



July 20, 2018

To: Columbia Association Board of Directors  
**(E-Mail Address: [Board.Members@ColumbiaAssociation.org](mailto:Board.Members@ColumbiaAssociation.org))**  
CA Management

From: Andrew C. Stack, Board Chair

**The Columbia Association Board of Directors Meeting will be held on Thursday, July 26, 2018 at 7:30 p.m. at Columbia Association headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046.**

#### **AGENDA**

- |  |                  |
|--|------------------|
| 1. Call to Order   | <b>5 min.</b>    |
| (a) Announce Directors/Senior Staff in Attendance  |                  |
| (b) Remind people of meeting being recorded/broadcast  |                  |
| (c) Read Five Civility Principles  |                  |
| 2. Announcement of Closed/Special Meetings Held/To Be Held   | <b>1 min.</b>    |
| 3. Approval of Agenda  | <b>1 min.</b>    |
| 4. Disclosure of Conflicts of Interest   | <b>1 min.</b>    |
| 5. Resident Speakout   |                  |
| <b>3 Minutes per Individual; 5 Minutes per Group; 2 Minutes for Responses to Questions</b>                                     |                  |
| 6. Chairman's Remarks  | <b>3 min.</b>    |
| 7. Reports/Presentations   | <b>80 min.</b>   |
| (a) President's Report – See written report – Follow-up questions from the BOD   | <i>(10 min.)</i> |
| (b) Report from the CA Representatives to the Inner Arbor Trust Board of Directors   | <i>(5 min.)</i>  |
| (c) Easement Request from Howard County  | <i>(20 min.)</i> |
| (d) Financial Reports  | <i>(15 min.)</i> |
| 1. FY 2018 Financial Statements and Independent Auditor's Report – Columbia Association, Inc.                                  |                  |
| 2. December 31, 2017 Financial Statements and Independent Auditor's Report – Columbia Association, Inc. Incentive Savings Plan |                  |
| 3. FY 2018 Fourth Quarter Financial Report   |                  |
| (e) Dashboard  | <i>(30 min.)</i> |
| 8. Board Action  |                  |
| (a) Consent Agenda   | <b>1 min.</b>    |
| 1. Approval of Minutes – June 28, 2018 BOD Meeting   |                  |

- |   |                |
|---|----------------|
| (b) Board Votes   | <b>40 min.</b> |
| 1. FY 2020 Budget Schedule  | (5 min.)       |
| 2. Annual Charge Rate and Cap for the Conditional FY 2020 Budget                                | (5 min.)       |
| 3. Proposed Charges for FY 2019 for Advisory Committees   | (15 min.)      |
| i. Climate Change and Sustainability Advisory Committee   |                |
| ii. Columbia Aquatics Advisory Committee  |                |
| iii. Columbia Art Center Advisory Committee   |                |
| iv. Green and Golf Advisory Committee   |                |
| v. Health and Fitness Advisory Committee  |                |
| vi. Information Technology Advisory Committee   |                |
| vii. International and Multicultural Advisory Committee   |                |
| viii. Senior Advisory Committee   |                |
| ix. Teen and Middle School Advisory Committee   |                |
| x. Tennis Advisory Committee  |                |
| xi. Watershed Advisory Committee  |                |
| 4. President/CEO's Proposed FY 2019 Strategic Initiatives                                       | (10 min.)      |
| 5. Resolution to Indemnify CA Team Members on the 401(k) Planning Committee                     | (5 min.)       |
| 9. For Your Information   |                |
| (a) Letter from the Department of Energy re: Achievement under the "Better Buildings Challenge" |                |
| (b) Letter from Linwood Center, Inc. re: School Age Services Fundraiser                         |                |
| 10. Tracking Forms  | <b>5 min.</b>  |
| (a) Tracking Form for Board Requests  |                |
| (b) Tracking Form for Resident Requests   |                |
| 11. Talking Points  | <b>2 min.</b>  |
| 12. Closed meeting of the Columbia Association Board of Directors                               |                |

**Next Board Work Session and Meeting**  
**Thursday, September 13, 2018 – Board Work Session – 7:30 p.m.**  
**Thursday, September 27, 2018 – Board Meeting – 7:30 p.m.**

