



March 18, 2016

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

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors Meeting will be held on Thursday, March 24, 2016 at 7:30 p.m. at the Columbia Association Building, 6310 Hillside Court, Suite 100, Columbia, MD 21046.

AGENDA

- | | |
|---|---------|
| 1. Call to Order (Announce Directors/Staff in Attendance) | 1 min. |
| 2. Announcement of Closed/Special Meetings Held/To Be Held | 1 min. |
| 3. Approval of Agenda | 1 min. |
| 4. Disclosure of Conflicts of Interest | 1 min. |
| 5. Resident Speakout | |
| 6. Approval of Minutes February 25, 2016 | 2 min. |
| 7. Chairman's Remarks | 3 min. |
| 8. Reports Submitted | |
| (a) President's Report – See written report – Follow-up questions from the BOD | 15 min. |
| (b) Financial Reports – None | |
| (c) Other Reports | |
| 1. Report from the CA Representatives to the Inner Arbor Trust Board of Directors | 5 min. |
| 9. Board Action | |
| (a) Consent Agenda | |
| 1. Approval of Draft Minutes of the Closed Board of Directors Meetings held on April 23, 2015; April 27, 2015; July 23, 2015; September 24, 2015; January 11, 2016; January 14, 2016; February 25, 2016 | 1 min. |
| (b) Board Votes | 30 min. |
| 1. Appoint External Auditors for the FY 16 Annual Audits of CA's Financial Statements and Incentive Savings Plan | |
| 2. Review and Approval of Board Work Plan for Calendar Year 2016 | |
| (c) Board Guidance | |
| 1. Provide Guidance to Staff on the Proposed New Membership Structures | 45 min. |

- 10. Tracking Forms 5 min.
 - (a) Tracking Form for Board Requests
 - (b) Tracking Form for Resident Requests
- 11. Talking Points 2 min.
- 12. Adjournment – Anticipated Ending Time: Approximately 9:35 p.m.

Next Board Work Session and Meeting
Thursday, April 14, 2016 – Board Work Session
Thursday, April 28, 2016 – Board Meeting

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.

DRAFT
Minutes of the
BOARD OF DIRECTORS MEETING
Held: February 25, 2016

To be approved: March 24, 2016

A meeting of the Columbia Association Board of Directors was held on Thursday, February 25, 2016, at the Columbia Association Building. Present were Chairman Andrew Stack and members Reg Avery, Dick Boulton, Janet Evans, Jeanne Ketley, and Nancy McCord. Also present was CA President/CEO Milton W. Matthews.

1. Call to Order: The Board of Directors Meeting was called to order at 7:00 p.m. by the Chairman, Andy Stack.

2. Vote to Hold a Closed Meeting of the CA Board of Directors

Action: Mr. Avery moved to hold a closed meeting of the CA Board of Directors. Ms. Evans seconded the motion, which passed unanimously. Vote: 6-0-0.

For: Messrs. Avery, Boulton, and Stack, and Meses. Evans, Ketley, and McCord

Against: None

Abstain: None

3. Closed Meeting of the CA Board of Directors

4. Announcement of Closed/Special Meetings Held/To Be Held:

The **Board of Directors** held a closed meeting at the Columbia Association Building on February 25, 2016. Members present were: Reg Avery, Dick Boulton, Brian Dunn (arrived at 7:05 p.m.), Janet Evans, Jeanne Ketley, Nancy McCord, and Andrew Stack. CA President/CEO Milton Matthews also attended. The vote to close the meeting was 6-0-0.

For: Messrs. Avery, Schwind and Stack, and Meses. Evans, Ketley and McCord

Against: None

Abstain: None

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111 (4)(iii) consultation with legal counsel on legal matters; and (4)(v) Investigative proceedings concerning possible or actual criminal misconduct. The meeting was closed from 7:03 p.m. until 7:28 p.m.

Present when the open meeting reconvened at 7:33 p.m. were Chairman Andrew Stack and members Reg Avery, Dick Boulton, Brian Dunn, Janet Evans, Jeanne Ketley, Alan Klein (via phone), Nancy McCord, and Chao Wu. Also present were CA President/CEO Milton W. Matthews, and Chief Staff Liaisons Susan Krabbe and Norma Heim, General Counsel Sheri Fanaroff and Governance Chief of Staff Jane Dembner.

5. Approval of Agenda for Open Board of Directors Meeting:

Action: Mr. Avery moved that the agenda be approved as presented. Ms. McCord seconded the motion, which passed unanimously. Vote: 9-0-0.

6. Disclosure of Conflicts of Interest: None

7. Resident Speakout: None

50 **8. Approval of Minutes** of January 28, 2016

51 **Action:** Mr. Avery moved that the minutes of January 28, 2016 be approved. Mr. Chao seconded the
52 motion. Mr. Matthews said the beginning of Line 57 should be changed to read "New Town
53 Zoning Review Process..." and the word "development" should be deleted. The minutes were
54 unanimously approved as corrected. Vote: 9-0-0.

55
56 **Approval of Minutes** of February 11, 2016

57 **Action:** Ms. McCord moved that the minutes of February 11, 2016 be approved. Mr. Avery seconded the
58 motion, which passed unanimously. Vote: 9-0-0.

59
60 **9. Chairman's Remarks:** Mr. Stack announced upcoming events:

- 61 - February 29: BOC meeting
- 62 - March 1: Excite Columbia begins its next series
- 63 - March 7: Audit Committee meets
- 64 - March 10: Board work session

65
66 Mr. Stack also thanked staff for presenting two information sessions for individuals interested in running as
67 a candidate for the Columbia Association Board of Directors, and suggested having similar sessions for the
68 general public.

69
70 **10. President's Report:** In response to a question from Mr. Stack, Dennis Matthey said a meeting regarding
71 the Long Reach regarding indoor tennis was well attended and residents gave good suggestions.

72 Mr. Matthews said:

- 73 - CA held a thank-you lunch for staff that helped with snow removal during the major snowstorm in January.
- 74 - CA is getting noticed for its energy management efforts.
- 75 - Haven on the Lake membership is increasing.
- 76 - Columbia has applied to be a bicycle-friendly community; few communities in Maryland have this
77 designation.
- 78 - The February 25th issue of the *Columbia Flier* included an article about weekly chess club events offered by
79 Howard County Police Department at CA's Teen Center in Oakland Mills.
- 80 - CA has 23 outdoor pools and four indoor pools that got an "exceed" rating after an unannounced audit by
81 CA's consultant.

82 Mr. Boulton suggested that the President's Reports be posted on CA's website.

83
84 **11. Committee Chairs' Remarks:**

- 85 (a) Board Operations Committee: Meeting is scheduled for February 29.
- 86 (b) External Relations Committee: Mr. Boulton asked how the Board will learn of proceedings during
87 closed meetings of the Architectural Review Committee. Ms. Fanaroff explained that the Board decides
88 annually which closed meeting minutes to release. In response to a question from Mr. Klein, Mr. Stack
89 said the BOC can discuss whether minutes of closed meetings should be posted on a secure website that
90 only Board members can access.
- 91 (c) Planning and Strategy Committee: Mr. Wu suggested that staff prepare an orientation manual for new
92 Board members.
- 93 (d) Strategic Implementation Committee: none

94
95 *Mr. Schwind joined via phone at 7:47 p.m.*

- 96
97 (e) CA Representatives to the Inner Arbor Trust Board of Directors: Mr. Boulton said the IAT Board met
98 one evening in CA's boardroom, and suggested that the CA and IAT boards hold a joint meeting soon.
99 He noted the IAT Board must put together a business plan for how to raise the \$30 million needed to
100 complete the additions to the park after the Chrysalis is completed. Mr. Schwind said the IAT Board
101 approved financial statements for the second quarter. Mr. Matthews concurred that funding for other
102 aspects of the project is not yet in place.

103 **12. Recommendations for Board Action**

104 (a) Consent Agenda – None

105
106 (b) Recommendations for Action

107 1. Approve Annual Charge Rate for FY 17

108 **Action:** The Board unanimously approved the PSC's recommendation to approve the annual charge
109 for FY 17. Vote: 10-0-0.

110 2. Approve Proposed FY 17 Rates

111 **Action:** The Board approved the PSC's recommendation to approve the proposed FY 17 rates. Vote:
112 9-1-0.

113 For: Messrs: Avery, Boulton, Dunn, Klein, Schwind, Stack and Wu, and Mses. Ketley and
114 McCord.

115 Against: Ms. Evans

116 Abstain: None

117
118 3. Approve Proposed FY 17 Capital Budget

119 **Action:** The Board unanimously approved the PSC's recommendation to approve the proposed FY
120 17 Capital Budget.

