



February 7, 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, February 13, 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 January 23, 2014 | 5 min. |
| 6. Resident Speakout | 15 min. |
| 7. Chairman's Remarks | 3 min. |
| 8. President's Remarks; Follow-Up Questions from the Board Members | 10 min. |
| 9. Committee 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. Recommendations for Board Action | |
| (a) Consent Agenda - None | |
| (b) Recommendations for Action - None | |
| 11. Special Topics and Presentations - None | |
| 12. Committee Agendas | |
| (a) Strategic Implementation Committee | 75 min. |
| 1. Discussion | |
| (a) Haven on the Lake Update | (15 min.) |
| (b) Purchasing Exception Request – Haven on the Lake (2 nd Reading) | (10 min.) |
| (c) Easement Request from Howard County – Water and Sewer Extension to Blandair Park and the Spring House Creek Stream Restoration – Follow-up Discussion | (15 min.) |
| (d) Easement Request from Howard County – Traffic Circle at the Intersection of Oakland Mills Road and Old Montgomery Road near Blandair Park | (15 min.) |
| (e) Compensation Study (1 st Reading) | (20 min.) |

- (b) Planning and Strategy Committee **107 min.**
 - 1. PSC Hosts Board Work Session on the Proposed Draft FY 15 and FY 16 Operating Budgets *(90 min.)*
 - 2. Discussion
 - (a) Formulate and Approve Recommendations to the BOD re: Proposed Draft FY 15 and Conditional FY 16 Budgets (capital and operating), and Annual Charge and Other Rates *(15 min.)*
 - (b) Committee Tracking Form *(2 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 11:00 p.m.)

Next Board Meeting: Thursday, February 27, 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 February 7, 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	Owns 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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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>
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	
11	10						
12	11						
13	12						
14	13						
15	14						
16	15						
17	16						
18	17						
19	18						
20	19						
21	20						
22	21						
23	22						

Board Request Tracking Log
FY 14
As of February 7, 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

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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
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

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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
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

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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
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

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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
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

Tracking Form - FY14
Planning and Strategy Committee

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 Committee	Board Action
		Follow-up on Board-Management retreat: Define Process for Updating Strategic Plan				5/23/2013	Approve	Approved on 6/13/2013
		Revise CA's Strategic Plan	Discussion on strategic questions began on 8/8/13		Reviewed data on 10/10/13; Mission, vision, goals review on 11/7/13	12/12/2013	Approve as amended	Approved 1/9/14
		Work with Staff to develop principals of long range strategic planning with a focus on addressing CA's business model.	Discussion began on 6/13/2013					
		Objectives for FY 14 – Linked to President's Goals and Objectives	Discussion began on 6/13/2013		2nd reading 8/8/13	8/8/2013	Approve	Approved on 8/8/13
		FY 15/16 Capital and Operating Parameters	7/11/2013		second reading 7/25/2013	7/25/2013	Approve as recommended by Management	Approved on 7/25/2013
		Conduct the FY 15/16 budget process and make recommendations to the Board for approval (see budget schedule for anticipated timeline)	Budget work sessions on 10/10/13 & 10/17/13			10/17/2013		
		Annual Charge Rate and Cap for the FY 15 and Conditional FY 16 Budgets	7/11/2013		second reading 7/25/2013	7/25/2013	Approve 2.5% rate cap; Maintain rate of \$.68	Approved on 7/25/2013
	5/30/13 Presentation by Clubintel	Clubintel Presentation on Brand Promise Work	Briefing and discussion on 7/11/2013					
	9/3/2013	Membership Rate & Fee Structure	Briefing & discussion on 9/12/13	No further action in FY14. In FY15, Management will be preparing a consultant scope of work to study membership rates.				
	9/3/2013	Business Model Review for Open Space Management	Briefing & discussion on 9/12/13					
		Recommendations from Strategic Plan Consultant on Board Development						

Tracking Form - FY14
Planning and Strategy Committee

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 Committee	Board Action
		Community for a Lifetime: Plan for Serving Columbia's Older Adult Community	Process update on 12/12/13/ Anticipate Draft Plan Review in March					



February 7, 2014

To: Members of the Planning and Strategy Committee
From: Susan Krabbe
Through: Phil Nelson
CC: Members of the Board of Directors
Subject: February 13 Budget Work Session

The February 13, 2014 Board agenda includes an item for the Planning and Strategy Committee entitled "Board Work Session on the Proposed Draft FY 15 and Conditional FY 16 Operating Budgets." The back-up for that agenda item is the draft budget document delivered to you on December 27, 2013.

If you have any questions, please let me know.



Board of Directors Compensation Study Presentation

February 6, 2014



Introduction

The Columbia Association (CA) retained Keating Advisors, LLC to review the classification and compensation system – specifically, to assess position descriptions and benchmark positions against labor market data.

Keating Advisors is a strategic human resource consulting firm that specializes in compensation, performance management, and organizational behavior.

We completed the following steps:

- Reviewed organizational data including organizational structure, up-to-date job descriptions, and current compensation information;
- Facilitated a discussion with senior team members to develop a reward strategy;
- Held over 30 individual meetings with CA managers in departments across the organization to confirm survey matches;
- Analyzed market data and compared current pay levels to market data for 197 unique CA positions;
- Evaluated the effectiveness of the current salary system;
- Developed proposed salary system;
- Estimated cost of implementing the recommended salary structure.

CA Total Compensation Strategy

The Columbia Association (CA) offers our team members a competitive compensation package that reflects our organizational values, culture and mission. We value highly committed, talented team members who seek a high-performing, team-oriented, mission-driven work environment. Therefore, our compensation structure is based on a total rewards model, pairing competitive benefits and salaries with meaningful and significant work content, a supportive environment, and work/life flexibility. The compensation and rewards systems support the recruitment, motivation, and retention of excellent team members, so that the organization can achieve its mission and objectives.

The goals of the CA compensation system are to:

- Support CA's mission, organizational strategy, and values.
- Compensate for skills and competencies, execution of job duties, achievement of results, and demonstrated commitment to CA and its mission.
- Highlight the total compensation package, which applies to both full-time and year-round part-time team members.
- Offer a comprehensive and highly competitive benefits package.

CA Total Compensation Strategy, cont.

