnie Pace, to get expert advice on diet and weight loss. Vitabot, an on-line nutrition journal program was also provided. There were 37 Biggest Winners participating at the Athletic Club, Columbia Gym, and Supreme Sports Club. The total weight lost from all 37 participants was 459 lbs.

Contestants were eligible to win in three categories:

1) 2014 Biggest Winner – the individual with highest weight loss percentage. Craig Dewing won by losing 28% of his body weight equal to 63.3 lbs.

2) Biggest Winner Body Composition Challenge - Individual with the highest body composition percentage change. Craig Dewing also won this by decreasing his body composition by 15.1%.

3) Biggest Winner Team, Team with highest weight loss percentage. Team Teal - led by CA Personal Trainer Emily Leffel. Biggest Winners on Team Teal include Craig Dewing, Joan Grossman, Sandra Eastridge, and Dena Dixon - as a team they lost 10.16% of their starting body weight, a total of 86 lbs.

Team Teal also won the Biggest Winner Fitness Challenge by completing a higher average number of squat and bench press reps, and a lower average 1 mile treadmill time than the other Biggest Winner teams.

Special honors go to Team Orange who were strong competitors until the end and came in second place in the Team Weight Loss Challenge. CA Personal Trainer Jeremy Pendleton led this team which included 5 participants - Cathy and Randy Specht, Lisa O'Brien, Renuka Mathur, and Marianna Ashton. Team Orange lost 9.7% of their original body weight, a total of 102.5 lbs.

We will be working with Craig Dewing and other participants, to recognize them for their success and to receive written and video testimonials.

Many participants are continuing or planning on continuing their weight loss and health improvement journey, with their trainer, in groups and/or as individuals. They are also recruiting

other non-Biggest Winners to join their groups. We look forward to keeping in touch with the participants so we can stay updated on their progress.

Program surveys were emailed to all participants. We look forward to receiving their feedback so we can celebrate the positives and focus on the areas that need improvement for next year.

Volunteer Center Serving Howard County

In the period ranging from February 1 – February 28, 2014, the Volunteer Center registered 138 new volunteers, 2 new nonprofit agencies, 15 new volunteer opportunities with 17 occurrences, and offered a total of 110 open volunteer opportunities.

Organizational/Community Transparency

Media Interactions/Initiatives

Media Inquiries and interactions between February 15 and March 15:

- Columbia Flier about partnership between county school system and CA's Youth and Teen Center; Haven on the Lake, Columbia Clippers swim meet, Columbia DogPark, location of board agenda materials and podcasts on the new website; Long Reach village center purchase by Howard County; CA budget; Frank Gehry's letter about the Inner Arbor; and a question about a board agenda item.
- Columbia Patch about the editor now covering this area.
- ESPN about permission to use CA video footage.
- Her Mind magazine about Haven on the Lake.
- Howard Magazine about Haven on the Lake.
- Maryland Family Magazine about aquatics amenities, offerings and rates.

Press Releases Issued by CA
between February 15 and March 15

Media and Blog Coverage by Outlet (*note: Business Monthly, Columbia Life, Howard Magazine often publish CA releases at a later date.*)

Columbia Association Announces Program to Help Residents Reduce Energy Consumption, Save Money	- Patch blog posted by CA staff
Second Public Meeting on March 25 About Study Analyzing the Future of Columbia's Village Centers	- Patch blog posted by CA staff
Performers, exhibitors and food vendors from Middle East and North Africa needed for upcoming Culture Fest	- Patch blog posted by CA staff - Business Monthly, March 2014: "Performers, Exhibitors, Vendors From Middle East, North Africa Needed for Culture Fest" - Columbia Flier: "CA seeks participants from Middle East and North Africa"

Website Update

The Communications team completed the new ColumbiaAssociation.org website and met with CA team members to go over individual pages for edits.

Community Engagement/Involvement

- Created comprehensive communication and engagement plans for:
 - Columbia Home Tour
 - Home Accessibility and Repair Program
 - World Languages Cafe
 - Lakefront Wednesday Lunchtime Concert Series
 - Get Active Howard County
 - Dog Day Afternoon
 - Spring Fever Bingo
 - Columbia Market Study
 - Foodify
 - Haven on the Lake Preview event
- Continued to engage with residents and other stakeholders via our social networking accounts including CA's main Facebook page, Twitter, YouTube, Instagram and LinkedIn.

Programming/ Publications

- [This Week@CA](#) continues to be a great weekly resource to promote and inform residents about CA related news. Programming topics recently featured:
 - CA Board of Directors Meeting on Feb. 27.
 - New editions to the INner Arbor design for Symphony Woods
 - CA's New Website
 - LaBlast Dance Fitness Lifestyle Master Class
 - The Art of Ghana, A Contemporary and Traditional Exhibition call for artist
 - Spirit of Columbia Scholarship
 - CA Summer Camps
 - DogDay Afternoon
- Columbia Matters:
 - CA's Budget Plan Element and how it is formulated
 - Community Planning Projects
 - Energy Usage and Watershed Management Projects
 - 2-Way Communication
- Additional Videos Produced and Filmings:
 - Haven on the Lake Training, part 1
 - Haven on the Lake Training, part 2
 - New Website PSA

Community Engagement/Inspire Columbia

The Communications and Community Engagement Division launched a community engagement website, InspireColumbia.com, in April 2013. The site was designed to engage Columbia community members in conversation with Columbia Association by submitting ideas

in response to topic questions posted by CA. The topics posted will be related to CA's organizational goals and each will serve to garner public opinion on how to maintain and enhance the quality of life for people living and working in Columbia.

Data from InspireColumbia.com:

Total Visitors	Total Pageviews	Total Participants	Average Age of Participants
2,922	28,822	399	46

The topic questions for this month include:

- What type of events would motivate you to get involved in Columbia's cleanup efforts?
- Would you be interested in alternative fitness offerings from CA?
- Post a picture of your favorite place in Columbia in the winter.
- Columbia Association recently launched its new ColumbiaAssociation.org website with a new look and layout. Have you visited the new website? If so, tell us what you think about the site's new look.
- What type of information would you like to receive about the CA budget and how would you like to receive it?

Social Media Analytics for February 15, 2014 - March 15, 2014

Account	Following
Facebook	5,234
Twitter	1,622
YouTube	170
LinkedIn	486
Instagram	86

Dashboard Report

Please see the Columbia Association Sustainability Dashboard Report for March 2014 following the President's Report.

COLUMBIA ASSOCIATION SUSTAINABILITY DASHBOARD

Date: March 2014

**Economic Footprint
Environmental Footprint
Relational Footprint
Societal Footprint**

ECONOMIC FOOTPRINT

The financial ratios on the next two pages reflect the second year of this Board-approved Financial Management Program, a year in which CA exceeded the budgeted increase in net assets by over 23%. Six of the eight ratios, arguably the more significant, well exceed the targets. Ratios 5 and 6 do not. Ratios 5 and 6 are not indicators of CA's economic health; rather, they indicate the organization's level of comfort with the amount of capital reinvestment and how that reinvestment is financed. Interestingly, if the annual capital budget, the numerator of each decreases, then ratio 5 would worsen and ratio 6 would improve, indicating the coordination and balance involved in capital planning and financing. This is exactly what occurred in FY 13. Ratio 5 decreased to 8.7% from 9.4% in FY 12, while ratio 6 improved to 69.1% from 71.4% in FY 12, as the capital budget was slightly lower in FY 13 (\$9,164,000 versus \$9,500,000 in FY 12).

CA Financial Dashboard

Unaudited - 4/30/2013

(\$'000)

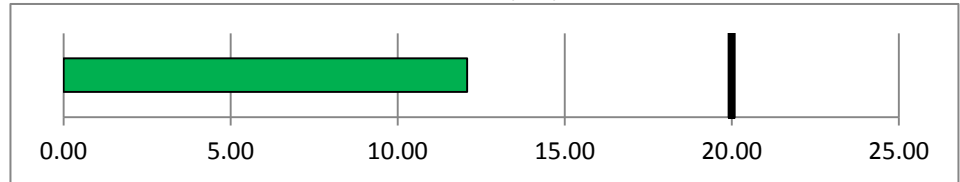
RATIO 1

Annual as of 4/30/2013

Debt Service as % of
Total Revenue

\$7,749/\$64,143

Actual 12.1%



Recommended not to exceed 20%

RATIO 2

Debt Service as % of
Annual Charge
Revenue

\$7,749/\$34,005

Actual 22.7%



Recommended not to exceed 50%

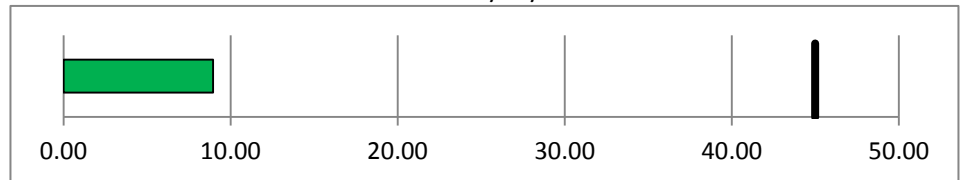
RATIO 3

Annual as of 4/30/2013

Total Long Term
Debt as a % of Total
Assets

\$11,858/\$132,412

Actual 8.9%



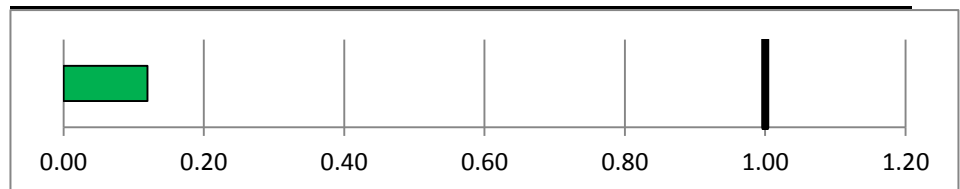
Recommended not to exceed 45%

RATIO 4

Total Long Term Debt
as a % of Assessed
Valuation

\$11,858/\$9,905,127

Actual 0.12%



Recommended not to exceed 1%

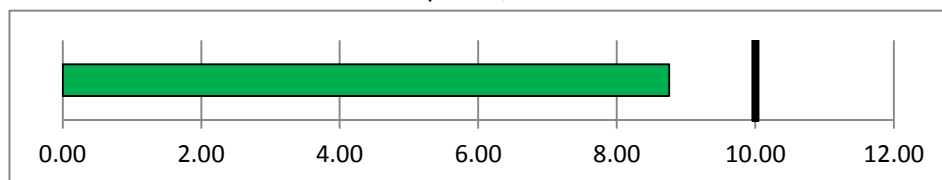
RATIO 5

As of April 30, 2013

Annual Capital
Budget as a % of Net
Book Value of Fixed
Assets

\$9,164/\$104,643

Actual 8.7%



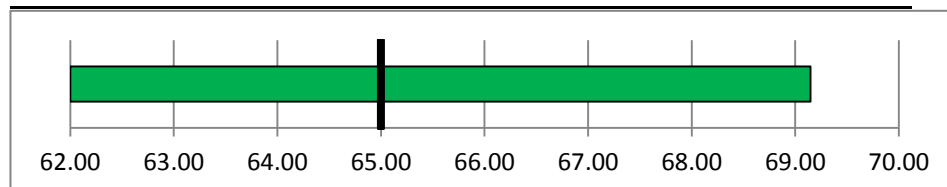
Recommended no less than 10%

RATIO 6

Annual Capital
Budget as a % Cash
Flow from
Operations

\$9,164/\$13,253

Actual 69.1%



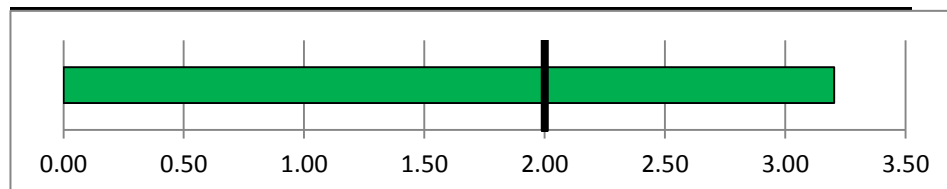
Recommended no more than 65% on an annual basis