121
122 4. Approve Proposed FY 17 Operating Budget

123 **Action:** The Board unanimously approved the PSC's recommendation to approve the proposed FY
124 17 Operating Budget.

125
126 5. Approve Proposed Conditional FY 18 Capital Budget

127 **Action:** The Board unanimously approved the PSC's recommendation to approve the proposed
128 Conditional FY 18 Capital Budget.

129
130 6. Approve Proposed Conditional FY 18 Operating Budget

131 **Action:** The Board unanimously approved the PSC's recommendation to approve the proposed FY
132 Conditional FY 18 Operating Budget.

133
134 7. Approval of February 4, 2016 Board of Directors Work Session Suggestion to Suspend the Rules
135 Regarding Board Operating Committees (External Relations, Planning and Strategy, Strategic
136 Implementation) for the months of March 2016 and April 2016

137 **Action:** Ms. McCord moved that the Board suspend its rules regarding Board operating committees
138 for the months of March 2016 and April 2016. Mr. Avery seconded the motion, which passed
139 unanimously.

140
141 **13. Committee Agendas**

142 (a) Planning and Strategy Committee

143 1. Discussion:

144 (a) Presentation: An Overview of Community Association and Columbia Association Roles and
145 Financial Responsibilities

146 Internal Audit Director Jackie Tuma and Planning and Community Affairs Director Jane
147 Dembner gave an overview of the 10 village community associations and their relationship with
148 CA. The presentation outlined each organization's operational and financial responsibilities.

149
150 *Mr. Schwind arrived at 8:20 p.m.*

151
152 Board members asked several questions seeking clarification about a contingency fund that can
153 be used by any of the villages, and about whether the formula that determines the villages'
154 assessment share should be changed.

(b) Board Work Plan for Calendar Year 2016

Action: Mr. Wu moved that the PSC recommend that the Board focus on the following issues in its work plan for calendar year 2016:

- Membership rates
- How to make CA clubs and facilities more competitive
- How we see our role in the community and how to shape the community in the future

Ms. McCord seconded the motion, which passed. Vote: 2-1-0.

For: Ms. McCord and Mr. Wu

Against: Ms. Ketley

Abstain: None

(b) Strategic Implementation Committee

1. Discussion

(a) Committee Tracking Form – no additions

(c) External Relations Committee

1. Discussion

(a) Committee Tracking Form

In response to a question from Mr. Klein about CA's Advisory Committees, Mr. Matthews said the staff is still looking at the varying roles of the committees and has not implemented recommendations the Board made in 2014.

14. Tracking Forms

(a) Tracking Form for Board Requests: Board members discussed Mr. Wu's request that CA staff determine whether three villages are interested in increasing their Columbia Council representatives' terms from one year to two years and, if so, how it would be done. Ms. Fanaroff said CA will speak with the boards of those villages to gauge their interest in lengthening the time their representatives serve.

(b) Tracking Form for Resident Requests: Mr. Avery asked that all Board members be given copies of a document that Barbara Russell provided during the last Board meeting.

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

16. Adjournment: The meeting was adjourned at 9:40 p.m.

Respectfully submitted,
Valerie Montague
Recording Secretary

MARCH 2016

Message from the Office of the President/CEO

The President's Office would like to thank Columbia Association's Board of Directors; the Chief Financial Officer, Treasurer, and members of the Accounting Department; and senior staff for their diligence and hard work in preparing, reviewing, and approving the operating and capital budgets for FY 2017 and the conditional operating and capital budgets for FY 2018.

This eight-month effort culminated in the approval of CA's largest-ever capital budgets and confirmed the organization's commitment to meet the needs of a 21st century community. Funding will be used to upgrade and/or replace aging infrastructure in two iconic facilities in the community – the Columbia Swim Center and the Owen Brown Tennis Club. Other commitments include pathway connectivity improvements, going green projects, energy retrofits, and HVAC projects/upgrades throughout CA's building portfolio. The budget for FY 2017 also includes a one-percent increase in the annual charge cap, the first since its inception. The additional funds will be used to pay for planned improvements to amenities and facilities.

Proposing and passing budgets with "largest-ever" and "first since its inception" modifiers take time, effort, and courage. They also require a commitment to our residents, stakeholders, and users of our facilities; a vision for our community's future; and a conviction that these steps are, indeed, the right thing to do. These are the challenges of fiscal leadership and we are pleased we worked as a team to meet them.

Information Technology

In addition to the already impressive list of initials after his name, Chuck Thompson, CA's chief information officer, is now a Certified Cloud Security Professional. He is only the 72nd person in the world to obtain that certification. This achievement further underscores Chuck's commitment to IT security for Columbia Association, which he has demonstrated in the significant improvements he and his team have implemented in IT security, operations and functionality in the five years Chuck has been with CA.

Sport and Fitness

Aquatics

The Maryland Senior Championships were held February 25-28, 2016. The Columbia Clippers had 18 swimmers participating over the 3-1/2 day competition. During those days the team came away with 66 new personal best times, including seven individual team records and three relay team records. Our swimmers won four events over the weekend. As a team, we finished 4th out of the 42 teams in Maryland Swimming.



Sport and Fitness (cont'd)

Aquatics (cont'd)

The 14 and Under Maryland Championships were held the weekend of March 3-6, 2016. The Clippers had 35 swimmers participate in the meet, achieving 185 personal best times. Of those were 1 individual team record and 7 relay team records. The team as a whole placed 7th out of 42.

The Junior Championship meet was held March 11-13, 2016. The Clippers sent its largest team ever, 111 swimmers, to the meet. Over the three days of the meet, the swimmers achieved 366 new personal best times.

Beginning in October 2015 through the conclusion of the most recent swim meets, the Clippers achieved 5,403 new personal best times, roughly 500 more than they had at this point last season.

Golf

March 15 was the start of the official golf season for Columbia.

Hobbits Glen will host more theme-based events in 2016. New this season is the Get Golf Ready Program for families. The emphasis of the program is to teach students the mechanics of the swing, putting pitching and chipping, and take the group on the course to learn how to play the game. Also new this season are "Welcome Wednesday" and "Friday Night Blitz" after-work events with fun formats to attract all types of players to play.

Fairway Hills will begin a FootGolf League on Monday evenings. FootGolf is golf played with a soccer ball. The holes are larger and placed in areas that will not impact the regular playing course. Kickoff for FootGolf is April 18.

Indoor/Outdoor Tennis Clubs

The Spring Session for Juniors and Adults begins on March 29, 2016 and runs through June 19, 2016.

The USTA leagues began on January 2, 2016 and will run through March 21, 2016. There are 490 players presently competing in our Adult Mixed 18 & Over leagues.

Pickleball continues to be offered two days a week at Owen Brown Tennis Club, with an average of 10-12 players per day. Cardio Tennis continues to grow, with an average monthly participation of 100 players.

Athletic Club

The Athletic Club is hosting several events in March. A St. Patrick's Day Tennis Social for members and guests will be held Saturday, March 19. A Parent Informational Meeting showcasing our Junior Development and Competition pathway will be held on March 24. In conjunction with the Tennis Industry Association's grow the game initiative, a "Rally the Family" tennis event will be held on Saturday, March 26.

Columbia Gym

The Offensive Moves and Shooting Basketball Skills Clinic had a successful first session and is renewing for six weeks beginning March 21 and 22. Adventure Day Camp will be held during spring break (March 28-April 1). Table Tennis on Thursday nights has become a fun and popular addition to

the weekly schedule of activities and will continue through March. On March 6, over 85 Martial Arts students completed testing for belt levels with the martial arts director. Healthy Happy Hour began March 3 and will continue every Thursday night from 6-7 pm in the atrium through May 26. This activity features fitness and nutrition demonstrations from personal trainers, free fitness assessments, healthy snacks and beverages, and socializing and networking for members, staff and guests.

Supreme Sports Club

Supreme Sports Club (SSC) hosted an Indoor Triathlon on Saturday, March 12. The event consisted of a timed swim, bike, and run event.

Maryland Children of Deaf Adults (CODA) brought over 50 guests for indoor roller skating on March 12. SSC provided a sign language interpreter to assist in communication between the SSC team and these participants.

Group Fitness hosted a BODYSHRED™ launch/master class led by master trainer Carolyn Erickson to 20 participants

Haven on the Lake

The Still Point Spa at Haven on the Lake held an open house to introduce their Clarksville customers to Haven. Many expressed interest in membership and joined.