- Offer a competitive salary structure, anchored at the median (midpoint) of the labor market.
- Recognize that some positions are drawn from different labor markets and that the compensation for each position must be based on the appropriate marketplace for that professional area.
- Compensation includes base salary as well as the possible opportunity to receive annual merit increases and/or bonuses, contingent on the organization meeting its financial performance parameters.
- We base our compensation system on the appropriate external marketplace, while recognizing that internal equity, performance, external economic factors, and internal financial constraints may result in some deviation from the market for individual positions.
- Individual compensation will be reviewed periodically. Adjustments to individual pay will be based on job performance and growth in mastering job competencies.
- Adjustments made to the salary structure will be informed by practices in the marketplace.

Competitive Labor Market Analysis Methodology

Labor Market Definition

The benchmarking analysis was based on recently published surveys (2012-2013) that report detailed compensation data on various labor markets. The term “labor market” refers to the collective group of employers with whom CA competes for talent.

CA is headquartered in Columbia, MD. The organization’s FY 2013-2014 operating budget is approximately \$60 million. The organization currently employs an equivalency of 565 full-time employees.

Keating Advisors researched data availability in the following labor markets:

- Washington, DC Nonprofit Industry
- Washington, DC For-profit Industry
- Baltimore, MD Nonprofit Industry
- Baltimore, MD For-profit Industry
- Additional specific industries as necessary

Competitive Labor Market Analysis Methodology

Labor Market Definition

Keating Advisors also evaluated the compensation rates of individual comparator organizations when available, including municipal and local government/county data, to develop a deeper understanding of the competitive labor market.

While Keating Advisors recognizes the value of such data, we do not include it in the market analysis due to the following considerations:

- Municipal/local government salary schedules are step structures.

HOWARD COUNTY GENERAL SALARY SCHEDULE FY14

EFFECTIVE JANUARY 1, 2014 – JUNE 30, 2014																			
GRADE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
A	\$9.68	\$10.01	\$10.30	\$10.61	\$10.90	\$11.26	\$11.61	\$11.95	\$12.32	\$12.71	\$13.08	\$13.46	\$13.87	\$14.30	\$14.73	\$15.17	\$15.63	\$16.10	\$16.58
B	\$10.74	\$11.07	\$11.41	\$11.76	\$12.12	\$12.50	\$12.86	\$13.25	\$13.66	\$14.07	\$14.49	\$14.92	\$15.38	\$15.84	\$16.32	\$16.81	\$17.31	\$17.83	\$18.36
C	\$11.88	\$12.25	\$12.63	\$13.01	\$13.40	\$13.80	\$14.23	\$14.67	\$15.14	\$15.57	\$16.08	\$16.52	\$17.05	\$17.56	\$18.09	\$18.64	\$19.20	\$19.77	\$20.36
D	\$13.16	\$13.59	\$14.01	\$14.41	\$14.85	\$15.31	\$15.78	\$16.23	\$16.75	\$17.26	\$17.77	\$18.33	\$18.87	\$19.46	\$20.04	\$20.64	\$21.28	\$21.92	\$22.57
E	\$14.60	\$15.02	\$15.50	\$15.97	\$16.46	\$16.96	\$17.47	\$18.00	\$18.53	\$19.15	\$19.72	\$20.28	\$20.90	\$21.54	\$22.19	\$22.85	\$23.54	\$24.25	\$24.97
F	\$16.17	\$16.67	\$17.18	\$17.70	\$18.25	\$18.81	\$19.37	\$19.94	\$20.56	\$21.20	\$21.83	\$22.49	\$23.16	\$23.87	\$24.59	\$25.34	\$26.11	\$26.90	\$27.70
G	\$17.92	\$18.47	\$19.03	\$19.60	\$20.21	\$20.83	\$21.45	\$22.11	\$22.80	\$23.47	\$24.18	\$24.91	\$25.66	\$26.46	\$27.26	\$28.08	\$28.93	\$29.79	\$30.69
H	\$19.85	\$20.46	\$21.07	\$21.74	\$22.39	\$23.07	\$23.78	\$24.50	\$25.26	\$26.00	\$26.81	\$27.62	\$28.45	\$29.33	\$30.21	\$31.12	\$32.07	\$33.03	\$34.02
I	\$21.99	\$22.67	\$23.38	\$24.08	\$24.82	\$25.57	\$26.35	\$27.12	\$27.94	\$28.83	\$29.69	\$30.59	\$31.51	\$32.48	\$33.47	\$34.47	\$35.50	\$36.56	\$37.66
J	\$24.39	\$25.12	\$25.88	\$26.66	\$27.48	\$28.29	\$29.17	\$30.07	\$30.96	\$31.93	\$32.90	\$33.88	\$34.91	\$35.98	\$37.06	\$38.17	\$39.31	\$40.49	\$41.71
K	\$27.00	\$27.82	\$28.66	\$29.52	\$30.47	\$31.37	\$32.34	\$33.31	\$34.32	\$35.36	\$36.43	\$37.53	\$38.66	\$39.83	\$41.03	\$42.27	\$43.54	\$44.85	\$46.20
L	\$29.92	\$30.84	\$31.78	\$32.70	\$33.73	\$34.75	\$35.81	\$36.88	\$38.04	\$39.19	\$40.38	\$41.60	\$42.84	\$44.14	\$45.47	\$46.85	\$48.27	\$49.71	\$51.20
M	\$33.15	\$34.17	\$35.20	\$36.27	\$37.38	\$38.53	\$39.69	\$40.88	\$42.12	\$43.40	\$44.75	\$46.09	\$47.49	\$48.94	\$50.41	\$51.93	\$53.50	\$55.10	\$56.75
N	\$36.73	\$37.85	\$38.99	\$40.18	\$41.40	\$42.66	\$43.96	\$45.31	\$46.68	\$48.09	\$49.57	\$51.06	\$52.61	\$54.20	\$55.83	\$57.52	\$59.25	\$61.03	\$62.85
O	\$40.67	\$41.93	\$43.20	\$44.49	\$45.87	\$47.28	\$48.71	\$50.18	\$51.72	\$53.28	\$54.90	\$56.59	\$58.29	\$60.08	\$61.88	\$63.74	\$65.67	\$67.64	\$69.67
P	\$45.07	\$46.43	\$47.86	\$49.33	\$50.82	\$52.37	\$53.97	\$55.59	\$57.29	\$59.06	\$60.85	\$62.70	\$64.58	\$66.50	\$68.51	\$70.58	\$72.72	\$74.90	\$77.14
Q	\$49.92	\$51.45	\$53.03	\$54.65	\$56.31	\$58.02	\$59.79	\$61.61	\$63.48	\$65.41	\$67.42	\$69.46	\$71.56	\$73.73	\$75.96	\$78.24	\$80.60	\$83.02	\$85.51
R	\$55.32	\$57.01	\$58.73	\$60.52	\$62.37	\$64.28	\$66.24	\$68.26	\$70.33	\$72.48	\$74.67	\$76.94	\$79.26	\$81.65	\$84.12	\$86.66	\$89.29	\$91.97	\$94.74
S	\$61.30	\$63.16	\$65.09	\$67.08	\$69.13	\$71.21	\$73.36	\$75.63	\$77.94	\$80.30	\$82.74	\$85.26	\$87.85	\$90.47	\$93.20	\$96.01	\$98.91	\$101.88	\$104.94