RATIO 7

Cash Flow from
Operations / Increase
in Net Assets

\$13,253/\$4,137

Actual 3.2



Recommended 2.0 or higher on an annual basis

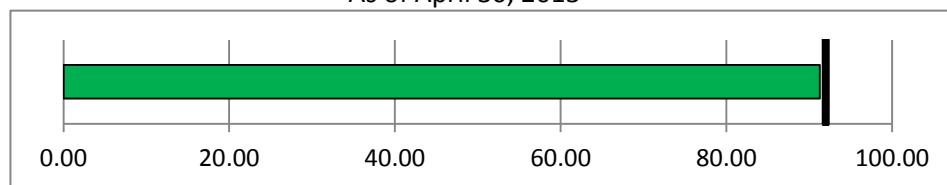
RATIO 8

As of April 30, 2013

Operating Expense as
a % of Total Revenue

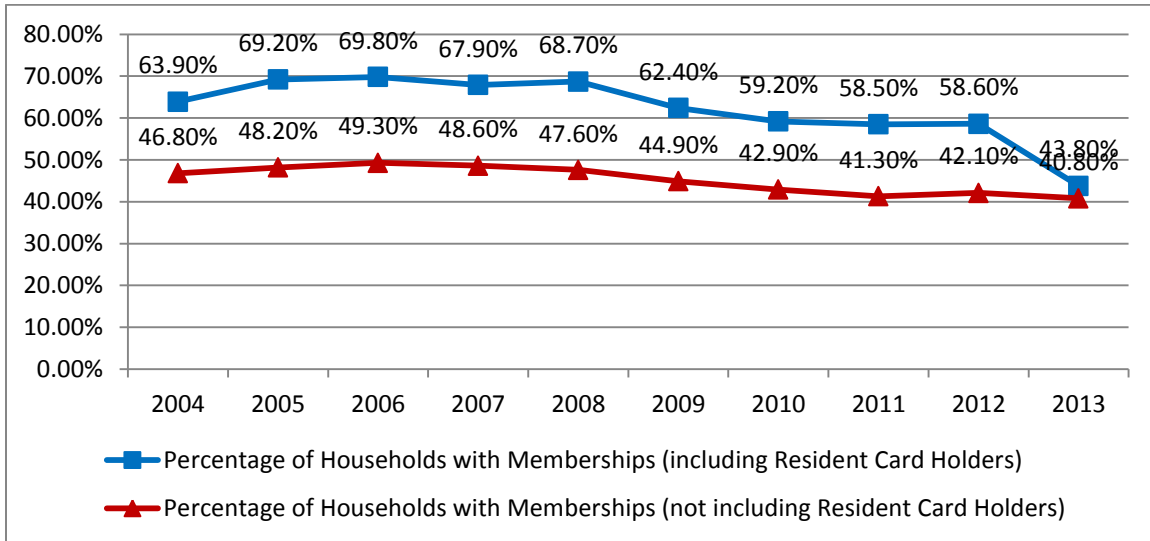
\$58,550/\$64,143

Actual 91.2%



Recommended less than 92% on an annual basis

Market Share (through 4/30/13)



Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Percentage of Households w/ Membership (Includes Resident Card Holders)	63.90%	69.20%	69.80%	67.90%	68.70%	62.40%	59.20%	58.50%	58.60%	43.80%
Percentage of Households w/ Membership (Does not include Resident Card Holders)	46.80%	48.20%	49.30%	48.60%	47.60%	44.90%	42.90%	41.30%	42.10%	40.80%

The data presented here is through the end of FY2013. The number of residential units on which the CA Market Share is based was obtained from the report “*Characteristics of Columbia*” presented to the CA Board of Directors in FY13. To see this entire report, go to the following link:

http://issuu.com/ca-columbiaassociation/docs/characteristics_of_columbia_md

Environmental Footprint: Quarterly Performance Comparison

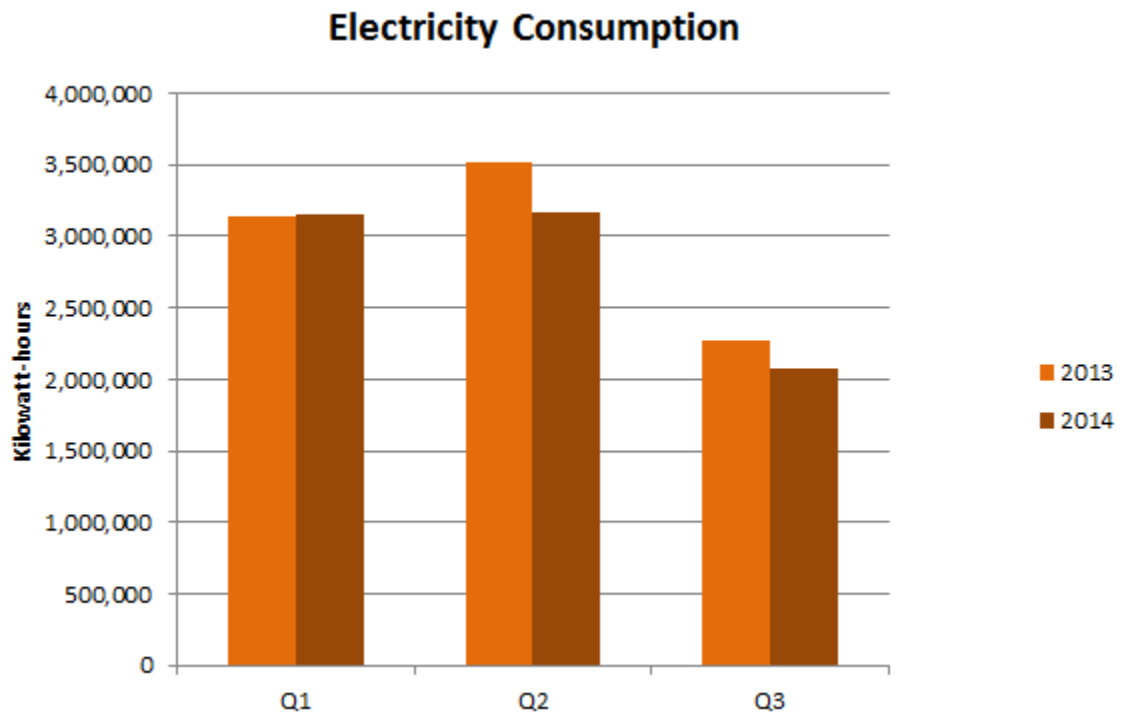
This section provides metrics associated with CA's environmental footprint. The environmental footprint categories consist of energy (facility and fleet). For these categories performance in Q1, Q2, and Q3 are compared for Fiscal Year 2013 and 2014.

**Please note that the information presented in this section is based on best available data with technical assumptions made as needed to complete the analysis. As more information becomes available and data gaps are filled these numbers may change slightly.*

Energy

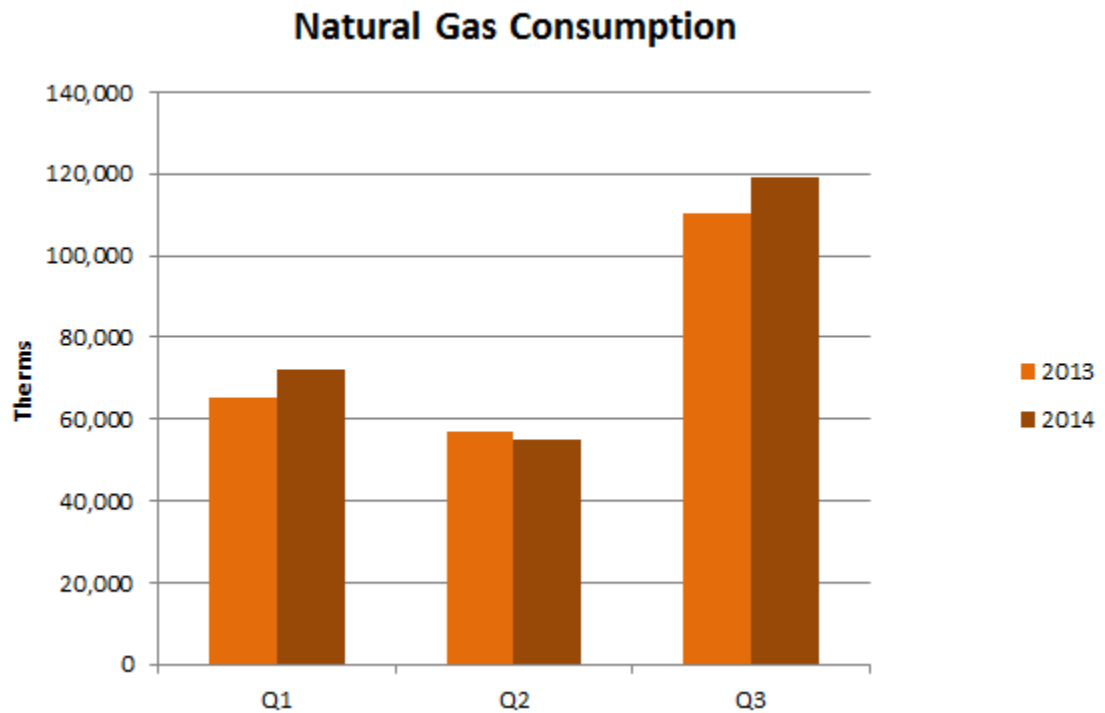
This category contains information associated with CA's energy generation and usage for operating its facilities and fleet. Using various data sources for energy consumption such as utility bills and fuel consumption information compiled by CA staff energy generation and consumption information was developed to compare Q1, Q2, and Q3 for FY2013 and FY2014.

Electricity Consumption



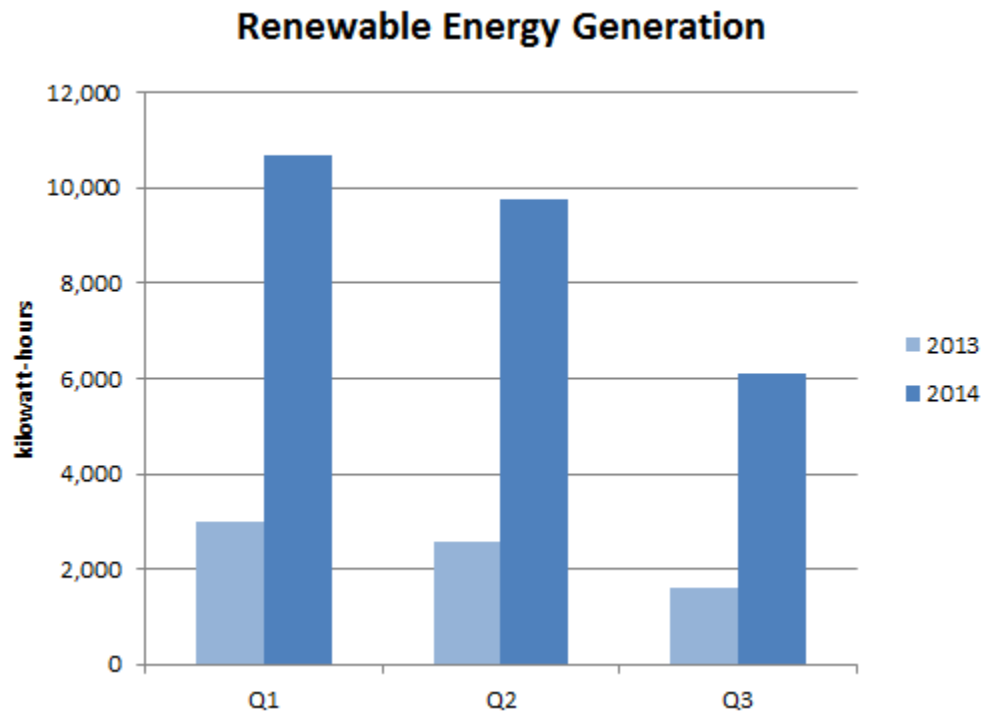
The above figure compares electricity consumption for the first nine months of FY2013 and FY2014. Electricity consumption in Q2 and Q3 in FY2014 was approximately 10 percent lower than in FY2013; this was to be expected given several upgrade projects that were completed over the summer months at the Sport & Fitness facilities. These projects included the installation of high efficiency fixtures, relamping, and Team Member engagement in effective energy management.