***(No Board Work Session and Board Meeting in August)***

**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.

July 20, 2018

## Chair's Remarks July 26, 2018 CA Board Meeting

<u>Date</u>	<u>Activity</u>	<u>Time</u>
July 20, 2018	CA's Middle School Pool Party (Locust Park Pool)	6:30 PM RR
July 21, 2018	Bark in the Park (Town Center - Vantage Point Park)	2:00 PM
July 23, 2018	Audit Committee meeting	7:30 PM
July 28, 2018	CA Board meeting	7:30 PM
Aug 3, 2018	CA's High School Pool Party (Locust Park Pool)	6:30 PM RR
Aug 7, 2018	National Night Out Activities	varies
Aug 21, 2018	Columbia Aquatics Advisory Committee meeting (Hickory Ridge)	7:00 PM
Aug 27, 2018	BOC meeting	7:30 PM
Sept 5, 2018	International & Multicultural Advisory Committee meeting	7:00 PM
Sept 8, 2018	Exploring Columbia on Foot - Downtown Columbia	10:00 AM
Sept 8, 2018	2018 Color Columbia Plein Air Paint Out (Lake Kittamaquundi and Wilde Lake - see website for details)	8:30 AM RR
Sept 12, 2018	Audit Committee meeting	7:30 PM
Sept 13, 2018	CA Board work session	7:30 PM

RR = Registration Required

Remember, no Board meetings are currently planned for August 2018. Enjoy the month!

Remember that the Lakefront Summer Festival

([www.columbiaassociation.org/events/lakefront-summer-festival/](http://www.columbiaassociation.org/events/lakefront-summer-festival/)) and Lakefront Wednesday Concert series ([www.columbiaassociation.org/events/lakefront-wednesdays-concert-series/](http://www.columbiaassociation.org/events/lakefront-wednesdays-concert-series/)) continue through July and August.



SENIOR  
LEADERSHIP  
TEAM

**Milton W. Matthews**  
President/  
Chief Executive  
Officer

**Susan Krabbe**  
Vice President/  
Chief Financial Officer

**Dan Burns**  
Director of  
Sport and Fitness

**Jane Dembner**  
Director of Planning  
and Community Affairs

**Sheri Fanaroff**  
General Counsel

**Paul Gleichauf**  
Acting Director of  
Communications  
and Marketing

**Janet Loughran**  
Executive Assistant  
to the President/CEO

**Dennis Matthey**  
Director of Open Space  
and Facility Services

**Ron Meliker**  
Director of  
Human Resources

**Michelle Miller**  
Director of  
Community Services

**Chuck Thompson**  
Chief Information  
Officer

**Jackie Tuma**  
Director of  
Internal Audit

## July 2018

### Office of the President/CEO

The Downtown Columbia Partnership (DTCP) hosted a community meeting on the Transportation Demand Management Plan (TDMP) on July 10. The TDMP was created as part of the 2010 Downtown Columbia Plan. The Howard County Office of Transportation and the DTCP worked in close coordination to develop the TDMP, which is the first plan of its type in the region.

Books in Bloom, which was held in June, has been selected for a Certificate of Merit award within the 2018 Downtown Achievement Awards: Events and Programming category. The award is sponsored by the International Downtown Association, which recognizes outstanding improvements to downtown by the work of dedicated individuals through the Downtown Achievement Awards. Merit awards recognize best practices in the areas of innovation, representation, and sustainability.

The Howard County Chamber continues to work with its members and community partners to aid in the relief efforts for the people and businesses of historic Ellicott City. Visit Howard County has assembled a comprehensive list of the places in which monetary donations, time, space, and skills may be donated, together with a list of upcoming fundraising events. More information can be found at [www.visithowardcounty.com/ecstrong/](http://www.visithowardcounty.com/ecstrong/)

Representatives from the Howard County Economic Development Authority (HCEDA) and Fraunhofer USA (FhUSA), on behalf its Center for Experimental Software Engineering (CESE), have signed a Memorandum of Understanding providing the framework and commitment to bring innovative and excellent services to the Howard County Innovation Center.

Fraunhofer USA's CESE is a key partner in the HCEDA's Howard County Innovation Center. Located on Gateway Drive, the HCEDA plans to develop the location into the epicenter of innovation to support excellence in business in Howard Center and across the region. Together with strategic partner organizations, the Innovation Center will feature a business incubator and accelerator; provide coworking space; offer business event facilities; while leading the way to close gaps in the application of new technologies and solutions to the business community.