Competitive Labor Market Analysis Methodology

Labor Market Definition cont.

- A municipal/local government comparison requires matching based on title, which is not as accurate as matching position descriptions.
- Municipal/local government salary information is representative of a single position at a single organization.
- Municipal/local government salary information cannot be gathered at the 25th, 50th, and 75th percentiles, and cannot be used to develop a comprehensive organizational compensation system (e.g., salary structure).

Competitive Labor Market Analysis Findings

Keating Advisors compared The Columbia Association base salaries against the competitive labor market.

CA base salaries are, on average,
101% of the market 25th percentile.

CA base salaries are, on average,
91% of the market median.

CA base salaries are, on average,
81% of the market 75th percentile.

Salary Structure Overview

A well-designed and effective base pay system should be:

- ✓ Cost-effective, recognizing organizational budget realities
- ✓ Supported by an agreed-upon organizational compensation philosophy
- ✓ Driven by up-to-date market data so that it is externally competitive
- ✓ A tool for encouraging internal equity
- ✓ Supportive of a long-term ability to attract and retain talent
- ✓ Supported by clear compensation administration guidelines

Current CA Salary Structure

FY 2014

Grade	min	Payline midpoint	max	Range	Midpoint progression
A	\$21,145	\$26,431	\$31,717	50%	
B	\$24,363	\$30,454	\$36,544	50%	15%
C	\$28,500	\$35,625	\$42,749	50%	17%
D	\$33,097	\$41,370	\$49,644	50%	16%
E	\$38,613	\$48,266	\$57,919	50%	17%
F	\$43,210	\$54,010	\$64,814	50%	12%
G	\$55,161	\$68,951	\$82,740	50%	28%
H	\$68,951	\$86,188	\$103,426	50%	25%
I	\$94,693	\$118,365	\$142,038	50%	37%
J	\$119,515	\$149,393	\$179,272	50%	26%
K	\$151,690	\$189,614	\$227,536	50%	27%

Proposed CA Salary Structure

Targeting Pay to a Point in the Labor Market

- The median or 50th percentile is generally considered to be a competitive point in the market.
 - The Columbia Association is currently at 91% of the market 50th percentile, and therefore is within competitive range of the market median.
 - We based the proposed salary structure on the individual benchmark job market median datapoints with a 50%/50% nonprofit and for-profit market data blend, where available.
 - The effective date of the proposed structure is May 1, 2014.

Proposed CA Salary Structure

Effective May 1, 2014

Level	Payline			Range	Midpoint progression
	min	midpoint	max		
1	\$21,798	\$27,247	\$32,697	50%	
2	\$26,255	\$32,819	\$39,383	50%	20%
3	\$31,624	\$39,530	\$47,436	50%	20%
4	\$38,091	\$47,613	\$57,136	50%	20%
5	\$45,880	\$57,350	\$68,820	50%	20%
6	\$55,262	\$69,077	\$82,893	50%	20%
7	\$66,562	\$83,203	\$99,843	50%	20%
8	\$77,167	\$100,216	\$123,266	60%	20%
9	\$92,946	\$120,710	\$148,473	60%	20%
10	\$120,830	\$156,922	\$193,015	60%	30%
11	\$157,079	\$203,999	\$250,919	60%	30%

WorldatWork: Salary Structure Policies & Practices

- Market-based salary structures are the most predominant type of salary structure used by survey participants (64%).
- Out of the 80% who responded that they use a consistent competitive positioning for midpoints, 90% of survey participants consistently target midpoint at the 50th percentile (median) of the market.
- Out of the 80% who responded that the salary ranges are adjusted at a consistent frequency in their organization, 70% said that salary ranges are adjusted on an annual basis while 12% said that salary ranges are adjusted every two years.

Source: WorldatWork Salary Structures Policies & Practices Survey, October 2012

Proposed Salary Structure

- The proposed salary ranges intentionally overlap from one grade to another.
 - This is considered a best practice in design of market-based compensation systems.
 - The overlap provides the flexibility needed to address the dynamic changes in the environment and the market.
 - Fully qualified incumbents in a lower grade may be at the high end of their salary range, while the salary of a less experienced employee in a higher grade may be near the minimum of the range.
 - This type of system allows for the salary of an experienced incumbent in a lower-level position to be the same as or more than the salary of an inexperienced incumbent in a higher-level position.
- Salary ranges widen and midpoint progression increases at higher levels.
 - This is also a common design characteristic of market-based compensation systems for the following reasons:
 - Tracks with common career development.
 - The number of positions available is narrower at higher levels.
 - Wider ranges for senior positions can help retain senior talent, which can prevent organizational suffering from senior-level turnover

Summary of Impact

Level	Total # of Individuals in Level	Total \$ of Annual Salaries in Level	Total # of Individuals in Level Below Min.	\$ Below Min	% of Total \$ Below Min
1	24	\$594,069	3	\$6,259	5.4%
2	32	\$989,704	4	\$5,534	4.8%
3	22	\$811,867	1	\$3,960	3.4%
4	36	\$1,517,444	7	\$9,381	8.1%
5	33	\$1,610,992	11	\$24,773	21.4%
6	36	\$2,133,152	11	\$37,464	32.4%
7	24	\$1,788,960	5	\$25,505	22.0%
8	19	\$1,764,728	1	\$2,838	2.5%
9	9	\$1,084,365	0	\$0	0.0%
10	6	\$870,777	0	\$0	0.0%
11	2	\$370,860	0	\$0	0.0%
TOTALS	243	\$13,536,918	43	\$115,714	100%



To: Brian Dunn, SIC Committee Chair
From: Denis Ellis, Director of Capital Improvement Projects
Through: Phil Nelson
CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner
Subject: Howard County Easement and Land Acquisition Request
Date: 1/27/14

Background:

Howard County has requested CA approval of utility and landscape easements as well as fee simple land acquisition. The associated Capital Project I-4237 will provide for a traffic circle at the intersection of Oakland Mills Road and Old Montgomery Road near Blandair Park. The project will affect open space lot 1 in the Village of Long Reach and open space lot 6 in Oakland Mills.