Participation in fitness classes has risen, as has usage in the healing environment. Meetings with representatives from The Mall in Columbia and cross-marketing with local companies have produced greater exposure in the community and beyond. Two local hotels have Haven on the Lake advertised as part of their amenity program.

SportsPark/Skate Park

Beginning Friday, March 25, the Columbia SportsPark/Skate Park will operate seven days a week for the 2016 season.

Community Planning

Development Monitoring

Staff from the Office of Planning and Community Affairs continued to monitor development in and around Columbia. The updated Development Tracker, which tracks development proposals and meetings for sites in and close by to Columbia is available on-line at <http://bit.ly/DevelopmentTracker>. This is updated at least monthly. Planning staff also attended and/or participated in various meetings related to planning and development including:

- Stakeholder meeting on the Howard County Five-Year Consolidated (Housing) Plan (2/24/16)
- Transportation Demand Management Program meeting for community input on transportation in Downtown Columbia (2/25/16)
- Pre-submission Community Meeting on changes to phasing in the Crescent neighborhood of Downtown Columbia and finalized roadway alignment in Area 3 (3/3/16)
- Design Advisory Panel meeting on Merriweather Two (second building in Area 1 of the Crescent development in Downtown Columbia (3/9/16)

- Howard County Council public hearing on the Bike Howard Master Plan (3/21/16)
- Pre-submission Community Meeting for Hickory Ridge Village Center redevelopment (3/23/16)

PALS (Partnership in Action Learning Sustainability)

Staff continued to work with the University of Maryland, College Park students and faculty on several projects, including concepts for the enhancement of the Lakefront Plaza at Lake Kittamaqundi; ideas for the enhancement of the Owen Brown Village Center; best practices related to the management of forest edges; and an oral history project.

Community Building Speakers Series

Dr. Freeman Hrabowski, President, University of Maryland, Baltimore County (UMBC) will be the next speaker in CA's Community Building Speakers Series. This event will be cosponsored by the African American Roundtable of Howard County. Dr. Hrabowski will speak on Thursday, May 5 at 7:30pm at the Wilde Lake Interfaith Center. [Registration](#) is not required, but appreciated, at CADiversityMatters.eventbrite.com.

Named one of "America's Best Leaders" by U.S. News & World Report and one of the "100 Most Influential People in the World" by TIME magazine, President Hrabowski's presentation entitled "Diversity Matters: Building on Columbia's History as an Inclusive Community" is sure to inspire us. A copy of President Hrabowski's latest book "*Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement*" will also be available for sale and signing after the event. For questions and child care requests, please contact Planning@ColumbiaAssociation.org or 410-715-3166.

Child care will be provided upon request.

Bicycle and Pedestrian Counts

CA and Howard County Government Office of Transportation are partnering for the third annual Bicycle and Pedestrian Counts Program. We are seeking [enthusiastic volunteers](#) to help count the number of pedestrians and cyclists on CA pathways and County on-street locations.

Counting will take place between **May 28 and June 4** in the following locations: Downtown Columbia, Columbia Gateway, Jackson Pond, Lake Elkhorn, Lake Kittamaqundi, Wilde Lake Park, the southern terminus of Tamar Drive, Patuxent Branch Trail (Pratt Bridge near Guilford Rd), Harper's Farm Road bridge, Columbia Road bridge, Cedar Lane bridge and Route 1 (Montgomery Road intersection).

We are seeking the community's help in publicizing our volunteer drive. **Volunteer registration is open through Friday, April 29** to allow for scheduling. The earlier volunteers register, the more likely they are to get the count locations they desire! Access the registration form at <http://bit.ly/bikepedcount2016>.

Community Services

Alice Horner, a Director in the School Age Services program, has been invited to participate in the Maryland School Age Child Care Association's Spring Symposium. Ms. Horner will be a panel member for a presentation/discussion of Diversity Issues in Child Care. Other panel members are Stephanie Flores-Kulish, PhD, associate professor at Loyola University; and Qi Shi, PhD, assistant professor at Loyola University.

Columbia Art Center ran the new monthly activity “Free Family Art Frenzy,” on Sunday, February 14 with 50 people participating. The theme arts project, which children and their parents and friends created, was a mosaics valentine wall-hanging. The free monthly activity exposes Columbia Art Center and its available opportunities to local residents, many of whom have never been to Columbia Art Center.

Columbia Archives got a nice shout out from a regional blogger. Two weeks ago, Christine Somers arrived at Columbia Archives after being referred by the Central Howard County Library. Ms. Somers was researching Michael Chabon for her blog on the hometowns of well-known authors at -- footsteps.bz. We shared with her the file we keep on Michael Chabon and a copy of his article “Maps and Legends” that first appeared in Architectural Digest. Ms. Somers also benefitted from a conversation with Barbara Kellner about Columbia and Jim Rouse.

Columbia Archives hosted the Howard Community College freshman English class taught by Rick Leith. This is part of a long-running service learning project that combines student research and recorded oral histories about Columbia and Merriweather Post Pavilion with donations to the Columbia Archives collection. To-date the Archives has added about 50 oral histories to the collection, creating a valuable library of first-account stories.

A large photograph of the People Tree, courtesy of Columbia Archives, will be part of the decor of the soon-to-be-renovated Starbucks on Snowden River Parkway at Deepage Drive.

School Age Services received \$500 from the Maryland State Department of Education as the next round of Quality Improvement Ratings begins. At this time, all schools are at Level 2 and are preparing to renew for 2016.

Communications and Marketing

Print Publications

March's *CA Monthly* features spring events and activities; *CA Today* features Camps, KidSpace parties and the oral history project of Columbia. The March issue of Howard Magazine features articles on CA Camps; CA Planning and how they work with county/new town zoning, etc.; KidSpace ; Why get a facial (Haven); The Oral History project – video excerpts from PALS, archives; corporate outings; wellness Tip from Dr. Oken, focus on skin health and preventatives.

Video and Radio

Columbia Matters RV and Radio, March: planning for Columbia's 50th Birthday, residents' reflections of Columbia; CA 2016 camp season; corporate memberships.

PR/Media Coverage

Five press releases were sent between February 13 and March 9. High profile coverage during that period included a *Columbia Flier* story about the chess club partnership between the Howard County Police Department and CA's Youth and Teen Center, as well as coverage from *Business Monthly* and the *Columbia Flier* about the passage of CA's budget.

Email Broadcasts

Thirty-eight (38) different email broadcasts were sent in February. CA's eNewsletters (CA Monthly Digest, Art Center, Fitness) have open rates of 39% to 59%: last year at this time our open rates were 30% - 38%. We are launching a new quarterly eNewsletter geared towards corporate accounts that will educate businesses about CA facilities and amenities and promote seasonal outings and rentals.

Monthly Updates

Inner Arbor Plan and Organization

The last meeting of the Inner Arbor Trust Board of Directors was Monday, February 22, 2016. The date for the next board meeting is in the process of being determined.

Key Performance Indicators Dashboard

Due to the illness of a CA team member essential to this report, the Key Performance Indicators Dashboard will not be available this month. The Dashboard will be included in the April President's Report.

Upcoming Events

Volunteer Center Serving Howard County

The Volunteer Center Serving Howard County will host a Meet & Greet for local volunteer managers on Tuesday, April 12 from 3:30 to 4:30pm at Union Jack's, Little Patuxent Parkway. The event will serve as a networking opportunity as well as an introduction to Jeffrey Griffin, Director, Governor's Office on Service and Volunteerism and newly appointed commissioner, Stacey Ullrich.

Columbia Art Center

In partnership with Blossoms of Hope of Howard County, Columbia Art Center will host its 7th Annual theme invitational exhibit April 8-May 1, 2016. A gala reception and ribbon awards ceremony will be held Friday, April 8, 2016 6-8pm, free of charge and open to the community. The theme for this year's exhibit is "Moving Forward." More than 65 artists will be participating in the exhibition. Proceeds from the exhibit sales and artist entry fees go to benefit Claudia Mayer/Tina Broccolino Cancer Resource Center of Howard County General Hospital.



COMMITTEE RECOMMENDATIONS TO BOARD

Date: March 15, 2016
To: Columbia Association Board of Directors
From: Gregg Schwind, Audit Committee Chair
Subject: Appointment of External Auditors for Fiscal Year 2016

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 2015 – 2017. Engagement of 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 7, 2016, the Audit Committee voted to recommend to CA's Board of Directors the appointment of CohnReznick LLP to perform CA's FY 2016 independent audits.