Natural Gas Consumption



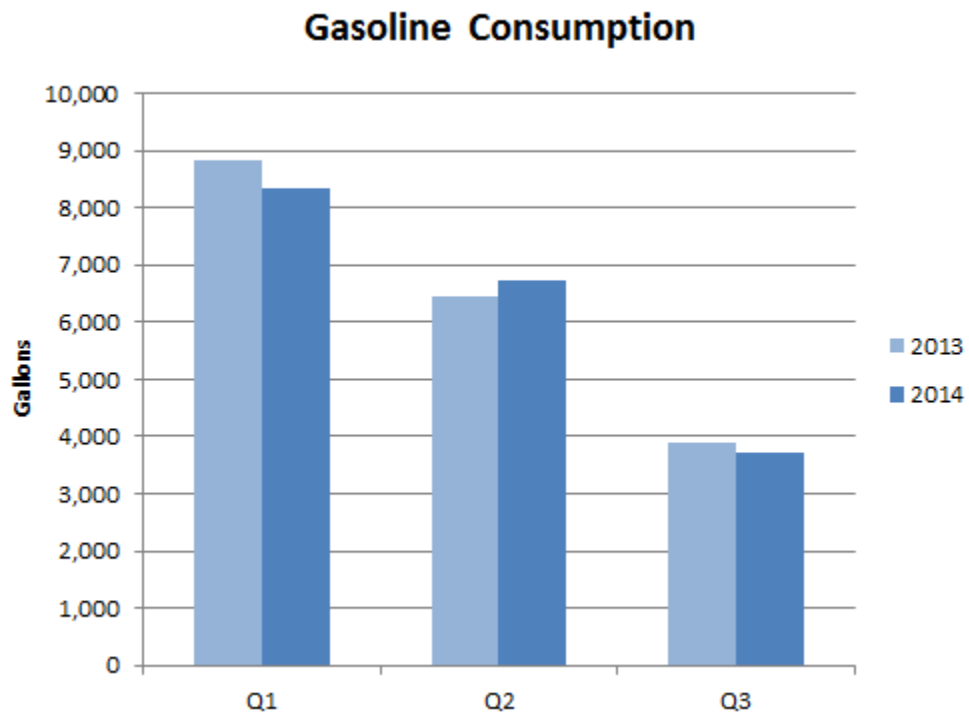
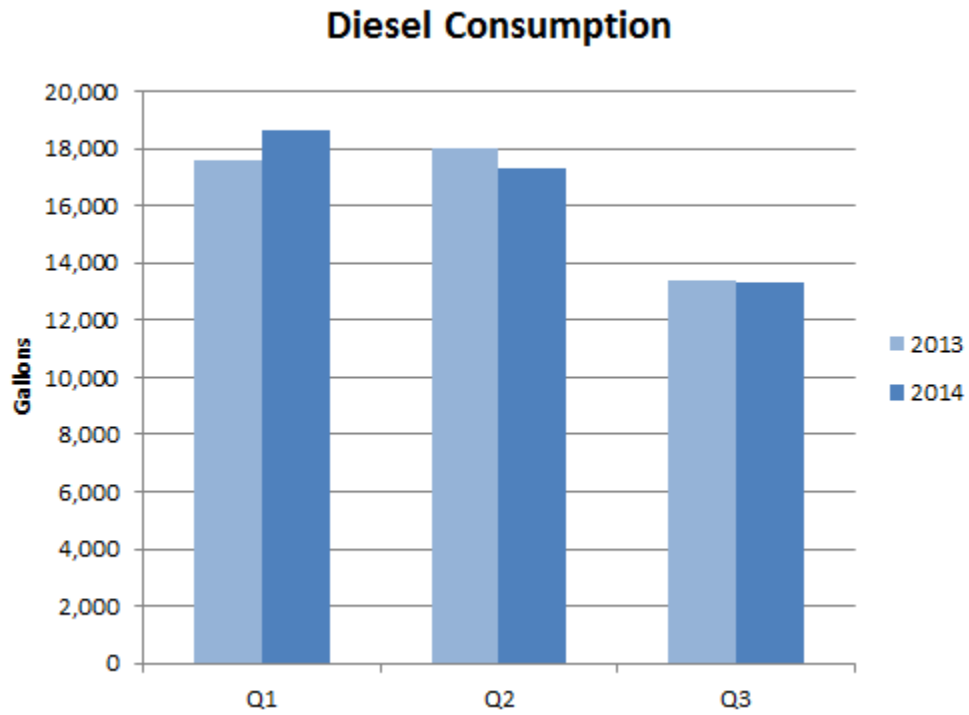
CA's consumption of natural gas was relatively flat over the first six months of FY2014 relative to FY2013, but in Q4 there was about a 10 percent increase. The recent extreme cold temperatures throughout the nation and in our region resulted in significantly increased heating loads. In January alone there were 33 percent more Heating Degree Days (HDD) in 2014 when compared to 2013.

Renewable Energy Generation



CA's renewable energy systems generated about 26,000 kWh of clean power in the first three quarters of FY2014; this is more than the total annual electricity consumption of two average family homes. The significant increase in FY2014 is due to the new array at Amherst House coming online in the spring of 2013. Note that the reduction in energy generation in Q3 is associated with the reduced amount of solar energy available due to the position of the winter sun. Total renewable energy generations by these systems is currently at 42,000 kWh having reduced greenhouse gas emissions by about 20 metric tons of carbon dioxide equivalents (MTCO₂e); this is equivalent to taking three average cars off the road for a year.

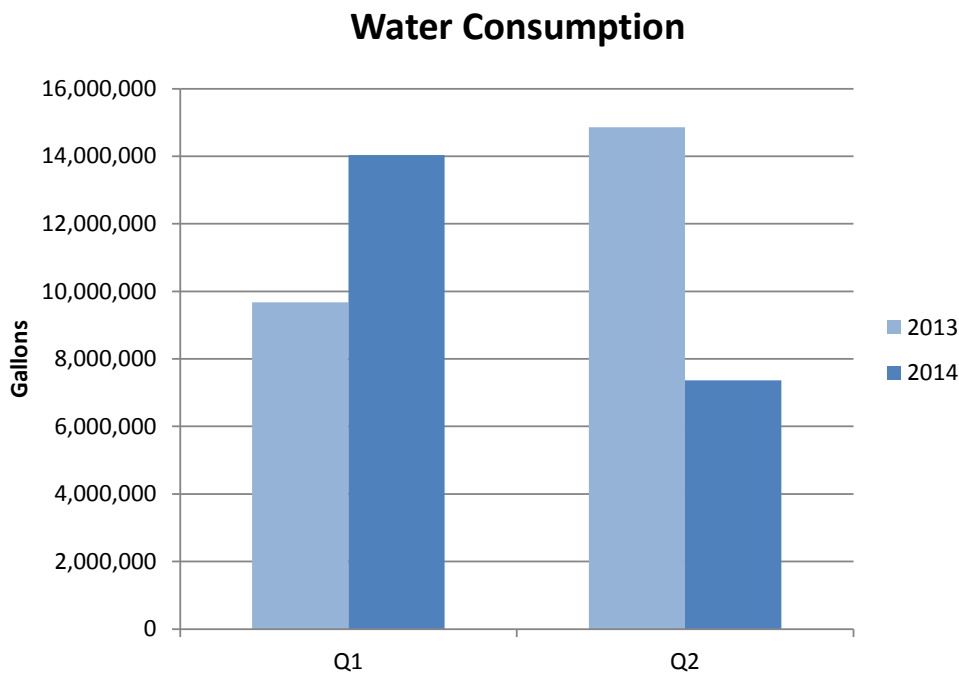
Fleet Fuel Consumption



CA's fuel consumption in the first nine months of FY2014 has been relatively consistent with what was measured in FY2013.

Water Consumption

This category contains information associated with CA's consumption of potable water for operating its facilities. The primary operations that consume large quantities of potable water are the pools and athletic facilities. The first two quarters of each year are significant periods of water consumption for CA due to the opening of pools for the season. At the time of completion of this report the water utility data had not yet been fully compiled and will be reported in the full FY2014 report.



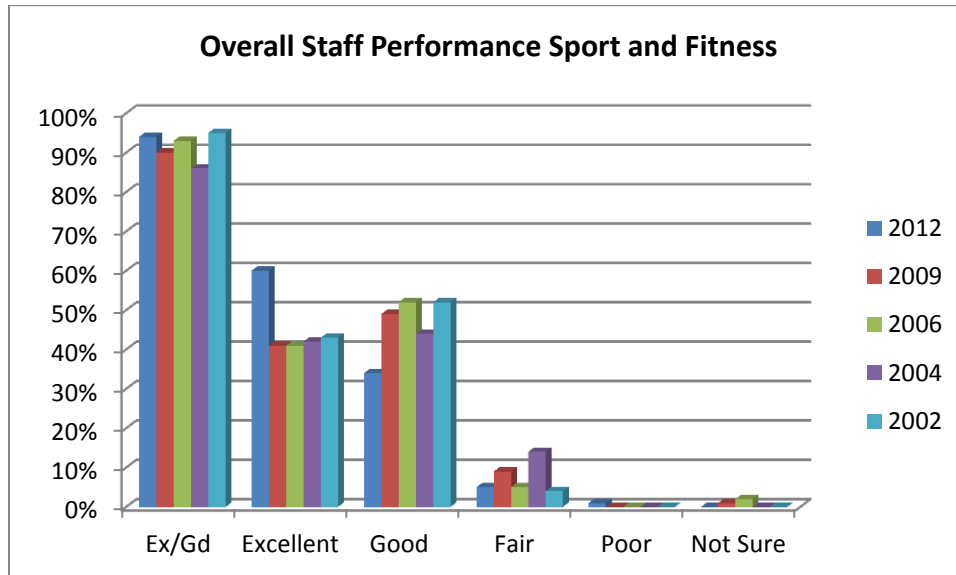
As can be seen in the figure, quarterly consumption of water varied significantly between FY2013 and FY2014 when directly comparing Q1 and Q2 performance. However, when aggregating consumption for Q1 and Q2 the amount consumed in FY2013 and FY2014 is 24.5 million gallons and 21.4 million gallons, respectively; the difference is less significant when adding the two quarters together. The nature of water meter reading and billing leads to significant variability when comparing similar time periods across given years.

Other Categories

CA is actively tracking data associated with Waste Management and Outdoor Environmental Quality. At this time the various metrics (e.g., tons of waste landfilled) are not available for formal quarterly comparison of FY2013 and FY2014. This information shall be included in a subsequent report associated with the complete FY2014 reporting.