CA approval of these agreements will result in the payment of \$45,400 by Howard County to Columbia Association

Legal Considerations:

None. This request has been reviewed by CA's General Counsel.

Budget Impacts/Considerations:

Approval of this project will result in a \$45,400 payment from Howard County to Columbia Association.

Environmental Impacts or Considerations:

Traffic circle will ease traffic congestion and reduce vehicle stopping and starting resulting in fuel savings. The proposed landscaping will bring added green benefits.

Policy Correlation:

Granting of the easements is in alignment with the Strategic Plan goal #4: Commit to Environmental Sustainability. This goal states: "Commit to environmental sustainability by respecting the land; improving the ecological balance; encouraging recycling and the wise use of natural resources; and creating outdoor gathering spaces for its intrinsic beauty and tranquility."

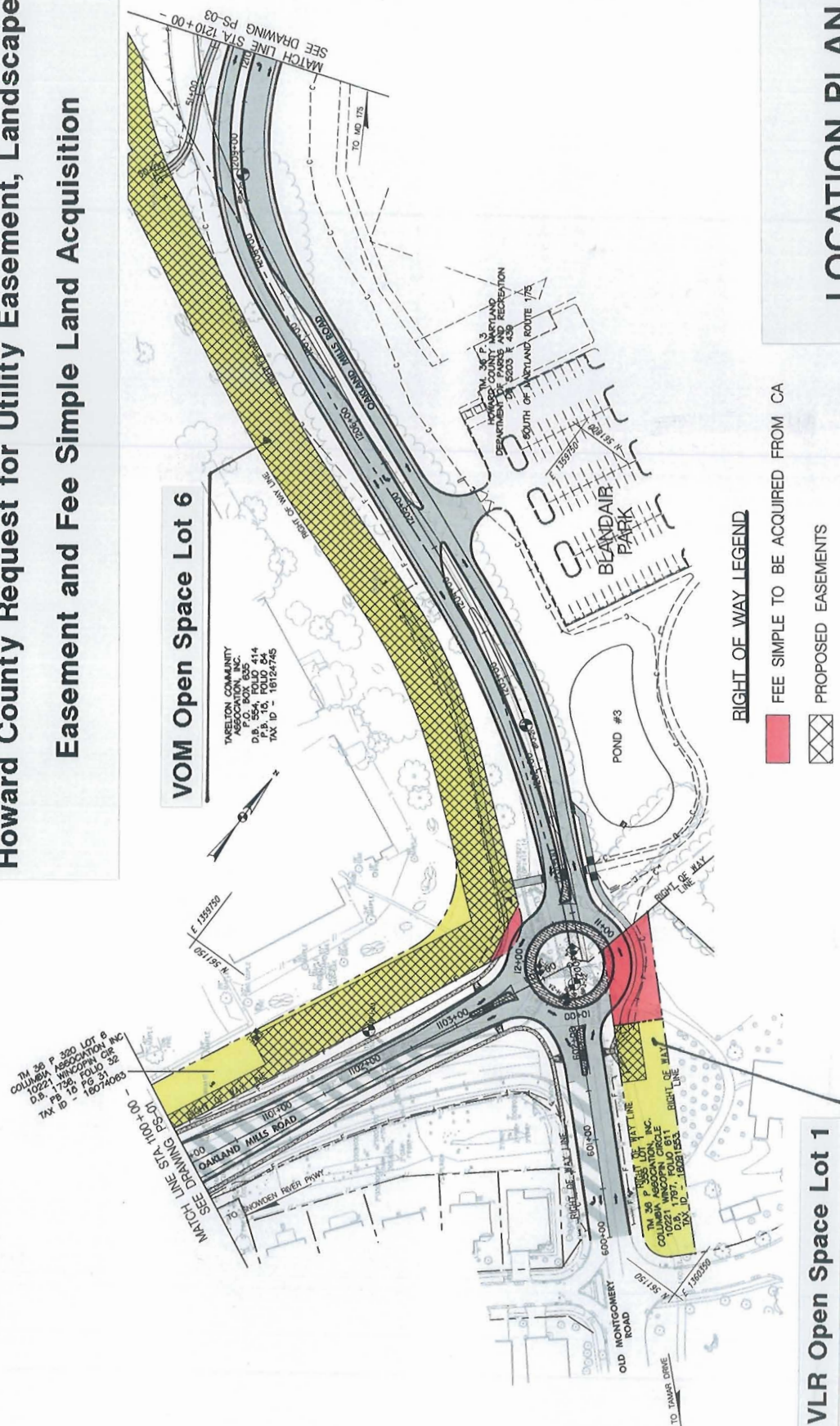
Recommendation:

Staff recommends approval of this project.

The Board is requested to adopt a resolution making the following specific findings:

1. The execution and performance of the easement and land acquisition agreements are taken exclusively for the promotion of the social welfare of the people of Columbia by addressing significant transportation and safety concerns.
2. The easement and land acquisition agreements contribute to a circumstance that fully considers environmental impacts and protects the open space/parkland, wetlands, and wildlife.

Howard County Request for Utility Easement, Landscape Easement and Fee Simple Land Acquisition





To: Brian Dunn, SIC Committee Chair
From: Denis Ellis, Director of Capital Improvement Projects
Through: Phil Nelson, President/CEO Columbia Association
CC: Susan Krabbe; Sheri Fanaroff; Jane Dembner
Subject: Howard County Easement
Date: 2/6/14

Background:

Howard County has requested CA approval of two Easement Agreements and a Right of Entry Agreement. The associated Capital Project W-8319 will provide for a water/sewer connection to Blandair Park and restore 1,300 linear feet of the Spring House Creek. The project is designed to cross open space in the Village of Long Reach.