## Administrative Services

### Human Resources

The Administrative Services team is moving through the human resources information system (HRIS) selection process. After reviewing proposals and participating in on-site demonstrations, three finalists have been scheduled for full-day demonstrations so that team members can thoroughly evaluate each vendor.

### Information Technology

The Information Technology Division filled two open positions for Help Desk technicians.

## Sport and Fitness

### Tennis – Pickleball

CA's new six-outdoor-court Pickleball facility at the Owen Brown Tennis Club opened in mid-July 2018. This is a state-of-the-art facility that will showcase America's fastest growing sport. CA will be offering adult pickleball instructional and drill programs, pickleball leagues, special social events, as well as private and group lessons for pickleball enthusiasts.

### Fitness

This summer we have launched TRFlex, Columbia Association's newest group training program. With a mix of cardio and strength, TRFlex provides participants with a complete and comprehensive fitness program. Centered around the popular suspension trainers, TRFlex delivers the best elements of high-intensity (H.I.I.T) and resistance training through its three main classes: TRX Strong, TRX Sweat, and Total TRX, together with our foundational classes: TRX Basics and TRX Gold. Each class is 50 minutes and incorporates a standard dynamic warm-up and cool-down routine.

The TRFlex program was established to fill a void for a portion of our fitness population, including the growing millennial presence in Columbia. This will be accomplished by focusing on availability and accessibility. The program has a basic schedule of classes; however, members have the ability to request a class to be added during days/times convenient for their schedule and staff will work to create the class. In addition, the ongoing nature of the classes and rolling enrollment allow for the program to maintain a uniformed structure, while allowing enough flexibility to fit the members' needs.

Due to the adaptability of the TRX Suspension Trainers, participants in our TRX Sweat class will even be able to incorporate running on CA-maintained trails as a component of their class experience. Also, we will take a different approach to class packages by allowing program participants to schedule their classes as they go rather than committing to a specific series. Access to class information and registration are being driven through the Columbia Association website and the CA app. This allows participants and prospects to do everything from buying class packages to registering for their classes, all at the tips of their fingers.

## Communications and Marketing

### Events/Program/Sales

Communications & Marketing (C&M) launched “**Summer’s hot, but we’re cool with that!**” an awareness campaign leveraging the July 4 holiday week’s expected heat wave with a social media and targeted email blast encouraging recipients to consider CA membership options to keep cool. A June 29 email, sent to 1621 prospects, drove an impressive 30.68% open rate. The June 29 post yielded 1,460 reads, 697 video views, 9 reactions and 3 clicks to an associated link. The June 29 Facebook ad yielded 196 landing page views, 5,244 people reached, and 8,369 impressions from an investment of a mere \$89.82.

### Publications and Design

The C&M team completed production of the Fall Activities Guide, which is currently being printed in preparation for mailing and distribution in early August. Additionally, the team created and produced 124 flyers that highlight Fall Activities Guide classes and events for fitness club posting.

### Digital Marketing

An article in our monthly Fitness Newsletter, combined with a regularly updated gallery of photos documenting the Columbia Athletic Club renovation, resulted in over 750 views of the Athletic Club Renovation page on [columbiaassociation.org](http://columbiaassociation.org). In social media, Facebook top-liked posts included *CA Camps spotlighting Cara Mogavero from My First Camp* (160 likes, 43 comments), *Three water safety tips* (100 likes, 13 comments) and *Athletic Club photo progress* (31 likes, 3 comments).

The C&M team began planning a communications and marketing campaign to promote the re-opening of Columbia Athletic Club this fall.

### Media

Notable press interaction from mid-June through early July included coverage of Columbia's new sister city in China by the Baltimore Sun and Columbia Flier, a story about CA's neighborhood center study by Business Monthly, and weekly articles and photo albums about the Columbia Neighborhood Swim League in the Columbia Flier.

## Open Space and Facility Services

### Athletic Club

The demolition phase is largely complete and interior renovations are now underway. Progress photos and the working construction schedule can be accessed on the Columbia Association’s website at [www.columbiaassociation.org/facilities/fitness/columbia-athletic-club/columbia-athletic-club-2018-renovations/](http://www.columbiaassociation.org/facilities/fitness/columbia-athletic-club/columbia-athletic-club-2018-renovations/)

### Swim Center Phase III

Work continues on the third and final phase at the Swim Center. The old roof has been removed and the repairs are underway on the structure, preparing to receive the new roof later this month. The Swim Center will remain closed for the duration of the summer and will reopen in September.