Recommendation of Committee:

By a vote of 5 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 fiscal year 2015, 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 2016.

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

January 14, 2016

Audit Committee of
Columbia Association, Inc.
6310 Hillside Court, Suite 100
Columbia, Maryland 21046-1070

RE: 2016 Audit Services for Columbia Association, Inc.

Dear Ms. Krabbe and Mr. Papagjika:

Thank you for choosing CohnReznick LLP ("CohnReznick" and/or "we") to perform professional services for Columbia Association, Inc. (referred to herein as the "Entity", "Organization", "Company" and/or "you"). This engagement letter and the attached General Terms and Conditions (collectively, the "Agreement") shall confirm our understanding of the services we are to provide Columbia Association, Inc. for the year ended April 30, 2016.

We will audit the financial statements of Columbia Association, Inc., which comprise the statement of financial position as of April 30, 2016, and the related statements of activities and cash flows for the year then ended and the related notes to the financial statements. This Agreement is issued under the contract between Columbia Association, Inc. and CohnReznick LLP from Request for Proposal No. 15-57.

Audit Objective

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audit of Columbia Association Inc.'s financial statements. Our report will be addressed to the Audit Committee of Columbia Association, Inc. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

Audit Procedures

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of certain assets and liabilities by correspondence with selected customers, creditors and financial institutions. We will also request written representations from the Organization's attorneys as part of the engagement, and they may bill you for responding to

this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (a) errors, (b) fraudulent financial reporting, (c) misappropriation of assets, or (d) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the Organization.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Organization and its environment, including internal control sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

If circumstances occur related to the condition of your records, the availability of sufficient, appropriate audit evidence, or the existence of a significant risk of material misstatement of the financial statements caused by error, fraudulent financial reporting, or misappropriation of assets, which in our professional judgment prevent us from completing the audit or forming an opinion on the financial statements, we retain the right to take any course of action permitted by professional standards, including declining to express an opinion or issue a report, or withdrawing from the engagement.

Management Responsibilities

You are responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with U.S. generally accepted accounting principles. You are also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (a) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (b) additional information that we may request for the purpose of the audit, and (c) unrestricted access to persons within the Company from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud and for informing us about all known or suspected fraud affecting the Organization involving (a) management, (b) employees who have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the Company complies with applicable laws and regulations.

Except as stated otherwise herein above, CohnReznick shall not have responsibility for prevention and detection of fraud, and CohnReznick's services cannot be relied upon to detect fraud, defalcations or other irregularities. Because of the characteristics of fraud, particularly those involving concealment through collusion, falsified documentation and management's ability to override controls, an audit designed and executed in accordance with auditing standards generally accepted in the United States may not detect a material fraud. CohnReznick expressly disclaims any responsibility for detecting fraud affecting the Company and the Company releases CohnReznick from any liability for failure to detect fraud. If the Company needs assistance in this area, CohnReznick can refer the Company to others who specialize in fraud detection and investigations, and who can provide such services pursuant to a separate engagement setting forth the agreed upon scope of such services.

You agree to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees and Other

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

Daniel J. Kenney, CPA is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

To ensure that CohnReznick's independence is not impaired under the AICPA Code of Professional Conduct, you agree to inform the engagement partner before entering into any substantive employment discussions with any of our personnel.

We estimate that our fee for these services will be \$29,500 (the "Fee"). The Fee shall be payable to us as follows:

- (a) \$14,750 shall be payable upon completion of fieldwork;
- (b) \$14,750 shall be payable upon issuance of the final financial statements.

In the event any payment set forth above is not received on or before the date indicated, CohnReznick shall have the right to terminate this Agreement or suspend the services until such payment is received by CohnReznick. The Company will also be invoiced for out-of-pocket costs. At the conclusion of the engagement, you will be billed for any time incurred that is out of scope of the original fee estimate.

The Fee is based on anticipated cooperation from the Company's personnel and the assumption that unexpected circumstances will not be encountered during this engagement. In the event any circumstances arise which cause the actual time incurred to exceed the Fee, you shall be separately invoiced for the additional time expended by CohnReznick.

This Agreement does not constitute an engagement to perform any services other than those specified in this Agreement, and only for the entities referred to as Company herein. Should additional services be requested, we will separately agree to the terms of the engagement by means of an addendum to this Agreement or a separate engagement letter.

The audited financial statements and our report thereon should not be provided or otherwise made available to recipients of any document to be used in connection with the sale of securities (including securities offering on the Internet) without first obtaining our written consent.

Management authorizes CohnReznick to post any draft and final versions of its financial statements and other related engagement documents to the CohnReznick Portals in order to facilitate management's access to these documents. The Portal site is intended solely to accommodate the Company (and the Company alone will be given access to the Portal site). The Company is not authorized to grant access to the Portal site to any third party.

Ms. Krabbe and Mr. Papagjika
Columbia Association, Inc.
January 14, 2016
Page 5

By your execution of this Agreement, the undersigned represent and warrant that he or she is authorized on behalf of the entity or entities listed to bind and are in fact binding each such entity to the terms and conditions of this Agreement.

We appreciate the opportunity to be of service to you. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this Agreement, please sign the enclosed copy and return it to us.

Sincerely,



Daniel J. Kenney, CPA
Partner

DJK/LBB/baw
Attachment: General Terms and Conditions

AGREED TO AND ACCEPTED BY:

By: _____
Authorized Signature

Print Name: _____

Title: _____

Date: _____

By: _____
Governance Signature

Print Name: _____

Title: _____

Date: _____

GENERAL TERMS AND CONDITIONS

Communications: You acknowledge that as a condition of CohnReznick's engagement, you agree to the best of your knowledge and belief to be truthful, accurate, and complete in making representations to CohnReznick during the course of its engagement and in any written representations that may be required at the conclusion of the engagement.

Payment Terms: Unless otherwise agreed to herein, you agree to pay CohnReznick fees for its services based upon the time expended in performing the services at CohnReznick's hourly rates in effect from time to time plus out-of-pocket costs and certain ancillary charges. Invoices that are not paid in full within thirty (30) days after receipt of the invoices shall be subject to interest of 1% per month (12% annual percentage rate), computed from the date of the invoice until paid.

Notwithstanding any other provision in this Agreement to the contrary, in the event the fee for the engagement is payable pursuant to a payment schedule, the final payment shall be due upon substantial completion of the services provided the delay in completing the engagement is caused by you or your personnel.

You also agree to reimburse CohnReznick for reasonable costs and attorney fees incurred by CohnReznick should it prevail in proceedings to collect fees due from you to CohnReznick.

Use of Third Parties: CohnReznick may from time-to-time use third-party service providers, affiliated entities and/or individual contractors (collectively referred to as "service providers") in serving your account which may require the sharing of your information with the service provider. Generally, CohnReznick will only use service providers on a very limited basis. CohnReznick will secure confidentiality agreements with all service providers to maintain the confidentiality of your information. In the event that CohnReznick

is unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the service provider. Furthermore, CohnReznick will remain responsible for any work provided by any such service providers.

Work Paper Retention: Every effort will be made to return your original documents to you upon the completion of the engagement. CohnReznick's working papers and all other file materials including your documentation are maintained in accordance with its document retention policies. It is your responsibility to retain records to comply with applicable statutes and regulations. CohnReznick's records and files are its property and are not a substitute for your own records. You agree that CohnReznick shall not be liable to you for the destruction of CohnReznick's files or your documentation consistent with its policies, including destruction of any original documents you may have provided to CohnReznick.

Third-Party Requests: In the event CohnReznick is requested by you to provide information related to the services to you, or required pursuant to law, regulation, subpoena or applicable professional standards and/or rules to produce information or its personnel as witnesses with respect to the services, you shall reimburse CohnReznick for any professional time and expenses (including legal fees) incurred to respond to the request, provided CohnReznick is not a party to the proceeding or the subject of the investigation in which the information is sought. CohnReznick shall, to the extent legally permissible, notify you promptly of any such request unless such request is made pursuant to regulatory oversight applicable to CohnReznick.

Tax Return Preparation: The audited financial statements with certain adjustments are the basis for the numbers used in your tax return; therefore

GENERAL TERMS AND CONDITIONS

CohnReznick is requesting consent to disclose your information.