SOCIETAL FOOTPRINT

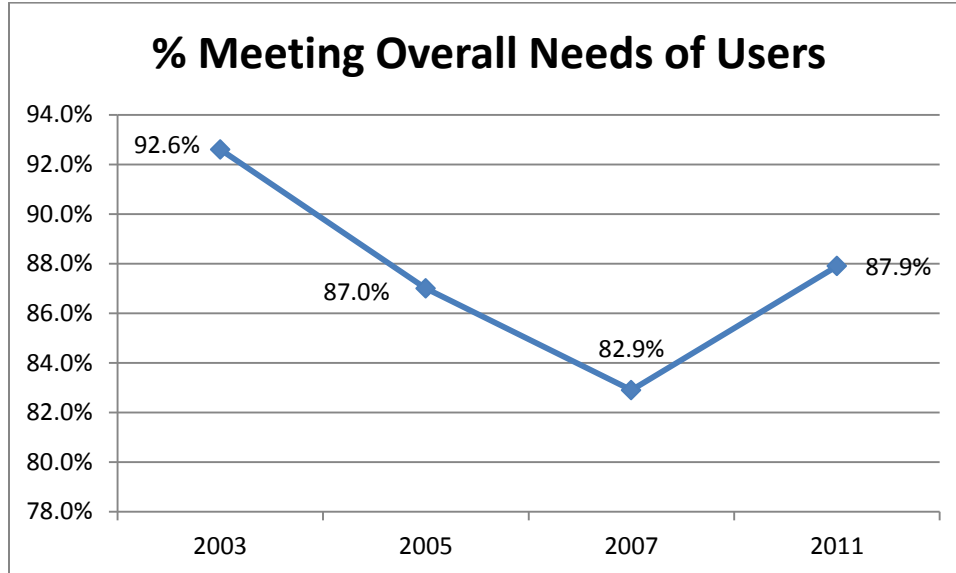
Overall Staff Performance



91% Satisfaction

Overall staff performance of all facilities and programs (S&F and CS combined) was rated as “excellent” or “good” by 91% of community members surveyed

Information on this page comes from the 2012 Marketing & Communications Survey administered by Mason Dixon. This is the latest data currently available.



Information on this chart comes from 2003-2011 User Surveys administered by Mason Dixon

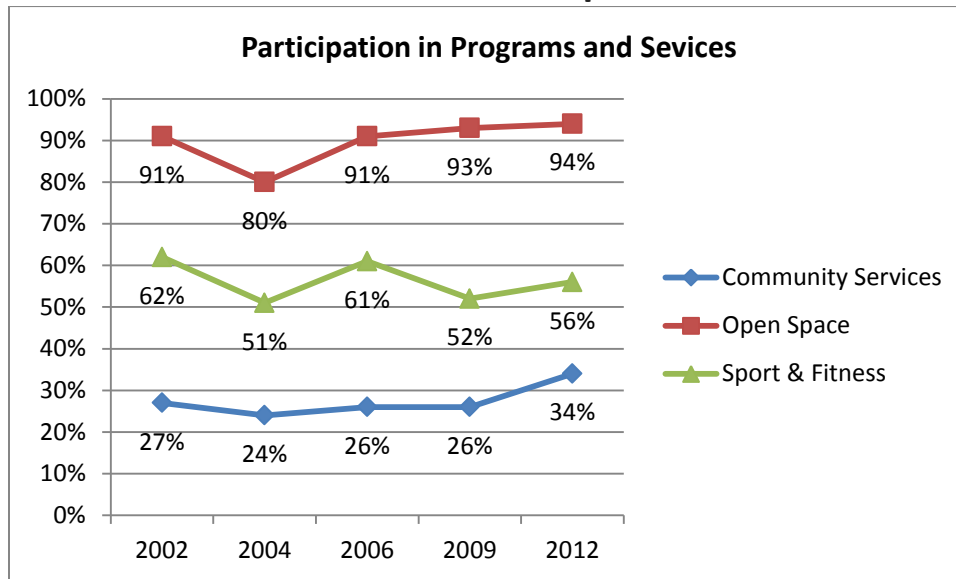
2003 and 2005 survey data reflect only the three fitness clubs, Athletic Club, Columbia Gym and Supreme Sports Club. Subsequent survey data, 2007 and 2011, reflects all ten Sport and Fitness facilities. Each data point is an average rating for all facilities surveyed.



Overall employee job satisfaction was measured in the CA Climate Survey administered through Mason-Dixon in December 2011. The ratings are based on the question: "Overall, how would you rate your job satisfaction?"

RELATIONAL FOOTPRINT

Relational Footprint

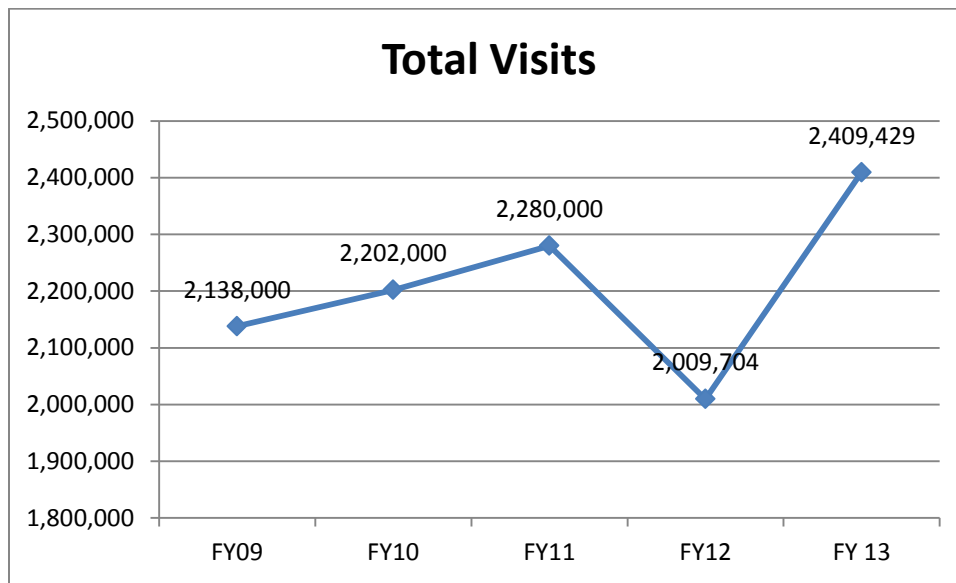


95% Participation

95% of adult residents indicate that they have used a CA sport and fitness facility, a community service or program or made use of the CA open space within the last year.

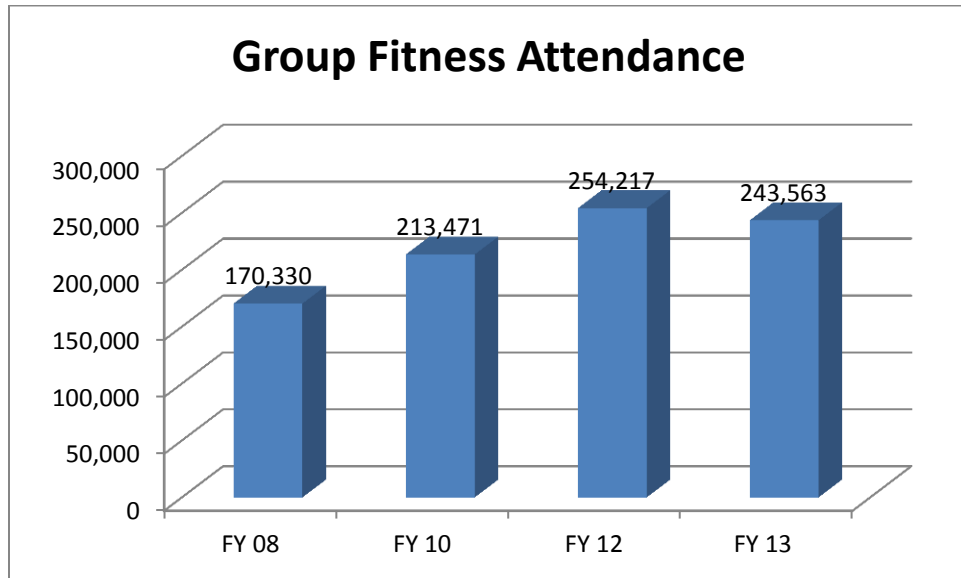
Information on this page comes from the 2012 Marketing & Communications Survey administered by Mason Dixon. This is the latest data currently available.

Sport & Fitness

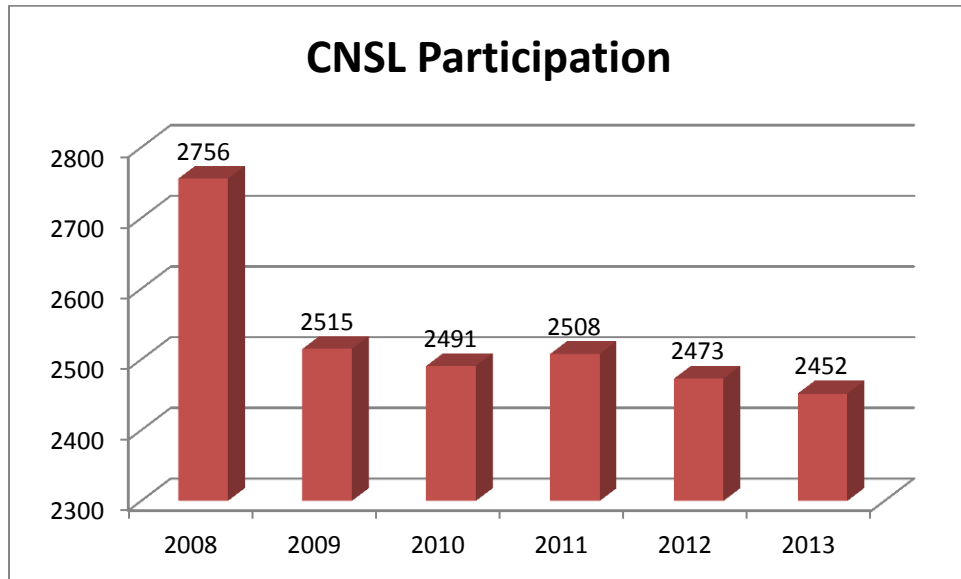


Information from reports generated by the PRIME System (FY09 – FY12) and from SNG (FY13).

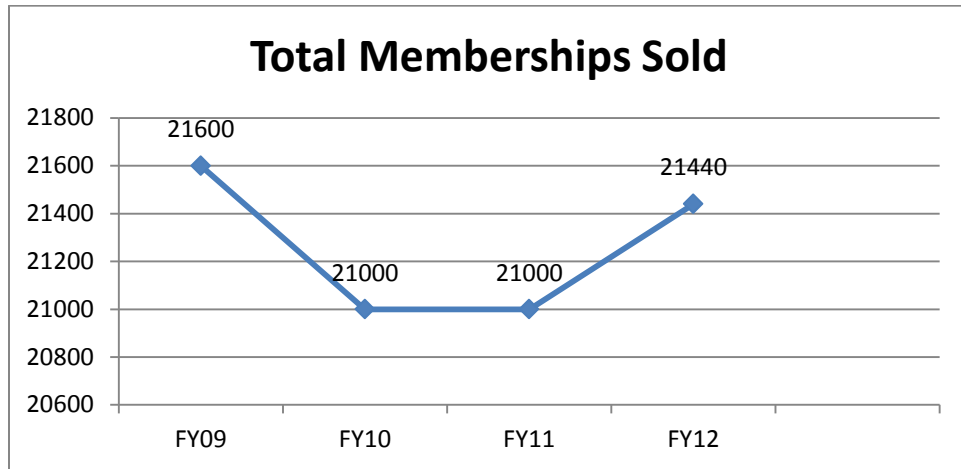
Addendum to Sport and Fitness Relational Footprint



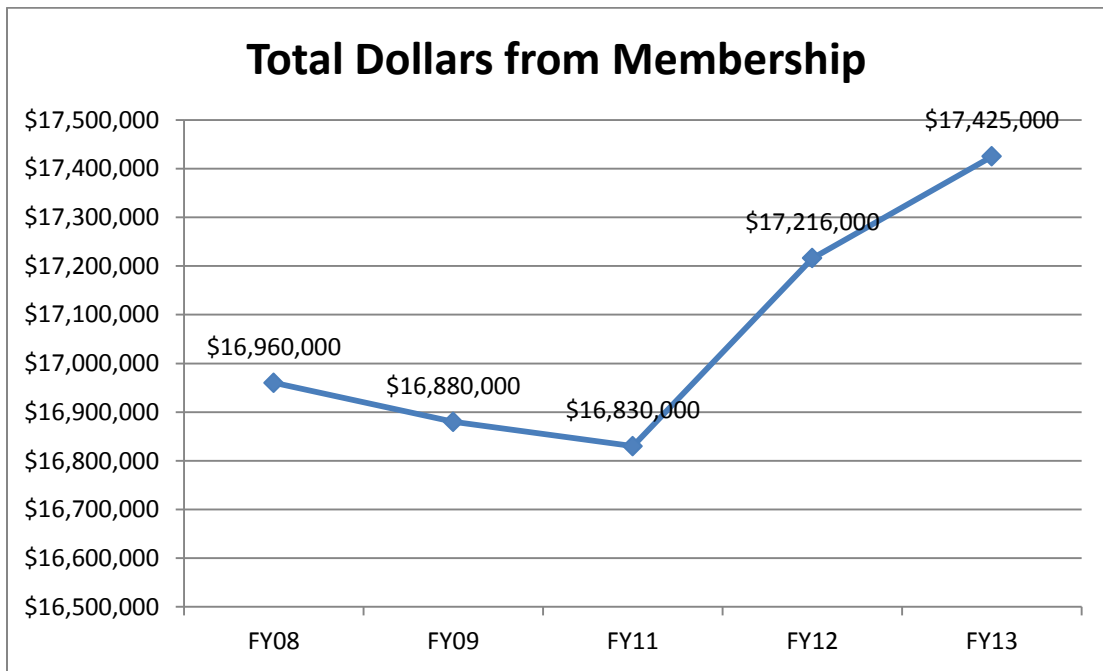
This information shows the increasing number of members and guests participating in Group Fitness classes from FY 2008-FY 2013



The Aquatics Department reported the number of children who participated in the Columbia Neighborhood Swim Leagues over the last six years.