### **Horse Center**

Exterior drainage improvements and storm drain piping associated with the roof repairs are complete. The Barn One roof is under construction and should be completed next month. Work on the Barn Two roof has been rescheduled for later in August to accommodate the summer camp program. Design work associated with ADA improvements to the restrooms and other public spaces is currently in progress.

### **Supreme Sports Club**

The new stretching room near the cardio area has been completed and is open for patron use.

### **Fairway Hills Golf**

All debris from the storm has been cleaned up and removed. Work will begin on the bridge and boardwalk at Hole 6 (adjacent to Columbia Road) in mid- to late-July. Procurement documents associated with the boardwalk and bridges adjacent to Hole 18 are currently being developed.

## **Community Services**

### **School Age Services**

Columbia Association School Age Services presented a check for more than \$575 to Linwood Center, a Howard County-based organization dedicated to creating the possibility of extraordinary lives for children and adults living with autism.

The donation was part of School Age Services' "10 Cents for the Community" campaign, which teaches children to acknowledge the need in their world and gives them a tangible way to give back, if they so choose. In past years, we have collected 10 cents at a time for the environment, with proceeds going to the zoo and the Humane Society. The School Age Services directors, who led the committee this year, decided that CA should work with a local agency that serves a population mirroring a portion of the larger population served within our own programs.

### **Volunteer Center Serving Howard County**

The Volunteer Center Serving Howard County facilitated the collaboration between Prepare for Success and CA School Age Services to decorate school supply collection boxes that are located in CA fitness facilities, the Columbia Art Center, and the village centers. Boxes are decorated by students in CA's After School program to collect school supplies for children in need. Students appear to enjoy this project, which allows them the opportunity to help other students. Supplies are distributed through Prepare for Success.

## **Upcoming Events**

The Volunteer Center Serving Howard County will offer revised trainings for partner organizations to introduce and showcase new functionalities available through the updated volunteer management system available at [VolunteerHoward.org](http://VolunteerHoward.org), as well as modified "Volunteering Made Easy" sessions in July and August.



Report from the Inner Arbor Trust July, 2018

The Inner Arbor Trust, fiscal year May1-April 30th has almost completed its annual audit.

CA and the Trust are working closely on the design and engineering requirements for the CA path. RFPs have been sent out. We hope to have an initial path design in early September.

Use of the Park has increased dramatically. 47 events have been programmed on the Chrysalis this season and there are more to come. Ongoing and upcoming are the Chrysalis Kids series, the Chrysalis Cabaret series, Mystic India ( a sell out at the Filene Center last year), Maker Faire, the Heritage Film Festival, and Winter Wonderland with the Symphony of Lights. These represent an artistic and cultural variety and ethnic diversity that is central to our community and to our mission to provide arts and culture for the community.

The Butterfly plan has been reviewed and the proposed construction cost has been substantially reduced. Exploratory meetings with potential investors are ongoing.

A meeting with the Trust, CA, the Downtown partnership, IMA, Rec and Parks, and the DACC was held to discuss park use and maintenance. We are still anticipating that the DACC will complete construction of the required shared bathroom facilities this fiscal year.

Lin Eagan  
Chair





July 19, 2018

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

From: Dennis Matthey, Director, Open Space and Facility Services  
Al Edwards, Asst Director of Open Space and Facility Services

CC: Susan Krabbe, Vice President and CFO

Re: Patuxent Branch Trail Easement Request from Howard County

CA staff have reviewed the easement request submitted by Howard County.

**Howard County Easement Request Project Purpose:**

The easement request from Howard County will allow for the installation of a new pathway adjacent to Old Guildford Road, moving the existing travel path off of the county roadway. Old Guildford Road had been used in conjunction with the Patuxent Branch trail for many years but recent development of an adjacent parcel now requires Howard County to look for an alternative pathway orientation.

**Howard County Easement Request Modifications:**

CA staff required a number of modifications to the proposed Howard County easement request prior to submitting the request to the CA Board. These changes include:

- Expansion of the typical easement area maintenance strip on the northwest side of the pathway from 10' to as much as approximately 15' to include the full strip of CA open space between the pathway and Old Guildford Rd;
- Improvements to the the two county stormwater outfalls, with work scope to be determined as pathway design moves forward;
- Expansion of the easement area to include two stormwater outfalls and buffers which terminate beyond the typical 10' maintenance strip on the southwest side of the pathway; and
- Revise the side slopes from 2:1 to CA's minimum standard of 3:1.