Accordingly, CohnReznick will disclose all of your tax return information, which includes the information supplied to it to perform the audit, to its preparer located outside the United States, CohnReznick Professional Services PVT Ltd., that will assist with the services CohnReznick provides to you including the preparation of your tax returns. You have the right to limit your consent to specific information, not just authorize disclosure of all of your tax return information. By executing and dating this Agreement, the Company authorizes CohnReznick to disclose the Company's tax return information related to the current tax year and any prior tax years to CohnReznick's preparer located outside the United States for purposes of assisting with the services it provides to you including the preparation and/or processing of your returns. The Company's consent will be valid for four years.

Non-Solicitation: Professional standards require CohnReznick to be independent in performance of certain services. Any discussions that you have with personnel of CohnReznick regarding employment could pose a threat to our independence. During the term of this Agreement and for a period of one year thereafter, you agree, except with CohnReznick's express written consent, not to solicit (except by means of a general press solicitation not targeted to any individual employee or group of employees for employment or any consulting or other relationship substantially equivalent to employment), entice, hire, employ or seek to employ any of CohnReznick's employees.

Confidentiality: CohnReznick agrees to maintain in trust and confidence, and not to use any confidential information received from you except to perform the services provided for in this Agreement. In addition, CohnReznick agrees not to disclose any confidential information received from you to

any third party except (a) as permitted in this Agreement including but not limited to the Use of Third Parties and Third Party Requests sections of the General Terms and Conditions or (b) with your prior written consent.

Limitations: You agree that CohnReznick's and its personnel's maximum liability to you and your personnel for any errors or omissions (including negligent errors and omissions) committed by CohnReznick and/or its personnel arising out of or related to this Agreement or the services will be limited to the amount actually paid for the services. This limitation shall not apply to the extent it is determined that the loss was caused by CohnReznick's gross negligence or willful misconduct.

Except for the indemnification obligation set forth herein, in no event shall either party be liable to the other party or its personnel for any consequential, incidental, indirect, punitive or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

You agree that in no event shall any action or claim, regardless of its form, arising out of or related to this Agreement or the services be brought after the earlier of (a) 12 months after discovery of facts giving rise to any such alleged claim; or (b) two years after the completion of the particular services giving rise to the action or claim. Any action or claim not brought within that time period shall be barred without regard to any other limitations period set forth by law or statute.

You shall indemnify and hold harmless CohnReznick and its personnel from and against all claims by third parties and resulting damages, liabilities or losses (including costs and legal fees) arising out of or related to this Agreement or the services. The preceding sentence shall not apply to the extent it is determined that the

GENERAL TERMS AND CONDITIONS

loss was caused by CohnReznick's gross negligence or willful misconduct.

Electronic Signatures and Transmissions:

This Agreement may be transmitted in electronic format and shall not be denied legal effect because it was formed or transmitted, in whole or in part, by electronic means. An electronic, digital or electronically transmitted signature (collectively, "Electronic Signature") will be deemed an acceptable original for purposes of consummating this Agreement and binding the party providing such Electronic Signature.

Choice of Law: This Agreement, and any claims, matters or obligations arising out of or related to this Agreement or the services, including, but not limited to, claims arising in contract, tort, fraud, under statute or otherwise, shall be governed by and construed in accordance with the laws of the State of New York as if this Agreement was entered into, and was to be entirely performed within, the State of New York without giving any effect to any contrary choice of law or conflict of law provision or rule (whether of the State of New York or any other jurisdiction).

Dispute Resolution: Any dispute, controversy, or claim arising out of or relating to the services or the performance or breach of this Agreement (including disputes regarding the termination, validity or enforceability of this Agreement) or any prior services or agreements between the parties shall be finally resolved by arbitration in accordance with the International Institute for Conflict Prevention and Resolution ("IICPR") Rules for Non-Administered Arbitrations by a panel of three arbitrators, one chosen by each party, and the third selected by the two party-selected arbitrators. The arbitration shall be governed by the Federal Arbitration Act, 9 U.S.C. §§ 1 et seq., and judgment upon the award rendered by the arbitrators may be entered by any court having jurisdiction thereof. The arbitration hearings will take

place in New York, New York unless the parties agree to a different locale.

The arbitration panel shall have no authority to award non-monetary or equitable relief, and any monetary award shall not include punitive damages or damages that are inconsistent with those damages allowed under this Agreement.

In the event it is necessary to confirm the arbitration award in court, the costs of such confirmation proceedings, including attorneys' fees, incurred by the party seeking confirmation shall be borne entirely by the party against whom enforcement is sought.

Such arbitration shall be binding and final. In agreeing to arbitration, the parties acknowledge that in the event of any dispute (including a dispute over fees) the parties are giving up the right to have the dispute decided in a court of law before a judge or jury and instead the parties are accepting the use of arbitration for resolution.

Miscellaneous: Either party may terminate this Agreement, or the services, upon 30 days' prior written notice to the other. CohnReznick may terminate this Agreement, or the services, immediately upon written notice to you (a) if CohnReznick determines in its professional judgment that it is unable to complete the services in accordance with applicable law or professional standards and/or obligations, or due to unexpected circumstances, (b) for reasonable cause (including failure to provide the information or cooperation necessary for successful performance of the services), or (c) if your account becomes 30 days or more overdue.

The services will be deemed to be completed upon written notification of termination (regardless of the extent of services performed as of the notification date). You will be obligated to compensate CohnReznick for the time expended and to

GENERAL TERMS AND CONDITIONS

reimburse CohnReznick for all expenses and out-of-pocket costs incurred up to and including the date of termination of this Agreement or the services.

The provisions of this Agreement that give either of the parties' rights or obligations beyond its termination shall survive termination of this Agreement.

This Agreement is the complete and exclusive statement of agreement between the parties, and replaces and supersedes all proposals, communications and agreements between the parties, whether written or oral,

related to the subject matter and time periods referenced in this Agreement, including any prior agreement CohnReznick may have entered into related to the confidentiality of information provided by you to CohnReznick.

In the event that any provision of this Agreement is found to be invalid, then such provision will be modified to reflect the parties' intention as closely as possible without being unenforceable. All remaining provisions of this Agreement shall remain in full force and effect.

January 14, 2016

The Audit Committee of
Columbia Association, Inc.
Columbia Association, Inc. Incentive Savings Plan and Trust
6310 Hillside Court, Suite 100
Columbia, Maryland 21046-1070

**RE: 2015 Audit Services for Columbia Association, Inc. Incentive Savings
Plan and Trust**

Dear Ms. Krabbe and Mr. Papagjika:

Thank you for choosing CohnReznick LLP ("CohnReznick" and/or "we") to perform professional services for Columbia Association, Inc. Incentive Savings Plan and Trust. This engagement letter and the attached General Terms and Conditions (collectively, the "Agreement") shall confirm our understanding of the services we are to provide for Columbia Association, Inc. Incentive Savings Plan and Trust (the "Plan", "Company" or "you") for the year ended December 31, 2015, in connection with its annual reporting obligation under the Employee Retirement Income Security Act of 1974 (ERISA). This Agreement is issued under the contract between Columbia Association, Inc. and CohnReznick LLP resulting from Request for Proposal No. 15-57.

Except as described below, we will audit the financial statements of Columbia Association, Inc. Incentive Savings Plan and Trust which comprise the statement of net assets available for benefits as of December 31, 2015 and the related statement of changes in net assets available for benefits for the year then ended and the related notes to the financial statements. Also, the following supplementary information accompanying the financial statements, as applicable, will be subjected to the auditing procedures applied in our audit of the financial statements:

1. Assets (Held at End of Year) and Assets (Acquired and Disposed of Within Year).
2. Loans or Fixed Income Obligations in Default or Classified as Uncollectible.
3. Leases in Default or Classified as Uncollectible.
4. Reportable Transactions.
5. Nonexempt Transactions.
6. Delinquent Participant Contributions.

These financial statements and supplemental schedules are required by the Department of Labor's (DOL) Rules and Regulations for Reporting and Disclosure under ERISA to be filed with Form 5500.