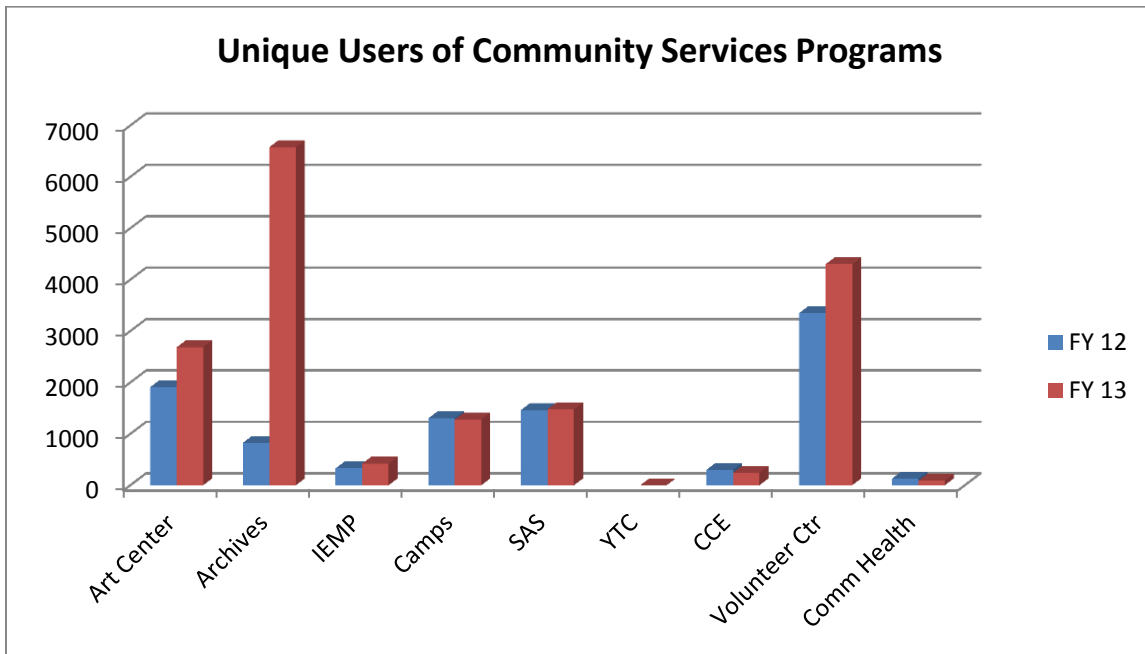


The data presented here is through the end of FY2012. The Total Memberships Sold data will be distributed at a later date. The Marketing Team is working with our software provider to extract accurate data in a format that will be meaningful to all.



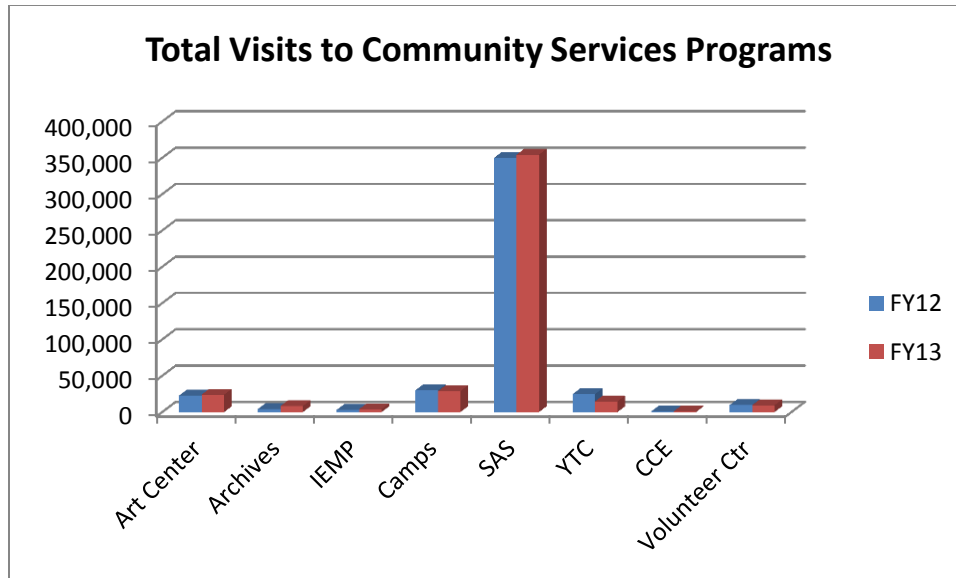
FY13 information on this chart comes from the FY13 year-end financial reports.

Community Services



	FY 12	FY 13
Art Center	1909	2685
Archives	826	6,579
International Exchange Program	329	420
Camps	1302	1,279
School Age Services	1465	1477
Youth and Teen Center		see chart
Community Exchange	300	241
Volunteer Center	3,350	4,300

The data above is for FY-13. It includes key Community Services programs. Figures for the Columbia Archives include website and Facebook users. In FY13 the number of "Likes" doubled resulting in a significant increase in unique users of the Archives materials and resources.



	FY12	FY13
Art Center	22,800	23,976
Archives	4,200	8,263
International Exchange Program	3,000	4000
Camps	30,000	28,808
School Age Services	350,000	354,320
Youth and Teen Center	24,700	14,743
Columbia Exchange	850	948
Volunteer Center	9,700	9,400

Information on this page includes usage data from: Art Center, Archives, International Exchange and Multi-cultural Program, Camps, School Aged Services, Columbia Exchange, Youth and Teen Center and programs and Volunteer Center as reported in CA Budget documents.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: State Highway Administration (SHA) Easements and
Land Acquisition Request
SHA Contract #H0317B31 – Gales Lane Projects

DATE: March 21, 2014

Subsequent to the CA Board's discussion on 3/13/14 regarding the above-subject project, the SHA was notified about the resultant questions and suggestions.

According to SHA representatives, the sound barrier wall section under discussion cannot be relocated to the adjacent property since the property owner has an "approved butterfly habitat and any further impact to the property could severely damage that environment." If the SHA is permitted to purchase the needed amount of CA open space to allow for the installation of the wall (as depicted earlier), all maintenance of the property and the wall would be the responsibility of the State.

In regards to the pending restricted access to Lot 1, the SHA considers that the following options are potentially suitable resolutions and further discussions will ensue.

1. SHA pays CA for "damages" resulting from greatly restricted access to Lot 1
2. SHA pays CA for a perpetual easement on all of Lot 1 that would restrict the types of amenities CA could build on the Lot.
3. SHA would provide CA a new access to Lot 1 by allowing the current guard rail at the end of Gales Lane to be replaced with a lockable gate for use by CA for needed maintenance and other required activities on Lot 1.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: Verizon Land Lease Agreement Request

DATE: March 21, 2014

Subsequent to the CA Board discussions regarding the above-subject project, Verizon has made a determination to pursue an environmental assessment of the proposed lease area. The anticipated date for this assessment is March 28th.



TO: Brian Dunn, SIC Committee Chair

FROM: Daniel D'Amore, Open Space Management Division Director

THROUGH: Phil Nelson

CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner

SUBJECT: Howard Hughes Corporation/Clover Acquisitions, LLC and
Howard County Easement Request for Traffic Control Devices Along
Little Patuxent Parkway Adjacent to Whole Foods/Haven on the Lake

DATE: March 21, 2014

Pursuant to the CA Board discussion on 3/13/14 regarding the above-subject project, changes to the Deed of Easement and exhibits related to this project were forwarded to the Howard Hughes Corporation (HHC). HHC staff reports that the appropriate modifications have been made to the documents, and the documents have been sent to Howard County for their review and approval.

The emphasis of the modifications provide for the proposed easement being non-exclusive, specifically for underground cabling for the depicted traffic control devices, and no above-ground installation of any type being allowed.



February 28, 2014

To: Strategic Implementation Committee Members

Through: Phil Nelson, President and CEO

From: Patrick O'Malley, Director of Purchasing

cc: Members of the Columbia Association Board of Directors
Susan Krabbe, Vice President and CFO

Subject: Minority Business Enterprise Policy

The Minority Business Enterprise (MBE) policy was revised in May 2012 to include a goal to procure ten percent (10%) of the total dollar value in eligible procurements from MBE businesses and a sunset clause to terminate this policy on April 30, 2014 unless the CA Board of Directors extends the policy after thorough evaluation and review. The sunset clause was added at the suggestion of a Board member based on the State of Maryland policy, which also includes a sunset clause.

Attached is the policy for the Board of Directors' consideration to extend the policy for a specified period of time, make changes to the existing policy or allow the policy to terminate on April 30, 2014.

CA has procured \$1,512,865 from certified MBE firms through the end of the third quarter of FY 14, which represents 9.7% of total eligible expenditures.

**MINORITY BUSINESS ENTERPRISES,
WOMEN OWNED BUSINESS ENTERPRISES AND DISABLED OWNED
BUSINESS ENTERPRISES POLICY**

The Columbia Association (CA) encourages Minority Business Enterprises (“MBEs”), Women Owned Business Enterprises (“WBEs”) and Disabled Owned Business Enterprises (“DBEs”) to participate in CA procurements. For the purposes of this policy, an MBE is a business entity that is majority owned, operated, and controlled by members of one of the following groups: African Americans, Native American Indians, Asian Americans, and/or Hispanic Americans. A WBE is a business entity that is majority owned, operated, and controlled by a Caucasian woman. A DBE is a business entity that is majority owned, operated and controlled by an individual who has a physical or mental impairment that substantially limits one or more major life activities or has a record of such impairment.

CA shall:

- a. Promote participation of MBEs, WBEs and DBEs in Procurements of all types and of all values;
- b. consider responsible and responsive MBEs, WBEs and DBEs when soliciting, conducting, and awarding Procurements;
- c. discuss with Vendors MBE, WBE and DBE subcontracting and other business relationship opportunities when available, at all phases of the Procurement process;
- d. train all CA purchasers on this policy;

- e. include the following language in Invitations for Bids (“IFBs”) and Requests For Proposals (“RFPs”):

Minority Business Enterprises, Women Owned Business Enterprises and Disabled Owned Business Enterprises will be afforded equal opportunity to submit Bids or Proposals in response to this Procurement and will not be subject to discrimination on the basis of race, color, sex, or national origin in consideration for award;
- f. maintain lists of potential Bidders and Offerors that include responsible MBEs, WBEs and DBEs;
- g. suggest that Vendors provide Procurement documents to responsive MBEs, WBEs and DBEs for subcontracting and other business relationship opportunities that may be available due to the scope and nature of the Procurement;
- h. ask Vendors to provide information related to MBE, WBE and DBE participation in Procurements and availability of subcontracting and other business relationship opportunities for MBEs, WBEs and DBEs, including descriptions of steps taken to seek and encourage that participation and other relationships;
- i. if there are no known MBEs, WBEs or DBEs that may respond to a Procurement for which an IFB or RFP will be issued, make efforts to locate such firms and to encourage participation of MBEs, WBEs and DBEs in the Procurement;

- j. when requested by Vendors, offer the assistance of Purchasing Department personnel in identifying, locating, and contacting MBEs, WBEs and DBEs available for subcontracting and other business relationships;
- k. ensure that requirements for MBE, WBE and DBE participation under Federal or State law or agreements are met when applicable; and;
- l. request Vendors to keep the Purchasing Department advised of existing MBE, WBE and DBE subcontracts and other business relationships, as well as any changes to these business relationships that affect MBE, WBE and DBE participation in the Procurement.