**Recommendation:**

With modifications to the easement request as noted, staff finds the plan technically complete and recommends approval of the Howard County easement, pending CA Board review and approval of the pathway orientation and subject to staff review of the final construction documents and legal agreements.

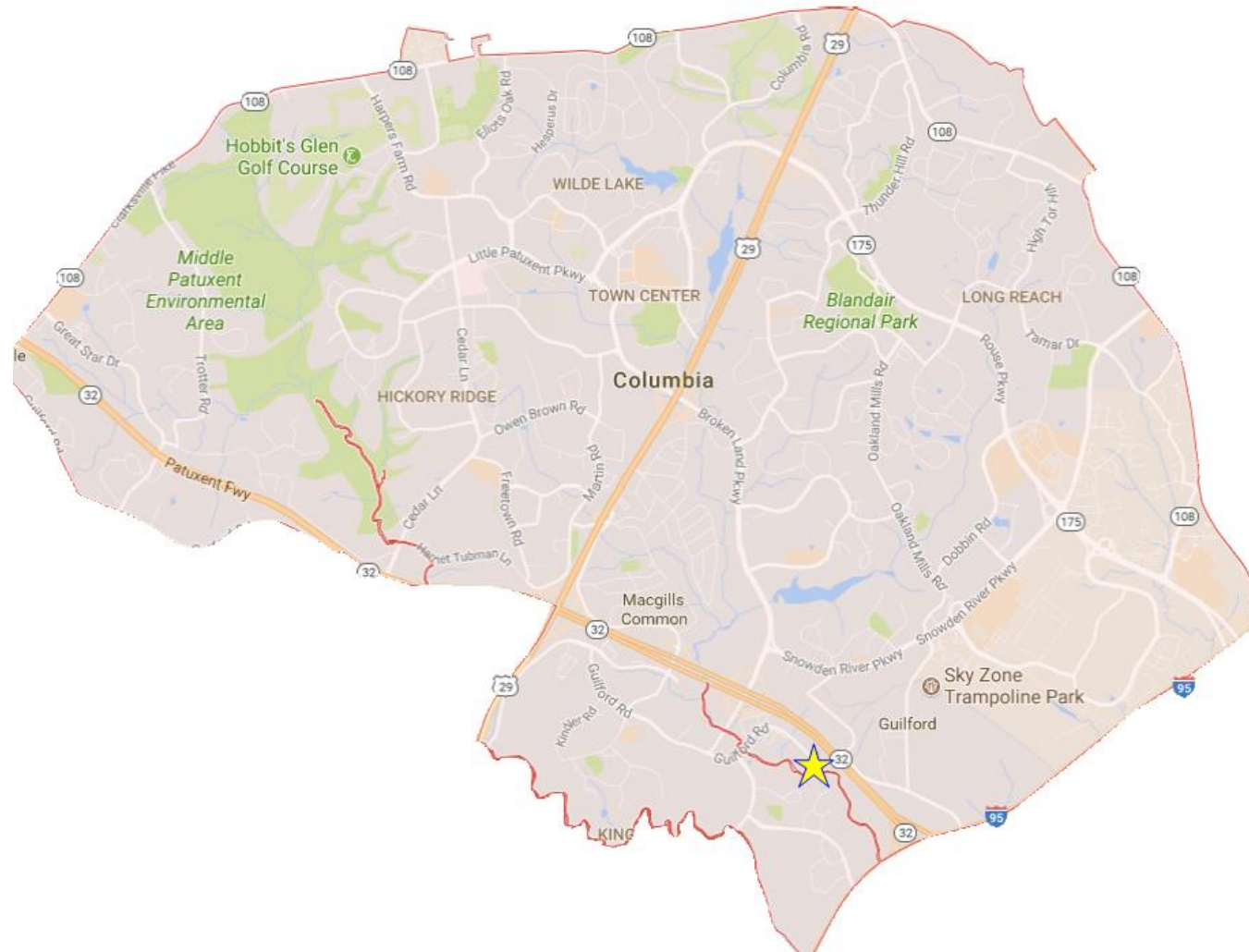