CA approval of these agreements will result in the payment of \$46,800 by Howard County to Columbia Association. Additionally, 790 linear feet of the Spring House Creek, which is located on CA Open Space, will be restored by Howard County free of charge to CA.

Additional Information:

Since the CA BOD meeting of 1/9/14 the following additional information has been gathered in response to concerns and questions raised at the meeting.

1. Clear cutting is necessary within the existing 30' utility easement in order to provide sufficient working area for the excavation equipment.
2. Approximately 20 trees ranging in size from 4" to 16" will have to be removed. These trees will be replaced outside of the easement area since planting on the easement is prohibited. Howard County tries to keep the utility easements clear of trees for maintenance access. The replacement trees will be 2.5" cal. shade trees (probably Red Maple). The trees to be removed will be identified on site when the limit of disturbance (LOD) is determined.
3. Howard County and their consulting engineer investigated the feasibility of shifting the new water line down the hill into the flatter area. For technical reasons, it is not possible to locate the new water line lower than the existing sewer line between the sewer line and the stream.
4. Howard County will review the current plans to assure that sufficient notes and specifications are detailed in order to minimize erosion and achieve quick and permanent stabilization. In general the following erosion control and stabilization measures will be employed: silt fence will be installed on the upper & lower sides of the

LOD, soil stabilization matting will be installed on all steep slopes and all disturbed areas will be seeded. Periodic post construction inspections will occur in order to evaluate the ground cover conditions.

5. Major tree removal is also required along the stream in order to provide for significant stream restoration improvements. There is a landscaping and re-vegetation plan associated with this project. The estimated cost to Howard County for this stream restoration project is \$280,000.

6. Howard County has plans to construct a Blandair Park path connection to the existing CA path, which is south of the stream and leads to Tamar Drive, with permission from CA. Howard County will fund the entire pathway connection project.

Legal Considerations:

None. This request has been reviewed by CA's General Counsel.

Budget Impacts/Considerations:

Approval of this project will result in a \$46,800 payment from Howard County to Columbia Association

Environmental Impacts or Considerations:

The environment will be positively impacted by this project, as Howard County restores 790 linear feet of Spring House Creek, located on CA open space.

Policy Correlation:

Granting of the easements and the related enhancement of the Spring House Creek is in alignment with the Strategic Plan goal #4: Commit to Environmental Sustainability. This goal states: "Commit to environmental sustainability by respecting the land; improving the ecological balance; encouraging recycling and the wise use of natural resources; and creating outdoor gathering spaces for its intrinsic beauty and tranquility.

Recommendations:

Staff recommends approval of this project.

The Board is requested to adopt a resolution making the following specific findings:

1. The execution and performance of the easement and land acquisition agreements are taken exclusively for the promotion of the social welfare of the people of Columbia by addressing water and sanitary sewer, transportation and safety concerns.
2. The easement and land acquisition agreements contribute to a circumstance that fully considers environmental impacts and protects the open space/parkland, wetlands, and wildlife.

NOTE:

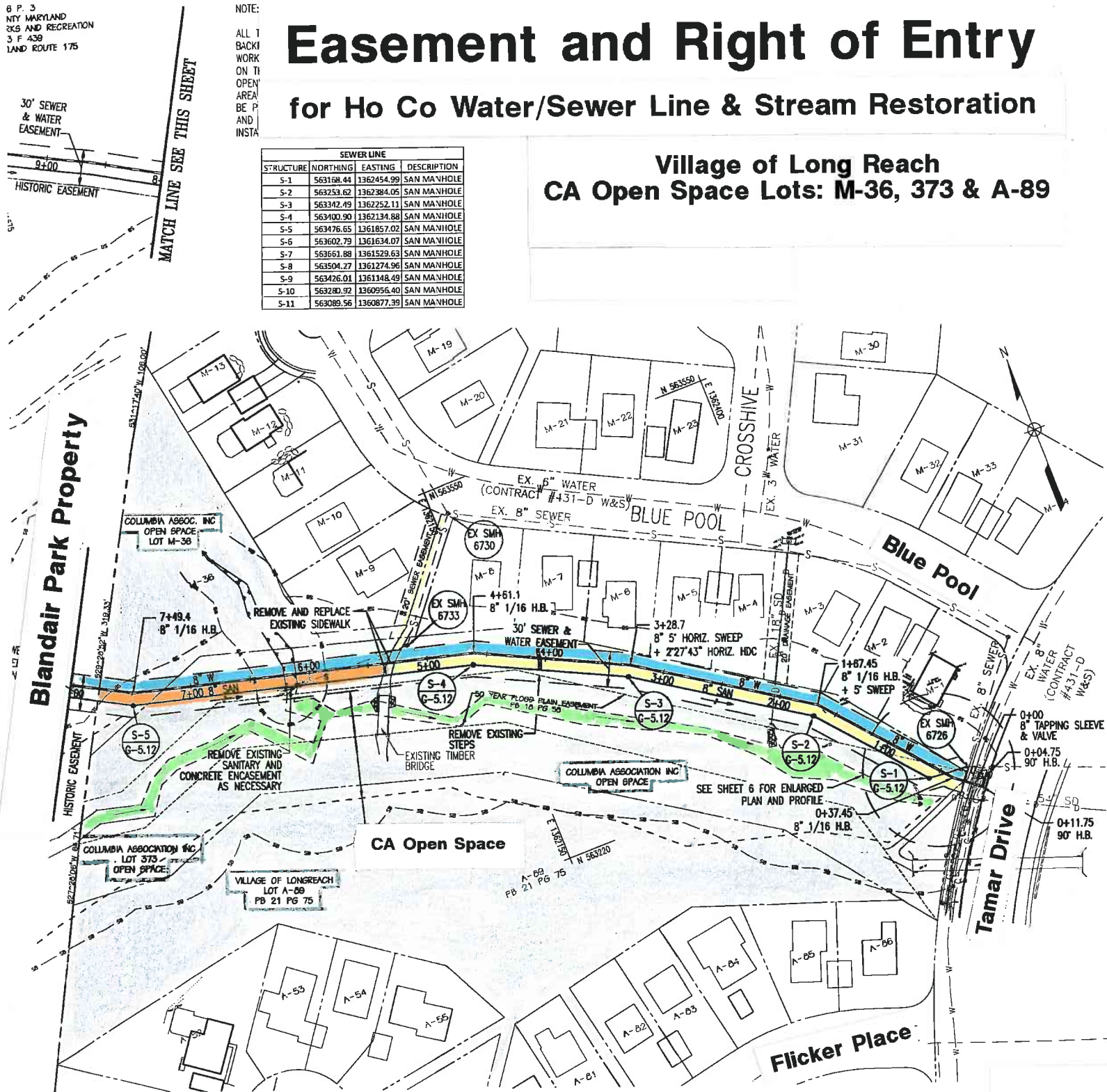
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Easement and Right of Entry