Audit Objective

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America except that, as permitted by Regulation 2520.103-8 of the DOL's

Rules and Regulations for Reporting and Disclosure under ERISA and as instructed by you, we will not perform any auditing procedures with respect to information prepared and certified to by Fidelity Management Trust Company, the trustee, in accordance with DOL Regulation 2520.103-5, other than comparing the information with the related information included in the financial statements and supplemental schedules. Because of the significance of the information that we will not audit, we will not express an opinion on the financial statements and supplemental schedules taken as a whole. We will issue a written report upon completion of our audit of the plan's financial statements. Our report will be addressed to the Trustee and Administrator of Columbia Association, Inc. Incentive Savings Plan and Trust. We cannot provide assurance that a limited-scope disclaimer of opinion as permitted by Regulation 2520.103-8 of the DOL's Rules and Regulations for Reporting and Disclosure under ERISA will be expressed. Circumstances may arise in which it is necessary for us to make further modifications to our report, such as adding an emphasis-of-matter or other-matter paragraph. The form and content of the information included in the financial statements and supplemental schedules, other than that derived from the information certified to by the trustee, will be audited by us in accordance with auditing standards generally accepted in the United States of America, and will be subjected to tests of your accounting records and other procedures we consider necessary to enable us to express an opinion that they are presented in compliance with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. If for any reason we are unable to complete the engagement, we may decline to issue a report or withdraw from this engagement.

Audit Procedures

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of investments except those certified to by the trustee, and certain other assets and liabilities by correspondence with financial institutions and other third parties. We will also request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested, except that assets and related transactions certified to by the trustee will not be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (a) errors, (b) fraudulent financial reporting, (c) misappropriation of assets, or (d) violations of laws or governmental regulations, including prohibited transactions with parties in interest or other violations of ERISA rules and regulations, that are attributable to the plan or to acts by management or employees acting on behalf of the plan.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards, except as previously noted. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential and will include prohibited transactions in the supplemental schedule of nonexempt transactions as required by the instructions to Form 5500. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Except as described in the "Audit Objective" section, our audit will include obtaining an understanding of the plan and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

In addition, we will perform certain procedures directed at considering the plan's compliance with applicable Internal Revenue Service (IRS) requirements for tax exempt status and ERISA plan qualification requirements. However, you should understand that our audit is not specifically designed for and should not be relied upon to disclose matters affecting plan qualifications or compliance with the ERISA and IRS requirements. If during the audit we become aware of any instances of any such matters or ways in which management practices can be improved, we will communicate them to you.

Management Responsibilities

You agree to assume all management responsibilities for any nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, and/or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

You are responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; for establishing an accounting and financial reporting process for determining fair value measurements; and for the preparation and fair presentation of the financial statements in conformity with U. S. generally accepted accounting principles. You are also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information, including the completeness and accuracy of the certification by the trustee. You are also responsible for providing us with 1) access to all information of which you are

aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the plan from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the written management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the plan involving (a) plan management, (b) employees who have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the plan received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the plan complies with applicable laws and regulations. You are also responsible for preparing the supplementary information in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under the Employee Retirement Income Security Act of 1974. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon.

Except as stated otherwise herein above, CohnReznick shall not have responsibility for prevention and detection of fraud, and CohnReznick's services cannot be relied upon to detect fraud, defalcations or other irregularities. Because of the characteristics of fraud, particularly those involving concealment through collusion, falsified documentation and management's ability to override controls, an audit designed and executed in accordance with auditing standards generally accepted in the United States may not detect a material fraud. CohnReznick expressly disclaims any responsibility for detecting fraud affecting the Company and the Company releases CohnReznick from any liability for failure to detect fraud. If the Company needs assistance in this area, CohnReznick can refer the Company to others who specialize in fraud detection and investigations, and who can provide such services pursuant to a separate engagement setting forth the agreed upon scope of such services.

Engagement Administration, Fees and Other

We understand that your personnel will prepare schedules, analyses and all confirmations we request and will locate any invoices or other documents selected by us for testing.

The audit documentation for this engagement is the property of CohnReznick and constitutes confidential information. However, we may be requested to make certain audit documentation available to the U.S. Department of Labor pursuant to authority given to it by

law. If requested, access to such audit documentation will be provided under the supervision of CohnReznick personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the U.S. Department of Labor. The U.S. Department of Labor may intend, or decide, to distribute the copies of information contained therein to others, including other governmental agencies.

Daniel J. Kenney, CPA is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. As you have instructed, our engagement does not include preparation of the plan's Form 5500.

The AICPA's Audit and Accounting Guide, *Employee Benefit Plans*, requires that, before an auditor's report on the plan's financial statements can be included with a filed Form 5500 (including any related schedules), the auditor must review the Form 5500 and consider whether there are any material inconsistencies between the other information in the form and the audited financial statements (including the required supplemental schedules) or any material misstatement of fact. We will, therefore, not issue our auditor's report until the completed Form 5500 has been provided for our review.

To ensure that CohnReznick's independence is not impaired under the AICPA Code of Professional Conduct, you agree to inform the engagement partner before entering into any substantive employment discussions with any of our personnel.

We estimate that our fee for these services will be \$11,500 (the "Fee"). The Fee shall be payable to us as follows:

- (a) \$5,750 shall be payable at the completion of fieldwork;
- (b) \$5,750 shall be payable upon issuance of the final financial statements

In the event any payment set forth above is not received on or before the date indicated, CohnReznick shall have the right to terminate this Agreement or suspend the services until such payment is received by CohnReznick. The Company will also be invoiced for out-of-pocket costs. At the conclusion of the engagement, you will be billed for any time incurred that is out of scope of the original fee estimate.

The Fee is based on anticipated cooperation from the Company's personnel and the assumption that unexpected circumstances will not be encountered during this engagement. In the event any circumstances arise which cause the actual time incurred to exceed the Fee, you shall be separately invoiced for the additional time expended by CohnReznick.

This Agreement does not constitute an engagement to perform any services other than those specified in this Agreement, and only for the entities referred to as Company herein. Should additional services be requested, we will separately agree to the terms of the engagement by means of an addendum to this Agreement or a separate engagement letter.

The audited financial statements and our report thereon should not be provided or otherwise made available to recipients of any document to be used in connection with the sale of securities (including securities offering on the Internet) without first obtaining our written consent.

Management authorizes CohnReznick to post any draft and final versions of its financial statements and other related engagement documents to the CohnReznick Portals in order to facilitate management's access to these documents. The Portal site is intended solely to accommodate the Company (and the Company alone will be given access to the Portal site). The Company is not authorized to grant access to the Portal site to any third party.

By your execution of this Agreement, the undersigned represent and warrant that he or she is authorized on behalf of the entity or entities listed to bind and are in fact binding each such entity to the terms and conditions of this Agreement.

We appreciate the opportunity to be of service to you. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this Agreement, please sign the enclosed copy and return it to us.

Sincerely,



Daniel J. Kenney, CPA
Partner

DJK/LBB/baw

Attachment: General Terms and Conditions

AGREED TO AND ACCEPTED BY:

Columbia Association, Inc. Incentive Savings Plan and Trust

By: _____
Plan administrator Signature

Print Name: _____

Title: _____

Date: _____

By: _____
Governance Signature

Print Name: _____

Title: _____

Date: _____

GENERAL TERMS AND CONDITIONS

Communications: You acknowledge that as a condition of CohnReznick's engagement, you agree to the best of your knowledge and belief to be truthful, accurate, and complete in making representations to CohnReznick during the course of its engagement and in any written representations that may be required at the conclusion of the engagement.

Payment Terms: Unless otherwise agreed to herein, you agree to pay CohnReznick fees for its services based upon the time expended in performing the services at CohnReznick's hourly rates in effect from time to time plus out-of-pocket costs and certain ancillary charges. Invoices that are not paid in full within thirty (30) days after receipt of the invoices shall be subject to interest of 1% per month (12% annual percentage rate), computed from the date of the invoice until paid.

Notwithstanding any other provision in this Agreement to the contrary, in the event the fee for the engagement is payable pursuant to a payment schedule, the final payment shall be due upon substantial completion of the services provided the delay in completing the engagement is caused by you or your personnel.

You also agree to reimburse CohnReznick for reasonable costs and attorney fees incurred by CohnReznick should it prevail in proceedings to collect fees due from you to CohnReznick.

Use of Third Parties: CohnReznick may from time-to-time use third-party service providers, affiliated entities and/or individual contractors (collectively referred to as "service providers") in serving your account which may require the sharing of your information with the service provider. Generally, CohnReznick will only use service providers on a very limited basis.

CohnReznick will secure confidentiality agreements with all service providers to maintain the confidentiality of your information. In the event that CohnReznick is unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the service provider. Furthermore, CohnReznick will remain responsible for any work provided by any such service providers.

Work Paper Retention: Every effort will be made to return your original documents to you upon the completion of the engagement. CohnReznick's working papers and all other file materials including your documentation are maintained in accordance with its document retention policies. It is your responsibility to retain records to comply with applicable statutes and regulations. CohnReznick's records and files are its property and are not a substitute for your own records. You agree that CohnReznick shall not be liable to you for the destruction of CohnReznick's files or your documentation consistent with its policies, including destruction of any original documents you may have provided to CohnReznick.