CA recognizes certifications from Howard County, Maryland; the Maryland Department of Transportation; the City of Baltimore, Maryland; or another certifying entity.

CA will establish guidelines and document efforts to attain its goal to procure Ten Percent (10%) of the total dollar value in eligible procurements from MBEs, WBEs and DBEs. The Purchasing Department will assist CA purchasers in striving to attain or exceed this goal.

This policy will terminate on April 30, 2014 unless the CA Board of Directors extends this policy after thorough evaluation and review.



March 21, 2014

To: Strategic Implementation Committee Members

From: Susan Krabbe

Through: Phil Nelson

Cc: Members of the Columbia Association Board of Directors
Sheri Fanaroff

Subject: Planned Long-term Debt Issuance

Background:

CA staff, with the assistance of Public Financial Management (PFM), is currently analyzing financing alternatives to raise \$30 million capital to pay down CA's line of credit, which has been used since 2002 to fund a portion of capital projects. The strategy is to take advantage of low current market rates before anticipated changes in policy by the Federal Reserve Bank cause rates to increase, as is expected by monetary policy experts. CA engaged PFM to provide guidance on the timing and type of transaction to best meet CA's needs and to take advantage of current market conditions.

At this time, CA is pursuing a fixed-rate financing transaction that is expected to amortize over 15 years. It is anticipated that the financing transaction will be callable after seven years, so that CA can lock in low current market rates but have the flexibility to refinance the transaction if interest rates prove to be lower in the future. Current expectations are that the financing will close mid-May, and interest will be payable semi-annually on June 1 and December 1 with the first interest payment due December 1, 2014. Principal would be repaid annually on December 1 with the first principal payment due December 1, 2015. Annual debt service payments are expected to be level, and based on current interest rates, are estimated to be \$2.65 million per year. PFM is currently soliciting investment banks to provide underwriting services on behalf of CA. The results of the request for proposal process will help to refine the financing analysis.

The proceeds will be used to pay down the line of credit, which is projected to be approximately \$38 million by May 31, 2014. The July 2014 annual charge billing is projected to eliminate the remaining balance on the line until December 2014, when CA anticipates beginning to draw on the line again, to fund the portion of capital projects not funded by operations.

The Board may be interested to learn that since 2000, total debt decreased by an average of 6.4 percent per year, while the capital budget increased by an average of 3.7 percent per year. Over the same period (2000 to 2013), the Consumer Price Index

averaged 2.4 percent. So, over this 14-year period, CA was able to maintain its capital spending, in fact to increase it slightly over inflation, while reducing its total debt burden.

Legal Considerations:

CA is working closely with outside bond counsel to ensure that the debt issuance will comply with all relevant laws and regulations.

Budget Impact/Considerations:

The FY 2015 and conditional FY 2016 budgets include the planned issuance of \$30 million.

Policy Considerations:

The transaction complies with the Long-Term Financial Management Policy components related to long-term debt as shown for FY 2015 and FY 2016. The debt service projections for the new issuance included in the ratios are based on current market projections and are subject to change as interest rates change.

	FY 2015	FY 2015	Positive
	Target	Budgeted	(Negative)
	Ratios	Ratios	Variance
Debt Service as a % of Total Revenue	0.200	0.088	0.112
Debt Service as a % of Annual Charge Revenue	0.500	0.167	0.333
Total Long-Term Debt as a % of Total Assets	0.450	0.202	0.248
Total Long-Term Debt as a % of Assessed Valuation	0.010	0.003	0.007

	FY 2016	FY 2016	Positive
	Target	Budgeted	(Negative)
	Ratios	Ratios	Variance
Debt Service as a % of Total Revenue	0.200	0.043	0.157
Debt Service as a % of Annual Charge Revenue	0.500	0.083	0.417
Total Long-Term Debt as a % of Total Assets	0.450	0.182	0.268
Total Long-Term Debt as a % of Assessed Valuation	0.010	0.003	0.007

The planned transaction also supports the Board-approved Strategic Plan that takes effect on May 1, 2014, specifically goals 2 and 5:

Goal 2 - “Maintain and enhance Columbia’s facilities, open spaces, connectivity and environmental stewardship.”

The planned transaction provides resources to maintain and enhance CA’s facilities and open spaces by paying down the line of credit, which would approach the maximum balance of \$45 million this spring.

Goal 5 – “Demonstrate the practices of a high-performing and responsive organization.”

CA staff engaged PFM for financial advice and is working with bond counsel to obtain the best possible terms for CA, to ensure a high value for CA customers and annual charge payers.

Recommendations:

Staff recommends that the CA Board approve the resolutions to pursue a long-term debt issuance as described and attached.

**Resolutions Authorizing the Issuance, Sale and Delivery
of Columbia Association Bonds**

WHEREAS, Columbia Association, Inc. (the “Corporation”) intends to refinance its current line of credit and to undertake certain capital projects approved by the Board of Directors of the Corporation (collectively, the “Project”); and

WHEREAS, in order to finance all or a portion of the costs of the Project, the Corporation intends to issue, sell and deliver its bonds, notes or other evidences of indebtedness in a maximum aggregate principal amount up to \$30,000,000;

NOW, THEREFORE, BE IT

RESOLVED, that the Corporation is hereby authorized to issue, sell and deliver its bonds, notes or other evidences of indebtedness from time to time in a maximum aggregate principal amount up to \$30,000,000 (the “Bonds”) pursuant to the provisions of an indenture of trust, purchase agreement, financing agreement or similar agreement (the “Agreement”), which shall contain such terms, provisions and conditions as shall be approved by the President of the Corporation or the Chief Financial Officer of the Corporation (each an “Authorized Officer”) executing the Agreement.

RESOLVED, that the Corporation is hereby authorized to pledge under the Agreement as security for the Bonds (i) all revenues from the lien of the annual charge imposed pursuant to the provisions of the Deed, Agreement and Declaration of Covenants, Easements, Charges and Liens, as amended and supplemented (the “Declaration”), (ii) all accounts arising from the Declaration, (iii) all contract rights arising from the Declaration, (iv) all lien and lien enforcement rights arising under the Declaration, (v) all rights, powers and remedies provided to the Corporation in the Declaration or otherwise available at law or in equity for the enforcement and collection of the annual charge and all other monies due under the Declaration and (vi) any funds or securities held by any trustee at any time pursuant to the Agreement.

RESOLVED, that the appointment of any trustee, paying agent, registrar, escrow agent or other agent for the Bonds as shall be deemed necessary or desirable to effectuate the transactions herein contemplated is hereby authorized.

RESOLVED, that the Corporation is hereby authorized to issue, sell and deliver the Bonds in a direct placement or in a private (negotiated) sale pursuant to the provisions of a bond purchase agreement or similar agreement (the “Bond Purchase Agreement”) at a price or prices at, above or below par.

RESOLVED, that the Agreement and the Bond Purchase Agreement may contain representations, warranties, covenants and indemnification provisions by the Corporation.

RESOLVED, that the preparation and distribution of a preliminary official statement and a final official statement, offering memorandum or other disclosure document in connection with the sale of the Bonds are hereby authorized.

RESOLVED, that the designation of the Bonds, the principal amount of the Bonds, the rate or rates of interest payable thereon or the method of determining the same, the date or dates of maturity of the Bonds and the payment provisions therefor, including (without limitation) any provisions for the optional or mandatory redemption or purchase thereof prior to maturity shall be as set forth in the Agreement or the Bond Purchase Agreement.

RESOLVED, that the net proceeds of the issuance, sale and delivery of the Bonds shall be applied to the financing of the Projects or such other capital projects approved by the Board of Directors of the Corporation, any required reserves and any costs of issuance of the Bonds.

RESOLVED, that the Corporation is hereby authorized to enter a continuing disclosure agreement or such other agreement requiring the delivery or the public filing or posting of the Corporation's financial statements and financial or other information and notices regarding material events related to the Corporation, the Bonds, any trustee or such other events as set forth in such agreement (the "Continuing Disclosure Agreement").

RESOLVED, that each Authorized Officer is hereby authorized and directed in the name and on behalf of the Corporation to execute and deliver the Agreement, the Bond Purchase Agreement, the Bonds and the Continuing Disclosure Agreement.

RESOLVED, that the Authorized Officers are hereby authorized and empowered, in the name and on behalf of the Corporation, to enter into, execute, deliver and perform any and all agreements, amendments, consents, certificates, instruments, documents, notices, requests or approvals as any such Authorized Officers may determine to be required, advisable or appropriate in connection with the matters authorized in this and the preceding resolutions, and to take any and all other actions as any such Authorized Officers may deem to be required, advisable or appropriate in connection with the matters authorized in this and the preceding resolutions, such determination to be evidenced conclusively by such entry, execution, delivery, performance or the taking of such action by any of such Authorized Officers.

RESOLVED, that the proper officers of the Corporation are hereby authorized and empowered to take such further action as may be necessary or in their opinion desirable to effect the intent and purpose of the foregoing resolutions, and that any action previously taken by the proper officers of the Corporation in furtherance of the transactions contemplated in this and the foregoing resolutions is hereby ratified.

Recommendation(s) (Updated as of 2-13-13):

Based on the information addressed in this memo, and more specifically the straw votes taken during the October 11, 2012 Board Meeting, management makes the following recommendations:

I. Formally adopt the McCall Plan or Inner Arbor Plan as the conceptual plan that is the foundation of all future Symphony Woods planning and design.

II. Formally adopt Symphony Woods as the preferred location for the CA Office Building.

III. Formally instruct Management to establish an entity or entities to pursue implementation of the Inner Arbor Plan (the "Inner Arbor entities") under the following terms:

a. An entity will be structured to accomplish charitable and educational purposes and will apply to the IRS for qualification as a 501(c)(3) corporation, able to accept charitable donations and grants.

b. The anticipated 501(c)(3) corporation is tasked to implement the approved Inner Arbor Plan. In keeping with the easement described below, any material deviations from the Plan will require CA Board approval.

c. The anticipated 501(c)(3) corporation will be governed by a five (5) member Board, of which:

i. The CA President and CEO will be an Ex Officio voting Board Member;

ii. Two (2) Board Members will also be CA Board Members; and,

iii. Two (2) Board Members will not be CA Board Members, but will, nonetheless, have a strong record of community involvement and service.

d. If necessary, Management may form a for-profit affiliate of the anticipated 501(c)(3) corporation to carry out aspects of the Plan that counsel to CA or the anticipated 501(c)(3) corporation, or the IRS, determine do not constitute charitable or educational purposes satisfying the requirements for 501(c)(3) status.