for Ho Co Water/Sewer Line & Stream Restoration

Village of Long Reach
CA Open Space Lots: M-36, 373 & A-89

STRUCTURE	NORTHING	EASTING	DESCRIPTION
S-1	563168.44	1362454.99	SAN MANHOLE
S-2	563253.62	1362384.05	SAN MANHOLE
S-3	563342.49	1362252.11	SAN MANHOLE
S-4	563400.90	1362134.88	SAN MANHOLE
S-5	563476.65	1361857.02	SAN MANHOLE
S-6	563602.79	1361634.07	SAN MANHOLE
S-7	563661.88	1361529.63	SAN MANHOLE
S-8	563504.27	1361274.96	SAN MANHOLE
S-9	563426.01	1361148.49	SAN MANHOLE
S-10	563280.92	1360956.40	SAN MANHOLE
S-11	563080.56	1360877.39	SAN MANHOLE



LOCATION PLAN

No Scale December 2013

- New 8" Water Line
- New 8" Sanitary Sewer Line Extension
- Existing 8" Sanitary Sewer Line
- Spring House Creek Stream Restoration
- CA Open Space

PLAN VIEW

WATER AND SEWER PLAN

BLANDAIR REGIONAL PARK - PHASE J
WATER AND SEWER EXTENSION
CONTRACT NO. 24-4779

DWG
WSO

SCAL
AS
SHOW

SHEE
3 OF

BY	NO.	REVISION	DATE

600' SCALE MAP NO. 36

BLOCK NO. 5

ELECTION DISTRICT 3/7

HOWARD COUNTY, MARYLAND



PURCHASING EXCEPTION REQUEST FORM

COLUMBIA ASSOCIATION BOARD APPROVAL REQUIRED

**Regular Purchases Greater than \$25,000
Addendums/Change Orders that Require Board Approval**

Vendor Name and Address: The Whiting-Turner Contracting Company

Amount of Purchase: \$3,500,000 Date Requested: January 17, 2014

Requisitioned by: Dennis Matthey, Revitalization Service Bureau Director

Justification for Exception:

An exception to the purchasing policy is requested to contract with Whiting-Turner Contracting Company to construct the Haven on the Lake Mind and Body Wellness Retreat.

Whiting-Turner Contracting Company began renovating the existing Howard Hughes building in early 2013 for approximately \$20,000,000. If this request is approved CA will be able to take advantage of using this on-site contractor to complete the interior renovations. Significant cost and schedule efficiencies will be realized because Whiting-Turner is on-site, has quality subcontractors in place and a proven track record of delivering large construction projects on time. They are intimately familiar with the space that will be turned over to CA including the sprinkler, plumbing and HVAC systems. Whiting-Turner has over 100 years' experience in large commercial construction projects in the Baltimore/Washington metropolitan region and has completed the renovations to the Howard Hughes building on schedule, having overcome significant construction hurdles in the process.

CA will benefit financially in receiving membership revenue much sooner if this request is approved allowing the facility to open sooner compared to the normal procurement process.

CA has successfully negotiated 10% Minority Business Enterprise subcontracting for this project and a commitment to use local contractors to the maximum extent possible.

Thank you for your consideration.

Service Bureau Signature:

A handwritten signature in blue ink, appearing to read "D. Matthey", is written over a horizontal line.

Date of Board Approval:



February 7, 2014

TO: CA Board of Directors

FR: Rob Goldman

Through: Phil Nelson

RE: Haven on the Lake Update

The development of Haven on the Lake is moving forward nicely. A hard-working and enthusiastic group of CA team members from almost every area of the Association is working to keep this project on track. ClubIntel, Inc. (industry consultants), Redhead (CA's creative marketing firm), GVA (Columbia-based architects) and T. Prigg (Columbia-based landscape architect) are all working with the CA team to make this project a success.

Redevelopment of Architectural and engineering documents is on track and should be ready to submit to the county for permits by the end of February. Stuart Rehr of George Vaeth Architects (GVA) will present a power point update on the construction process to the Board at the February 13, 2014 board meeting.

The team working on the development of Haven on the Lake is committed to obtaining **LEED Certification** and is striving to achieve LEED Silver status.

A partnership with **Whole Foods Markets** has been created. CA will sell in the Haven on the Lake Café, fresh pre-packaged food (salads, sandwiches, sushi, hummus, etc) and beverages (fresh-pressed juices, premium coffee blends, and more) all prepared by Whole Foods daily. The agreement for that partnership is currently being developed by the Whole Foods legal department.

The **selection process for the General Manager** of Haven on the Lake is underway. Over 60 resumes from around the world were received. Initial phone interviews were conducted with the 15 most qualified candidates. Second phone interviews with the top 9 candidates are underway. We hope to select 3-5 candidates to bring to Columbia for 2 days of final interviews. Our goal is to identify the GM by the end of February and have that person on board full time by early April.

A very unique schedule of **Mind and Body Movement Classes** is being developed for Haven on the Lake by ClubIntel and CA's group exercise department. It will include hot yoga, yoga wall, tai-chi, barre, pilates and other offerings.

Training of the CA team begins in February to ensure everyone who will be involved in Haven on the Lake and everyone who might be in a position to discuss Haven on the Lake with residents and members, is well versed on the vision for the wellness retreat, understands the environment/atmosphere we will strive to create at Haven on the Lake, and are well-versed on the language and messaging that we will use for Haven on the Lake. A “thesaurus” of terms and FAQs are being finalized to assist with that training.

Marketing and communications initiatives have begun. There are full page ads introducing Haven on the Lake in both Columbia Magazine and Her Mind Magazine this month. A new landing page has been created (HavenontheLake.org) for people to get basic information on and ask questions about Haven on the Lake. That landing page is linked to ColumbiaAssociation.org . **A community event is planned for Saturday March 1 at Historic Oakland** to introduce Haven on the Lake to the Community. A communication and promotion plan to attract the community to that event will be implemented throughout February.