Third-Party Requests: In the event CohnReznick is requested by you to provide information related to the services to you, or required pursuant to law, regulation, subpoena or applicable professional standards and/or rules to produce information or its personnel as witnesses with respect to the services, you shall reimburse CohnReznick for any professional time and expenses (including legal fees) incurred to respond to the request, provided CohnReznick is not a party to the proceeding or the subject of the investigation in which the information is sought. CohnReznick shall, to the extent legally permissible, notify you

GENERAL TERMS AND CONDITIONS

promptly of any such request unless such request is made pursuant to regulatory oversight applicable to CohnReznick.

Tax Return Preparation: The audited financial statements with certain adjustments are the basis for the numbers used in your tax return; therefore CohnReznick is requesting consent to disclose your information.

Accordingly, CohnReznick will disclose all of your tax return information, which includes the information supplied to it to perform the audit, to its preparer located outside the United States, CohnReznick Professional Services PVT Ltd., that will assist with the services CohnReznick provides to you including the preparation of your tax returns. You have the right to limit your consent to specific information, not just authorize disclosure of all of your tax return information. By executing and dating this Agreement, the Company authorizes CohnReznick to disclose the Company's tax return information related to the current tax year and any prior tax years to CohnReznick's preparer located outside the United States for purposes of assisting with the services it provides to you including the preparation and/or processing of your returns. The Company's consent will be valid for four years.

Non-Solicitation: Professional standards require CohnReznick to be independent in performance of certain services. Any discussions that you have with personnel of CohnReznick regarding employment could pose a threat to our independence. During the term of this Agreement and for a period of one year thereafter, you agree, except with CohnReznick's express written consent, not to solicit (except by means of a general press solicitation not targeted to any individual employee or group of employees for employment or any consulting or other relationship

substantially equivalent to employment), entice, hire, employ or seek to employ any of CohnReznick's employees.

Confidentiality: CohnReznick agrees to maintain in trust and confidence, and not to use any confidential information received from you except to perform the services provided for in this Agreement. In addition, CohnReznick agrees not to disclose any confidential information received from you to any third party except (a) as permitted in this Agreement including but not limited to the Use of Third Parties and Third Party Requests sections of the General Terms and Conditions or (b) with your prior written consent.

Limitations: You agree that CohnReznick's and its personnel's maximum liability to you and your personnel for any errors or omissions (including negligent errors and omissions) committed by CohnReznick and/or its personnel arising out of or related to this Agreement or the services will be limited to the amount actually paid for the services. This limitation shall not apply to the extent it is determined that the loss was caused by CohnReznick's gross negligence or willful misconduct.

Except for the indemnification obligation set forth herein, in no event shall either party be liable to the other party or its personnel for any consequential, incidental, indirect, punitive or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

You agree that in no event shall any action or claim, regardless of its form, arising out of or related to this Agreement or the services be brought after the earlier of (a) 12 months after discovery of facts giving rise to any such alleged claim; or

GENERAL TERMS AND CONDITIONS

(b) two years after the completion of the particular services giving rise to the action or claim. Any action or claim not brought within that time period shall be barred without regard to any other limitations period set forth by law or statute.

You shall indemnify and hold harmless CohnReznick and its personnel from and against all claims by third parties and resulting damages, liabilities or losses (including costs and legal fees) arising out of or related to this Agreement or the services. The preceding sentence shall not apply to the extent it is determined that the loss was caused by CohnReznick's gross negligence or willful misconduct.

Electronic Signatures and Transmissions:

This Agreement may be transmitted in electronic format and shall not be denied legal effect because it was formed or transmitted, in whole or in part, by electronic means. An electronic, digital or electronically transmitted signature (collectively, "Electronic Signature") will be deemed an acceptable original for purposes of consummating this Agreement and binding the party providing such Electronic Signature.

Choice of Law: This Agreement, and any claims, matters or obligations arising out of or related to this Agreement or the services, including, but not limited to, claims arising in contract, tort, fraud, under statute or otherwise, shall be governed by and construed in accordance with the laws of the State of New York as if this Agreement was entered into, and was to be entirely performed within, the State of New York without giving any effect to any contrary choice of law or conflict of law provision or rule (whether of the State of New York or any other jurisdiction).

Dispute Resolution: Any dispute, controversy, or claim arising out of or relating to the services or the performance or breach of this Agreement (including disputes regarding the termination, validity or enforceability of this Agreement) or any prior services or agreements between the parties shall be finally resolved by arbitration in accordance with the International Institute for Conflict Prevention and Resolution ("IICPR") Rules for Non-Administered Arbitrations by a panel of three arbitrators, one chosen by each party, and the third selected by the two party-selected arbitrators. The arbitration shall be governed by the Federal Arbitration Act, 9 U.S.C. §§ 1 et seq., and judgment upon the award rendered by the arbitrators may be entered by any court having jurisdiction thereof. The arbitration hearings will take place in New York, New York unless the parties agree to a different locale.

The arbitration panel shall have no authority to award non-monetary or equitable relief, and any monetary award shall not include punitive damages or damages that are inconsistent with those damages allowed under this Agreement.

In the event it is necessary to confirm the arbitration award in court, the costs of such confirmation proceedings, including attorneys' fees, incurred by the party seeking confirmation shall be borne entirely by the party against whom enforcement is sought.

Such arbitration shall be binding and final. In agreeing to arbitration, the parties acknowledge that in the event of any dispute (including a dispute over fees) the parties are giving up the right to have the dispute decided in a court of law before a judge or jury and instead the parties are accepting the use of arbitration for resolution.

GENERAL TERMS AND CONDITIONS

Miscellaneous: Either party may terminate this Agreement, or the services, upon 30 days' prior written notice to the other. CohnReznick may terminate this Agreement, or the services, immediately upon written notice to you (a) if CohnReznick determines in its professional judgment that it is unable to complete the services in accordance with applicable law or professional standards and/or obligations, or due to unexpected circumstances, (b) for reasonable cause (including failure to provide the information or cooperation necessary for successful performance of the services), or (c) if your account becomes 30 days or more overdue.

The services will be deemed to be completed upon written notification of termination (regardless of the extent of services performed as of the notification date). You will be obligated to compensate CohnReznick for the time expended and to reimburse CohnReznick for all expenses and out-of-pocket costs incurred up to and including the date of

termination of this Agreement or the services.

The provisions of this Agreement that give either of the parties' rights or obligations beyond its termination shall survive termination of this Agreement.

This Agreement is the complete and exclusive statement of agreement between the parties, and replaces and supersedes all proposals, communications and agreements between the parties, whether written or oral, related to the subject matter and time periods referenced in this Agreement, including any prior agreement CohnReznick may have entered into related to the confidentiality of information provided by you to CohnReznick.

In the event that any provision of this Agreement is found to be invalid, then such provision will be modified to reflect the parties' intention as closely as possible without being unenforceable. All remaining provisions of this Agreement shall remain in full force and effect.



March 18, 2016

To: Columbia Association Board of Directors

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

Subject: Strategic Issues 2016

CA Board of Directors – Calendar Year 2016 Work Plan – Strategic Issues

Background

CA's strategy making process was put in place in 2001 and continued through 2012. During this period, staff worked with the CA Board each year to identify and review strategic issues facing CA. In November 2015, the Board agreed to revive CA's strategy-making process and, as part of that process, to develop a "Work Plan" to focus on strategic issues for the Board for calendar year 2016. The strategic issues for the Board were formulated within the context of Columbia Association's existing five-year Strategic Plan goals and objectives.

2016 Strategic Issues

While the Board will discuss, approve and provide guidance to the CA President on a wide variety of matters in 2016, there are two strategic issues, established by the Board, for additional focus this year. The first is strategic given the level of physical development and change on-going in the community and the planned update by the County of New Town zoning. The second issue is strategic given the desire to better meet the needs of younger Columbia residents, particularly younger adults, as Columbia competes with other areas of the region and the country to retain (and attract) young adults and more broadly millennials.

CA Board of Directors – Calendar Year 2016 Work Plan – Strategic Issues

Strategic Issue A: As Columbia approaches its 50th anniversary as a planned community, significant change and redevelopment is occurring in many areas including downtown and village centers as well as commercial, industrial and residential areas. *(How should CA address/respond?)*

Guiding Strategic Plan Goal and Objective(s)

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

Related Objective(s):

- Facilitate inclusive processes that develop shared visions and plans for the future of Columbia.
- Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia.
- Communicate the vision widely and use the vision to promote Columbia as a community of choice.