IV. Formally authorize Management to enter into an agreement granting to the Inner Arbor entities a perpetual easement for the development and use of Symphony Woods (and such other related documents as may be required), which will obligate those entities to implement and comply with the requirements of the Inner Arbor Plan. In connection with authorization of the easement agreement, the Board is hereby requested to adopt a resolution making the following specific findings:

i. that the execution and performance of the easement agreement is taken exclusively for the promotion of the social welfare of the people of Columbia;

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		Monitor Inner Arbor Plan and Organization			ongoing		to be included in the monthly President's Report	
SIC		Monitor Key Performance Indicators Dashboard			ongoing		to be included in the monthly President's Report	
SIC		Monitor Friends of Columbia 501(c)(3) Progress			ongoing		to be included in the monthly President's Report	
SIC		Monitor the Progress of the Major Lake Dredging Projects and other significant projects			ongoing		to be included in the monthly President's Report	
SIC		Monitor Watershed Program			ongoing-quarterly			
SIC		Monitor Hobbit's Glen Clubhouse Project			ongoing		to be included in the monthly President's Report	
SIC	6/27/2013	Objectives for FY 14 - Linked to President's Goals and Objectives	6/27/2013		ongoing			
SIC	6/27/2013	Heating the Dorsey's Search Pool for Year-Round Use	6/27/2013		7/25/2013		to be included in the FY15/16 budget process	
SIC	6/27/2013	Transfer of Funding for Village Organizers to Village Association Budgets	6/27/2013		9/26/2013		to be resolved during the upcoming budget process	
SIC	6/27/2013	Purchasing Exception - Former Rouse Building	6/27/2013				withdrawn by staff	
SIC	6/27/2013	Request for Additional Watershed Project Funding	6/27/2013			6/27/2013	failed in committee, Board voted to waive 3-reading rule	approved

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	6/27/2013	HAFAC Request to Name the Athletic Club Lounge	6/27/2013			6/27/2013	approve	approved
SIC		Develop strategy to implement elements of the long range strategic planning effort						
SIC		Oversight of a commitment to providing great facilities and great service						
SIC		Develop strategy to address new town zoning changes						
SIC		Continue oversight of major CA efforts such as new fitness facility, path around Lake Kittamaquundi, etc.						
SIC	7/25/2013	Spectrum NG Update	7/25/2013					No action needed
SIC	7/25/2013	Additional Funding for the Dog Park Project	7/25/2013		8/8/2013 - with additional information requested of staff	8/8/2013	recommended	approved
SIC	8/8/2013	Wellness Center	5/30/2013		8/8/2013	9/12/2013	recommended	approved
SIC	8/8/2013	Purchasing Exception - ClubIntel	8/8/2013			9/12/2013	recommended	approved
SIC		SIC Objectives for FY 2014: 1 - Work with staff to develop strategies to implement elements of the Long Range Strategic Planning effort.						

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		SIC Objectives for FY 2014: 2 - Work with staff to develop strategies to address ADA as it relates to CA.	10/24/2013 Status of the ADA Plan					
SIC		SIC Objectives for FY 2014: 3 - Work with Staff to develop strategies to address New Town zoning changes.						
SIC		SIC Objectives for FY 2014: 4 - Continue review of major CA efforts such as the new fitness facility in the former Rouse building, the new Hobbit's Glen Clubhouse, and the Lakefront.						
SIC	11/14/2013	Long-Term Lake Management Plan	11/14/2013		12/12/2013 1/9/2014	12/12/2013	recommended	
SIC	1/9/2014	Easement Request from Howard County for a Water and Sewer Extension to Blandair Park and the Spring House Creek Stream Restoration	1/9/2014		2/20/2014			approved
SIC	1/9/2014	Easement Request from Howard Hughes Corporation to Erect Signage Columns for Whole Foods and Haven on the Lake	1/9/2014				withdrawn by requester	
SIC		A Representative from the State Highway Administration to attend a future meeting						
SIC	1/23/2014	SHA Easement Request - Old Columbia Road - Rt. 29 Project	1/23/2014		3/13/2014			approved
PSC	2/20/2014	Haven on the Lake Update	2/20/2014					no action required

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	2/20/2014	Purchasing Exception Request - Haven on the Lake	2/20/2014					approved
SIC	2/20/2014	Easement Request from Howard County - Traffic Circle at Intersection of Oakland Mills Road and Old Montgomery Road near Blandair Park	2/20/2014					approved
SIC	2/20/2014	Salary Study	2/20/2014					approved in budget process
SIC	2/27/2014	Presentation on the Budget Performance Element	2/27/2014					no action required
SIC	2/27/2014	Verizon Land Lease Agreement Requests - New Cell Tower at RV Park	2/27/2014		3/13/2014 3/27/2014			
SIC		Review Management Findings on the Owen Brown Tennis Bubble Replacement Options						
SIC	3/13/2014	SHA Easement Request - Gales Lane	3/13/2014		3/27/2014			
SIC	3/13/2014	Howard Hughes Corporation Easement Request - New Traffic Light Cabling - Whole Foods and Haven on the Lake	3/13/2014		3/27/2014			
SIC	3/27/2014	Minority Business Policy Sunset Clause	3/27/2014					
SIC	3/27/2014	Planned Issuance of Long-Term Debt	3/27/2014					

Tracking Form
Strategic Implementation Committee FY14

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	3/27/2014	Inner Arbor Board Membership Discussion	3/27/2014					



To: External Relations Committee

From: Phil Nelson

Subject: Parameters for Proposed Interactive “State of the Columbia Association” Meeting

Date: March 20, 2014

Parameters for Town Hall Meetings:

Purpose: To interactively work with residents and users of CA facilities and venues and to provide an opportunity to share their ideas/comments regarding programs and/or any other Columbia Association related issues.

Introductions: Board Members, Management

State of CA Presentation—Chairperson, CA Board of Directors

- Organizational activities
- Challenges that face CA in the near and longer-terms

Proposed Agenda Topic:

- I. Present the Board’s Strategic Plan—PSC Chair
- II. Present operational and capital project plans for how Strategic Plan will be followed/implemented—SIC Chair

Interactive Session:

Community input/ideas on proposed operating and capital work plans

Agenda Topic:

- I. Where the money comes from
- II. Where the money goes

Interactive Session:

Community input/ideas on financial matters

Open Forum: Help us to improve the Columbia Association

While we feel that CA is a quality organization, we realize that there may be areas in which CA could improve. Please give your ideas/suggestions to help CA identify those areas and how CA might improve services, programs and venues.

Suggested Location and Time:

It is recommended that the initial Town Hall meeting be scheduled for the first part of June on a Saturday morning. While the meeting could be scheduled for two hours, additional time could be reserved to ensure that community input is heard.

Notification Process:

CA plans to use the following forums to advertise the community meeting:

- Newspaper (Flier) ad(s)
- CA Website
- Request to all Villages to place a notice in their newsletters
- Inspire Columbia Page
- Ads placed at CA's highest traffic venues
- CA Monthly



To: CA Board of Directors
From: Phil Nelson and Celeste Olinger
Subject: Content on the New Web Page
Date: March 21, 2014

Background:

- Recently, the Community Engagement/Communications Service Bureau completed and posted a new, vibrant web page for the Columbia Association.
- The work was done in a very short period in order to meet the Board's wishes that the web page be operational by the end of the 2013 calendar year.
- Due to available financial resources The Community Engagement/Communications Service Bureau had to build most of the site's infrastructure and transferred much of the data from the old web page to the new site.
- By doing the work internally rather than having the web page developer transfer the data, the Community Engagement/Communications Service Bureau saved CA over \$56,000 in fees.
- The new page was built on what the community told CA that they would like to see on the page. Focus groups, questions on Inspire Columbia, and mini-surveys were used to gather community feedback and opinions as to what they would like to see on the site.
- Management understands that the webpage is a continuing work in progress, and the page will never be static. Community Engagement will continue to work with residents, members of CA and users of CA venues and programs to keep the site relevant and accessible.
- At a recent meeting, the Board discussed several items related to the budget. At the meeting, discussions focused on membership information being placed on the web page. At that time, the President stated that the Board could control some of the web's content.
- As a matter of logistics, the comment was made in reference to the Board's Policy making responsibilities. The primary focus of the web site should be to keep the community informed of CA's venues, programs and work in the community. Trying to place something on the webpage from every individual would make the webpage impossible to navigate and would become too cumbersome to use.
- Membership pricing, purchasing memberships on line and on line assessment fee payments have been requested to be placed on the page, but were not put on the new site due to the fact that Board policies were not established and put in place.

Legal Considerations

- Web content has to conform to current policies and State and Federal statutes. While not a legal concern in most cases, content should be based on community standards to the extent possible.

Budget Implications/Considerations:

- Management has made every effort to keep the costs of web content and maintenance affordable.

Policy Correlation: (How does the item meet the Boards Goals and Objectives?)

- If the Board wants certain things on the webpage, the Board should look at how current policies can be used, or how new policies should be developed in order to make content conform to the Board's Strategic Plans. Policies should also reflect the Board's adopted goals for the President, and any other policy that is determined to be in the best interests of Columbia residents, members and users of CA's venues and programs. The Boards recently adopted Strategic Goals are included at the end of the memo.
- Adding a great amount of content that the community did not recognize or feel was essential and complicates easy navigation seems to go against the Board's mandate that the new webpage have easy to find information.
- Any materials that are asked to be placed on the webpage CA by Board Members should be based on the majority vote of the Board of Directors. Materials that individual's might want included on the webpage could turn the site into more of a political expectations document rather than an informational venue.

Recommendations:

Management recommends that the Board Operations Committee undertake the development of Board Policies to determine what policy based materials or information should be included on the CA webpage.

GOALS:

- 1. Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia**
 - a. Provide a wide array of programs and services that meet the needs of Columbia's diverse community
 - b. Continuously evaluate and adjust programs and services to meet changing needs of the entire Columbia community.
 - c. Promote recreation, health, wellness and social connectivity.
 - d. Create an exceptional customer service experience.
- 2. Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship.**
 - a. Enhance the connectivity, walkability and bikeability of Columbia.
 - b. Maintain facilities, open spaces, watersheds and environmental stewardship, incorporating innovative technology and conservation practices
 - c. Continuously evaluate the needs for facilities changes based on current and future community needs and best practices; and manage community expectations in regard to changes.
- 3. Develop and communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships, and alignment of CA programs and services.**
 - a. Facilitate inclusive processes that develop shared visions and plans for the future of Columbia.
 - b. Advocate for programs and services that are important to CA residents and customers.
 - c. Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia.
 - d. Communicate the vision widely and use the vision to promote Columbia as a community of choice.
- 4. Strengthen communication and community engagement in CA.**
 - a. Effectively communicate the programs and services CA has to offer to the community.
 - b. Demonstrate transparency and openness of information and decision-making processes.
 - c. Strengthen partnerships with Villages to ensure programs and services are well aligned, effective and efficient.
 - d. Strengthen processes for gaining community input, evaluating community needs, and involving advisory committees and other stakeholders.
 - e. Strengthen relationships with businesses and other employers to engage their employees in CA programs and services.
- 5. Demonstrate the practices of a high-performing and responsive organization.**
 - a. Improve CA governance structure and performance to guide the organization's future.

- b. Maintain strong fiscal discipline, control costs, and ensure a high value for CA customers and annual charge payers.
- c. Provide continuous professional development for staff to ensure high standards of performance.
- d. Promote innovation in technology and processes to advance efficiency, support communications, and deliver value to customers.

Items for discussion whether to include on CA's website:

1. Items needing remedial work already on website:
 - a. Links that have no content (e.g. Need Assistance > Class Registration)
 - b.
2. Minor enhancements (framework already exists):
 - a. Adding all previous Agenda/Minute material from previous website.
 - b. Add missing CA Policies:
 - i. Purchasing Policy
 - ii.
 - c. Adding Advisory Committee Agendas/Minutes
 - d.
3. Adding new types of information:
 - a. Pricing Data:
 - i. Before and After School Care
 - ii. Camps
 - iii. Fitness Class
 - iv. Memberships
 - v. Facility rentals
 - vi.
 - b. Team Member Handbook
 - c.
4. Adding new capabilities:
 - a. Ability to purchase:
 - i. Before and After School Care
 - ii. Camps
 - iii. Fitness Class
 - iv. Memberships
 - v. Facility rentals
 - vi.
 - b.