An information/sales center for Haven on the Lake will be located in The American Cities Building parking lot and will open in early March. It will be a place where the community can obtain information and purchase memberships, programs and services. Our sales goals are to have between 600—650 Package Plan Plus upgrades and between 400 – 450 new members by the time the retreat opens.

The Still Point Wellness Spa, CA’s partner at Haven on the Lake has been assisting CA in every aspect of the development of Haven on the Lake. The Still Point has been, to date, a very helpful and strong partner.

I have attached the most current **construction budget projections** to this document.

We look forward to discussing Haven on the Lake with you at the February 13, 2014 board meeting.

Haven on the Lake

Budget

FY 14 Planning Funds	\$300,000
FY 15 Budget Request	\$4,000,000
Total Project Funding	\$4,300,000

Soft Costs

Design Fees	\$430,000
CA Costs (Overhead, Permits)	\$85,000
CA Direct Pay Costs	\$29,000
HHC Costs	\$53,000
Furniture, Fixtures and Equipment	\$250,000
Total Soft Costs	\$847,000

Whiting Turner Costs

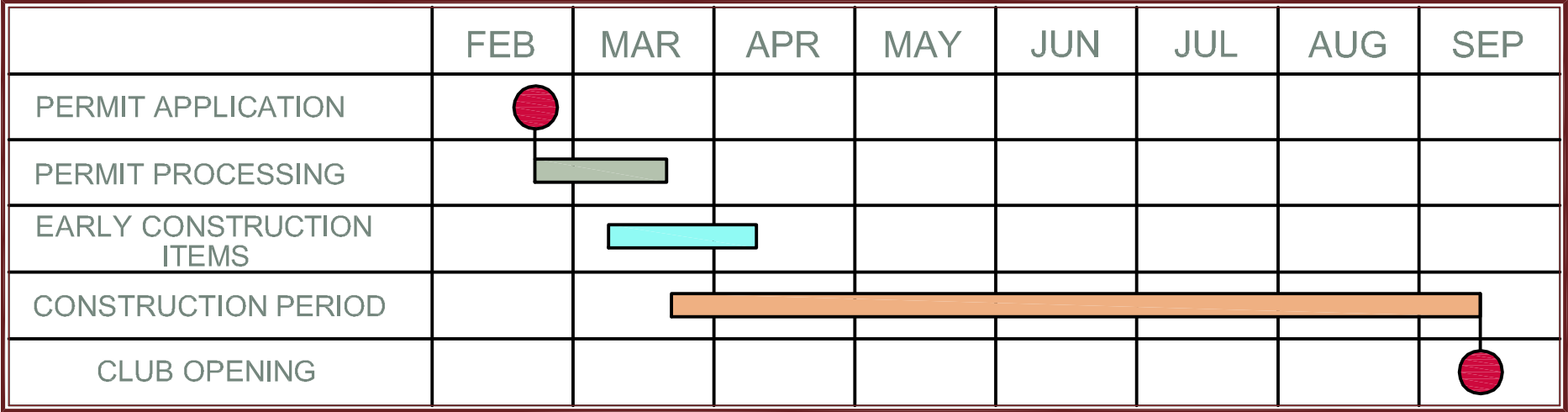
General Conditions	\$166,000
Insurances	\$24,000
Reimbursable Allowance	\$60,000
Fee	\$146,000
Total W-T Costs	\$396,000

Construction Costs

Site	\$100,000
Demolition	\$125,000
Concrete	\$100,000
General	\$127,000
Doors, Windows	\$115,000
Drywall, Acoustical	\$370,000
Painting	\$50,000
Flooring	\$125,000
Ceramic	\$230,000
Special Construction	\$350,000
Mechanical	\$725,000
Electrical	\$640,000
Total Construction Cost	\$3,057,000

Total All Costs	\$4,300,000
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HAVEN ON THE LAKE SCHEDULE



DRAFT
Minutes of the
BOARD OF DIRECTORS MEETING
Held: January 23, 2014

To be Approved: February 13, 2014

A meeting of the Columbia Association Board of Directors was held on Thursday, January 23, 2014, at the Columbia Association Building. Present were the Chair, Andy Stack; members Gregg Schwind (arrived at 7:42), Michael Cornell, Cynthia Coyle, Brian Dunn, Alex Hekimian, Tom O'Connor, Russ Swatek, and Suzanne Waller. Member Nancy McCord was absent. Also in attendance were CA President Phil Nelson, 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 7:30 p.m. by the Chair, Andy Stack.

2. ANNOUNCEMENT OF CLOSED/SPECIAL MEETINGS HELD/TO BE HELD: There were no closed meetings held.

3. APPROVAL OF AGENDA:

Action: Ms. Waller moved to approve the minutes of January 9, 2014, and Mr. Cornell seconded. Mr. Stack announced two changes to the agenda: 1) add a presentation by County Councilwoman Mary Kay Sigaty after Resident Speakout; 2) move the New Webpage Briefing, Item 12(b)(1)(a), to follow the President's Report. Mr. Hekimian asked that discussion of the Haven on the Lake purchasing exception request be moved out of Recommendations for Action and onto the SIC agenda. The agenda was unanimously approved as amended. Vote: 8-0-0.

For: Messrs. Stack, Hekimian, Dunn, Cornell, Swatek and O'Connor, and Ms. Coyle and Waller.

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

5. APPROVAL OF MINUTES OF January 9, 2014:

Action: Mr. Swatek moved and Mr. Hekimian seconded that the minutes be approved as presented. Vote: 6-0-2.

For: Messrs. Stack, Hekimian, O'Connor, Cornell, and Swatek; and Ms. Coyle.

Against: None

Abstain: Mr. Dunn and Ms. Waller

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

a) Dick Boulton, Dorsey's Search, spoke about Symphony Woods.

b) Joan Lancos, Hickory Ridge, spoke about Inner Arbor, the proposed Town Hall meeting, and CA's organizational structure.

c) Bill Santos, Wilde Lake, spoke about the camp registration system, purchasing exceptions, and candidates for the next CA president.

Mr. Schwind arrived at 7:42 p.m.

AGENDA ADDITION: District 4 County Councilwoman Mary Kay Sigaty said a county ordinance prohibits letting dogs run free “at large,” even in a dog park. She then presented draft legislation that would exempt from the law any animals on property of an entity that owns at least 1,000 acres of open space and that is enclosed and posted as a dog park. The bill would also revise the definition of “at-large” animals to exclude animals in portable cages.