Other Guidance: Guiding Principles for the 21st Century Planned Community of Columbia, MD (Approved by the Board on April 28, 2015)

Desired Outcome: *Enhance CA's influence in planning and development of Columbia.*

Strategic Issue B: Given the growing age diversity of our community, there is a need for CA to better understand how to connect with millennials and, more specifically, young adults, to enhance the attractiveness of Columbia for these residents. *(What are the programming gaps and opportunities that CA can best address?)*

Guiding Strategic Plan Goal and Objective(s)

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

Related Objective(s): Continuously evaluate and adjust programs and services to meet changing needs of the entire Columbia community.

Desired Outcome: *Achieve a better understanding of CA's current offerings for young adults and potential areas for program change.*

Next Steps

Following Board approval of a set of strategic issues and their associated desired outcomes, staff will define the actions or initiatives needed to address the issues. The Board will monitor the process, assess progress against the stated "desired outcomes" and review/revisit the issues again by January 2017.

Key Factors in Proposed Membership Structure

1

Simple membership structure to allow for better online purchase experience, membership lifecycle management and improve ease of participation.

2

Data from a survey with responses from 1,507 members and nonmembers providing a statistical validity of 95% +/- 1.54%.

3

Survey respondents represented a diverse age range in a uniform manner:

Age	Percent of Respondents
25-34	12.8%
35-44	21.8%
45-54	21.3%
55-64	22%
65-74	16.9%

4

80% of current members have PP/PPP membership despite single facility (a la carte) options.

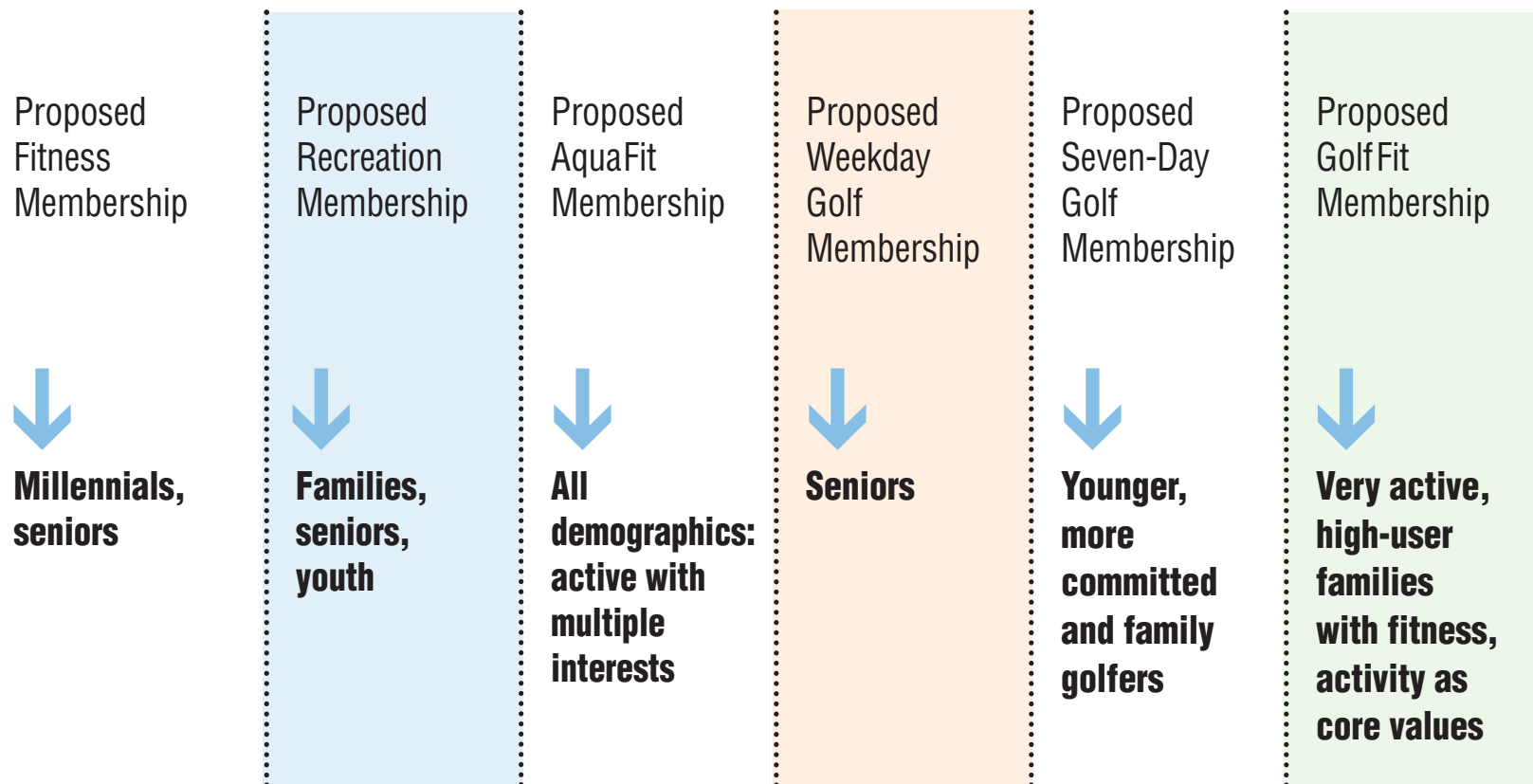
5

Membership options were built around the facilities that respondents indicated provided the most value:
a. Aquatics
b. Fitness clubs






6

Included programs/ services that respondents expressed value in:
a. Three-club membership
b. Guest passes
c. Group Ex
d. Treadmill use
e. Women's gym

Proposed Membership Categories and Demographic Appeal



Board Membership Comparison Chart

	General Description	Goal	Supporting Data ?	Solve Problem Through...?		
				Membership	Pricing	Programming/Services
Ala Carte Membership Structure	Two categories of facilities with three options: 1. Choose 3 or 4 from category A 2. Have all of the facilities in category A 3. Have access to all facilities in both categories	To provide maximum flexibility at minimum cost to members	Limited — external research, experience, ClubIntel survey data and actual participation all indicate lower customer satisfaction and increased cost			
Seniors Aquatics Only, Including Athletic Club Therapy Pool	Includes outdoor pools, Columbia Swim Center and Columbia Athletic Club Therapy Pool	To provide a cost-effective option for lower-income seniors	Limited — per current experience, ClubIntel survey data and actual participation/capacity			
Seniors Aquatics and Fitness Club	Includes outdoor pools, Columbia Swim Center and a fitness club	To provide a cost-effective option for lower-income seniors	Limited — per membership experience and ClubIntel survey data			
Youth	Includes all three fitness clubs and Columbia SportsPark/SkatePark for ages 14-25	To increase engagement and participation in CA facilities and programs	Limited — per experience, ClubIntel survey data and participation			

Board Request Tracking Log
FY 16
As of March 16, 2016

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

Board Request Tracking Log
FY 16
As of March 16, 2016

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

Board Request Tracking Log
FY 16
As of March 16, 2016

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
10	Chao Wu	Please have CA staff work with the 3 villages that have 1-year terms for the Columbia Council representatives to determine how they could change to 2-year terms and whether or not they are willing to do so.	02/12/16	General Counsel; Office of Planning and Community Affairs	To Be Determined	
11	Chao Wu	Please respond to questions re: review of computer data in his e-mail of 2-22-16	2/22/2016	General Counsel	3/22/2016	2/28/2016
12	Gregg Schwind	Please provide the number of on-line memberships purchased since the on-line system was established. If possible, please break down by type (PPP, PP, pools, golf, etc.).	2/26/2016	Communications & Marketing	3/26/2016	2/29/2016; 3/16/16

Resident Request Tracking Log
FY 16
As of March 16, 2016

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

Resident Request Tracking Log
FY 16
As of March 16, 2016

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

Resident Request Tracking Log
FY 16
As of March 16, 2016

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

Resident Request Tracking Log
FY 16
As of March 16, 2016

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
10	Shareen Warshanna	Please confirm that none of the volunteers or employees of CA carries any concealed weapons or fire arms within any facility owned, rented, leased or sponsored by CA	10/29/2015	General Counsel	11/29/2015	11/10/2015
11	Shareen Warshanna	Please confirm that none of CA's volunteers or employees are active members of any adverse organizations that promote violence against adversity, which includes organizations against color, race, national origin, religion, etc.	10/29/2015	General Counsel	11/29/2015	11/10/2015