Tracking Form
External Relations Committee - FY 14

	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action	Comments
	1-May-13	Arts in Columbia			On Hold				See Staff Report 1st Q. FY14
	1-May-13	Planning for Columbia's 50th Birthday		TBD					See Staff Report 1st Q. FY14
	1-May-13	Engagement with Columbia/Howard Co. Business Community		TBD					See Staff Report 1st Q. FY14
	1-May-13	Relationship Building with Villages		24-Oct-13			Approved by the ERC on 10-24-13.		
	1-May-13	Engagement with HC Chamber		TBD					See Staff Report 1st Q. FY14
	16-May-13	Stakeholder Dinner Scheudle	23-May-13						See Staff Report 1st Q. FY14
	1-Jul-13	Staff Update Report		25-Jul-13		25-Jul-13			CSL provided a 1st Quarter Update on open items and lingering ERC Log which included staff recommendations. This report can serve as a guide as future ERC agenda items are considered during 2nd Q.
	25-Jul-13	Community-wide Surveys		26-Sep-13					Management discussed with the ERC in September a plan and suggested path forward to review and update CA's bi-annual Community-wide Survey.
	8-Aug-13	Objectives for FY14 - Linked to President's Goals and Objectives	8-Aug-13						
	8-Aug-13	Communication and Transparency Discussion	8-Aug-13						
	26-Sep-13	Approach to Revamping the Community Survey (ERC Goal #1)	26-Sep-13						
	26-Sep-13	Approach to FY16 Budget Planning Process		24-Oct-13	11/14/2013 12/12/2013	1/9/2014	ERC recommends sending staff recommendation to the BOD for approval (12-12-13)	Approved	Staff recommendation approved by the CA BOD on 1-9-14.
	24-Oct-13	Improving Relationship/Communication with the Villages	24-Oct-13						
	24-Oct-13	FY16 Budget - Community Input Approach	24-Oct-13		11/14/2013 12/12/2013				
	23-Jan-14	Town Hall Meeting Format	23-Jan-14		3/27/2014				
	23-Jan-14	New Webpage Briefing	23-Jan-14						No action needed.
	6-Mar-14	Replacement of the Bell Tower be handled by the 50th Birthday Celebration Committee							
	27-Mar-14	Information Needed on the CA Website	27-Mar-14						



COMMITTEE RECOMMENDATIONS TO BOARD

Date: March 18, 2014
To: Columbia Association Board of Directors
From: Michael Cornell, Audit Committee Chair
Subject: Appointment of External Auditors for Fiscal Year 2014

Issue:

In accordance with CA's purchasing policies, the independent auditing services for CA's financial statements and its 401(k) plan were competitively bid and CohnReznick LLP was selected to perform the audits for fiscal years 2012 – 2014. Continuation with the firm is contingent upon recommendation by the Audit Committee and appointment by the Board of Directors each year.

Discussion:

At its meeting held March 12, 2014, the Audit Committee voted to recommend to CA's Board of Directors the appointment of CohnReznick LLP to perform CA's FY 2014 independent audits.

Recommendation of Committee:

By a vote of 4 For 0 Opposed 0 Abstain

☐

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:

CohnReznick LLP performed well for CA as its independent auditor in FY 2012 and FY2013, and the firm was rated highest after a competitive bidding process.

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

The Audit Committee moves to recommend that the Board of Directors appoint CohnReznick LLP as CA's external auditing firm for fiscal year 2014.

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

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As of March 20, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<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	1	Russ Swatek	Please provide copies of confidential memoranda from the CA General Counsel for the past two years.	5/10/2013	General Counsel	6/10/2013	6/6/2013
3	2	Nancy McCord	Please provide copies of the minutes from closed meetings for the past two years.	5/10/2013	President's Office	6/10/2013	5/29/2013
4	3	FY 14 BOD	Please ask the General Counsel to provide a memorandum clarifying Board Member indemnification.	5/11/2013	General Counsel	6/11/2013	5/29/2013
5	4	Nancy McCord	Please provide hard copies of by-laws and procedures.	5/11/2013	President's Office	6/11/2013	6/11/2013
6	5a	Alex Hekimian	What progress is being made in the current FY 2014 budget to give...priority to and to correct the most serious deficiencies at the outdoor pools, specifically for infrastructure components rates 1 (very poor) and 2 (poor) in the staff's Outdoor Pools Condition Assessment	5/23/2013	Sport and Fitness	6/23/2013	6/21/2013
7	5b	Alex Hekimian	...What authority, if any, do the Covenants give CA to allow non-residents to use CA's Community Facilities?	5/23/2013	General Counsel	6/23/2013	6/20/2013

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8	5c	Alex Hekimian	...What authority, if any, do the Covenants give CA to allow conveyance of CA land to a private corporation?	5/23/2013	General Counsel	6/23/2013	6/20/2013
9	5d	Alex Hekimian	Since CA will continue to own the Symphony Woods property and...is responsible for submitting the SDP for Phase 1 of the Inner Arbor Plan to the County Planning Board, what is the approximate timeline for CA to hold the pre-submittal meeting with the Public and for CA Board approval of the proposed SDP submission?	5/23/2013	General Counsel	6/23/2013	6/20/2013
10	6	Gregg Schwind	I noted the blurb on new HOA legislation in Mary Kay (Sigaty's) newsletter. I understand from the CA website that we supported the legislation, but with an amendment. I'm not sure what the amendment was. . Did the final bill include the amendment we wanted, and is the legislation a problem for us and the villages?	6/21/2013	General Counsel	7/21/2013	6/26/2013
11	7a	Russ Swatek	Wellness Update and Staff Report - What partnering entities have been contacted?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013

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12	7b	Russ Swatek	Wellness Update and Staff Report - Status of any arrangements?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013
13	7c	Russ Swatek	Wellness Update and Staff Report - Any staff recommendations for current/future ERC action?	7/1/2013	Community Health Sustainability/ Operations	7/24/2013	7/24/2013
14	8	Alex Hekimian	What is the schedule for when the CA Board will review and vote on the first Easement and Easement Agreement for the Inner Arbor Trust before CA grants that easement for the use of certain Symphony Woods property?	7/17/2013	President's Office/ General Counsel	11/1/2013	11/21/2013
15	9	Nancy McCord	Please provide a report on the number of incidents at CA facilities	7/29/2013	Operations	8/29/2013	8/22/2013
16	10	Alex Hekimian	When can he expect a response to questions posed to John McCoy and John Herdson re: maintenance of streams in several locations and a possible meeting to discuss a spraypad for the Talbott Springs pool?	8/6/2013	President's Office	9/6/2013	8/29/2013
17	11	Cynthia Coyle	Concern expressed by a Columbia property owner who pays the assessment fee but cannot obtain resident rates for a CA membership.	8/30/2013	Membership Services	9/30/2013	9/13/2013

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18	12a	Suzanne Waller	Does BGE pay CA for the easements CA has given them?	10/13/2013	President's Office	11/13/2013	12/2/2013
19	12b	Suzanne Waller	Are there other entities to whom CA has given easements for which CA gets remuneration?	10/13/2013	President's Office	11/13/2013	12/2/2013
20	12c	Suzanne Waller	Since the Inner Arbor Trust is a 501(c)(3), can it be assumed that it can, or cannot, receive remuneration for granting an easement? OR do we, as CA, receive ongoing remuneration for the easement?	10/13/2013	President's Office	11/13/2013	12/2/2013
21	12d	Suzanne Waller	Will the owners of the establishments in the Inner Arbor/Symphony Woods turn a profit? And, if so, does a portion of the profit return to the Trust, or CA, for the easement rights?	10/13/2013	President's Office	11/13/2013	12/2/2013
22	12e	Suzanne Waller	When CA enters into partnerships with the County, developers, etc., how is it determined who owns what portion of any project? And should we or they want to pull out of a joint project in the future, do we have the rights to sell our portion? Do they? Is there a distinction between public and private partnerships in CA's case?	10/13/2013	President's Office	11/13/2013	12/2/2013

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23	13	Russ Swatek	Please make available an accounting for the expenditures for the October 17, 2013 Stakeholders Social Evening to include catering, staff person-hours preparing for the dinner, staff person-hours attending the dinner, and any other pertinent costs.	10/21/2013	Chief Staff Liaison- External Relations Committee	11/21/2013	11/22/2013
24	14	Russ Swatek	Has a policy been developed to address annexation of residences that have been, or are being, built on CA-assessed property that are not being annexed by a Village? If the policy has been developed, please send him a copy.	10/28/2013	President's Office/ General Counsel	11/28/2013	12/2/2013
25	15	Russ Swatek	Re: Upcoming New Town zoning discussions. What is the current state and extent of any CA discussions with County entities regarding this topic including consideration of a new "gatekeeper" role? When will the content and direction of any discussions be presented to the CA Board?	11/12/2013	Community Building and Open Space	12/12/2013	12/4/2013

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26	16	Russ Swatek	Please send him a copy of the License Agreement dated July 2, 2013 by and between Grantor (CA) and Merriweather Owner and the Lease Agreement dated May 30, 2012 by and between Grantor (CA) and the Merriweather Operator.	11/21/2013	President's Office/General Counsel/Open Space	12/21/2013	12/19/2013
27	17	Gregg Schwind	Please include an update on the Hobbits Glen Club House project and the Haven on the Lake project in the President's Report for the 1-23-14 Board meeting.	12/12/2013	CFO's Office	1/23/2014	1/23/2014
28	18	Michael Cornell	Better solution for calling in to Board meetings	2/20/2014	IT	8/20/2014	
29	19	Michael Cornell	Full Compensation Study	2/20/2014	HR	8/20/2014	
30	20	Alex Hekimian	Under what authority did the Inner Arbor Trust change the name of Symphony Woods Park to Merriweather Park?	2/20/2014	President's Office	3/20/2014	3/20/2014
31	21	Alex Hekimian	When is the first meeting of the IT Advisory Committee?	2/20/2014	President's Office	3/31/2014	
32	22	Alex Hekimian	Naming the Pathway System	3/13/2014	Community Building and Open Space	4/13/2014	
33	23	Alex Hekimian	Include minutes from all Board meetings in all years (as shown on the previous CA website) on the new CA website	3/13/2014	Communications and Community Engagement	4/30/2014	

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34	24	Alex Hekimian	Assess the potential for where a CA community garden could be sited	3/13/2014	Community Building and Open Space	10/31/2014	

Resident Request Tracking Log
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1	<u>Number</u>	<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	1	Tom and Virginia Scott	Comprehensive inventory of all Open Space lots and easements	7/12/2012	Open Space	6/28/2013	6/27/2013
3	2	Ed Coleman	Would like the date that the CA conflict of interest and Board responsibility forms are distributed to CA Board Members and the date each completed form is received by CA.	5/24/2013	General Counsel	7/25/2013	Forms distributed on 7/25/13. Resident will be notified when all are received.
4	3	Tom Scott	Unfilled-in Performance Appraisal forms for each individual employee, by name and job title, in Hay grades H, I, J, K who was employed for all or part of FY 2009, as well as the President.	6/11/2013	Office of the President	7/11/2013	6/26/2013
5	4	Tom Scott	Questions re: CA's granting of easements in Symphony Woods to the Inner Arbor Trust	8/16/2013	Office of the President	9/16/2013	8/20/2013
6	5	James Howard	Would like a copy of the current financial and bond covenant ratios	8/19/2013	CFO's Office	9/19/2013	8/19/2013
7	6	Tim Passalacqua	Owens property in Columbia and pays the assessment, but cannot get the resident rate for CA membership.	8/30/2013	Membership Services	9/30/2013	9/13/2013

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8	7	Tom and Ginger Scott	Would like to receive copies of any agreements, commitments, grants, or contracts between the Columbia Association and the Inner Arbor Trust	11/6/2013	President's Office	12/6/2013	12/5/2013
9	8	Tom Scott	Would like to obtain a copy of the Pro Forma or any other financial analysis projecting the performance of the proposed Wellness facility.	11/8/2013	CFO's Office	12/8/2013	11/20/2013
10	9	James Howard	Please provide the following data from FY 2000 through FY 2013: annual debt service; annual revenues; total debt; assessed value; population; per capita income	1/27/2014	CFO's Office	2/27/2014	2/10/2014
11	10						
12	11						
13	12						