Action: Mr. Cornell moved that the Board support the legislation proposed by Ms. Sigaty and that staff prepare supportive testimony. Ms. Coyle seconded the motion, which passed unanimously. Vote 9-0-0.

For: Messrs. Stack, Schwind, Hekimian, Dunn, Cornell, Swatek and O’Connor, and
Mses. Coyle and Waller

7. CHAIRMAN’S REMARKS: Mr. Stack reminded members of several upcoming meetings:

Feb. 3: BOC meeting

Feb. 6: PSC-hosted budget work session

Feb. 13 and 27: regular board of directors meetings

Feb. 3, 10 and 17: Archives is offering a “Creating Columbia” mini-course

8. PRESIDENT’S REPORT: In response to the President’s Report:

- Mr. Hekimian identified typographical errors in the report, questioned using Category III funds for the Hobbits Glen Turn House. Staff will address his concerns in a written report to the Board.

- Mr. Schwind suggested that staff come to the Board with requests for additional money rather than taking funds from the budget’s Category III.

- Mr. Swatek said that CA Board members on the Inner Arbor Board should provide regular reports to the CA Board on what is happening with the Inner Arbor project.

- Mr. Stack noted that the contract for the Club house is ready to sign; the board can discuss the cost and funding sources for the Turn house at a later meeting.

- Mr. Cornell likes the project status reports the board has been getting on the Dorsey Pool House project and wants similar updates on such projects as the Hobbits Glen Club House and Haven on the Lake.

9. CHAIRS’ REPORTS:

(a) Board Operations Committee: NONE

(b) External Relations Committee: NONE

(c) Planning and Strategy Committee: Committee Chair Michael Cornell thanked Board members who stood in for PSC members at their most recent meeting.

(d) Strategic Implementation Committee: NONE

10. RECOMMENDATIONS FOR BOARD ACTION:

(a) Consent Agenda

1. Approval of Purchase Exception

The Board approved by consensus an exception to the purchasing policy in order to contract with DHR International for executive search consulting services.

(b) Recommendations for Action

- 94 1. Purchasing Exception Request – Haven on the Lake (*item moved to SIC agenda*)
95 2. Approval of the proposed FY 15 Orientation, Organizational and Training Calendar
96 **Action:** The Board voted unanimously to approve the calendar. Vote 9-0-0.
97 For: Messrs. Stack, Schwind, Hekimian, Dunn, Cornell, Swatek and O'Connor,
98 and Mses. Coyle and Waller
99

100 **11. SPECIAL TOPICS AND PRESENTATIONS – None**
101

102 **12. COMMITTEE AGENDAS**

103 (b) External Relations Committee

104 1. Discussion

105 (b) New Webpage Briefing

106 Janelle Salcido of Vision Internet and Erin McPhail of CA's Communications staff
107 demonstrated the new CA website, which Board members noted was developed after
108 getting feedback from the public, but not from CA staff. The site is expected to be
109 available to the public on February 7, 2014.
110

111 **12. COMMITTEE AGENDAS**

112 (a) Strategic Implementation Committee

113 1. Discussion

114 (a) SHA Easement Request – Route 29 Project

115 Daniel D'Amore, CA's Open Space Management Director, and Lee Lambert, Real
116 Property Manager for the State Highway Administration, explained the status of a
117 project to widen northbound Rt. 29, close the direct access from Rt. 29 to Gales Lane,
118 connect Old Columbia Road to Twin Knolls Road, and build noise barriers.
119

120 2. Purchasing Exception Request – Haven on the Lake

121 CA's Revitalization Service Bureau Director Dennis Matthey, along with Project Manager
122 Charles Grey and Purchasing Director Patrick O'Malley, explained staff's request that the
123 Board waive CA's purchasing policy in order to contract with Whiting-Turner to
124 construct Haven on the Lake in time for a September opening. They said there would be
125 significant cost and schedule efficiencies because Whiting-Turner: 1) is already on site
126 renovating the Howard Hughes building, 2) has quality subcontractors, and 3) has a good
127 track record of delivering large construction projects on time. Board members then asked
128 staff to send them a memo, confidentially, showing a construction cost estimate.
129

130 **Action:** Mr. Schwind moved, and Ms. Coyle seconded, that the Board go into closed
131 session to discuss the proposed purchasing policy exemption. The motion was approved
132 unanimously. Vote: 9-0-0.

133 For: Messrs. Stack, Schwind, Hekimian, Dunn, Cornell, Swatek and O'Connor, and
134 Mses. Coyle and Waller
135

136 The meeting was closed from 9:30 p.m. until 10:00 p.m.
137

138 When the open meeting resumed, Mr. O'Connor moved that the SIC waive the second
139 reading and recommend that the Board act on the purchasing policy exception. Mr. Dunn
140 seconded the motion. SIC vote: 2-1-0. The motion failed because the committee vote was
141 not unanimous. The topic will be put on the agenda for the next meeting.

For: Messrs. Dunn and O'Connor
Against: Mr. Hekimian
Abstain: None

(b) Committee Tracking Form

(b) External Relations Committee

1. Discussion

(a) Town Hall Meeting Format

The Board discussed whether they should have a Town Hall meeting and, if so, what the format for such a meeting should be. Mr. Nelson said that the meeting could be used to explain CA's new strategic plan, the CA budget, what the public wants CA to invest in, etc. He suggested that the meeting be held on a Saturday morning in June, after the villages have had their board elections. Mr. Stack described a "State of Columbia/CA" format similar to the county executive's "State of the County" meetings at which county officials describe issues and accomplishments and the public asks questions. A straw vote indicated that the majority of the board favors holding a "State of Columbia" meeting. Staff was asked to develop a creative proposal for the format and marketing of such a meeting.

13. TRACKING FORMS

(a) Tracking Form for Board Requests

(b) Tracking Form for Resident Requests

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

15. ADJOURNMENT: Mr. Stack adjourned the Board of Directors Meeting at 10:30 p.m.

Respectfully submitted,
Valerie Montague
Recording Secretary

Resident Request Tracking Log
FY 14
As of February 7, 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	Owns 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

Resident Request Tracking Log
FY 14
As of February 7, 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>
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	
11	10						
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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

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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
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

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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
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

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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
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

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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
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