# Patuxent Branch Trail at Guilford Rd

PRESENTATION TO THE BOARD OF  
DIRECTORS  
07.26.2018

**Columbia**  
Association

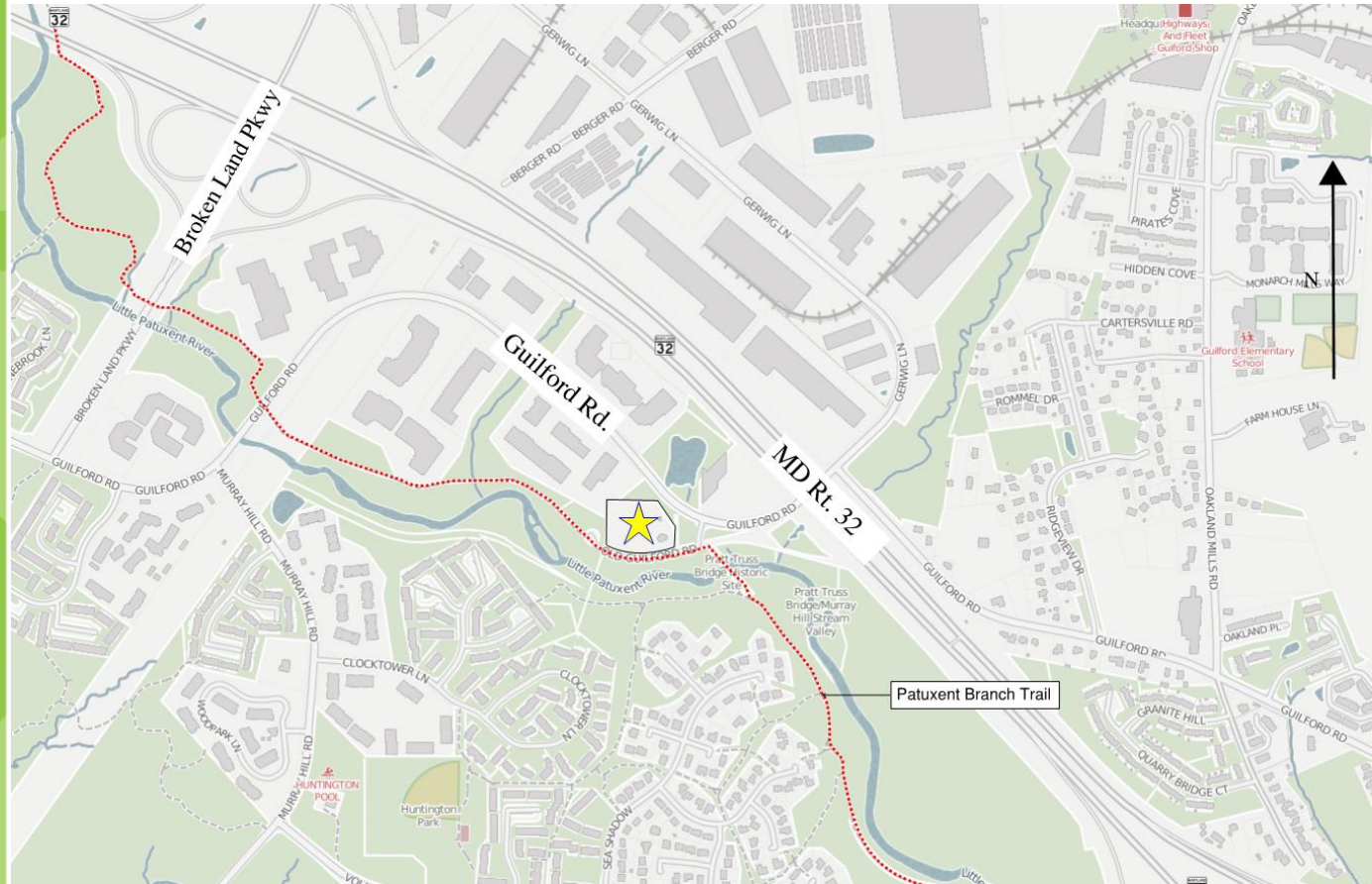
# Introduction

## Vicinity Map



# Introduction







## Guilford Self Storage★





# Property Ownership



-  CA Open Space  
 Guilford Self Storage Property  
 Columbia Mall Inc.  
 Howard County Parks and Rec  
 Patuxent Branch Trail  
 CA Pathway

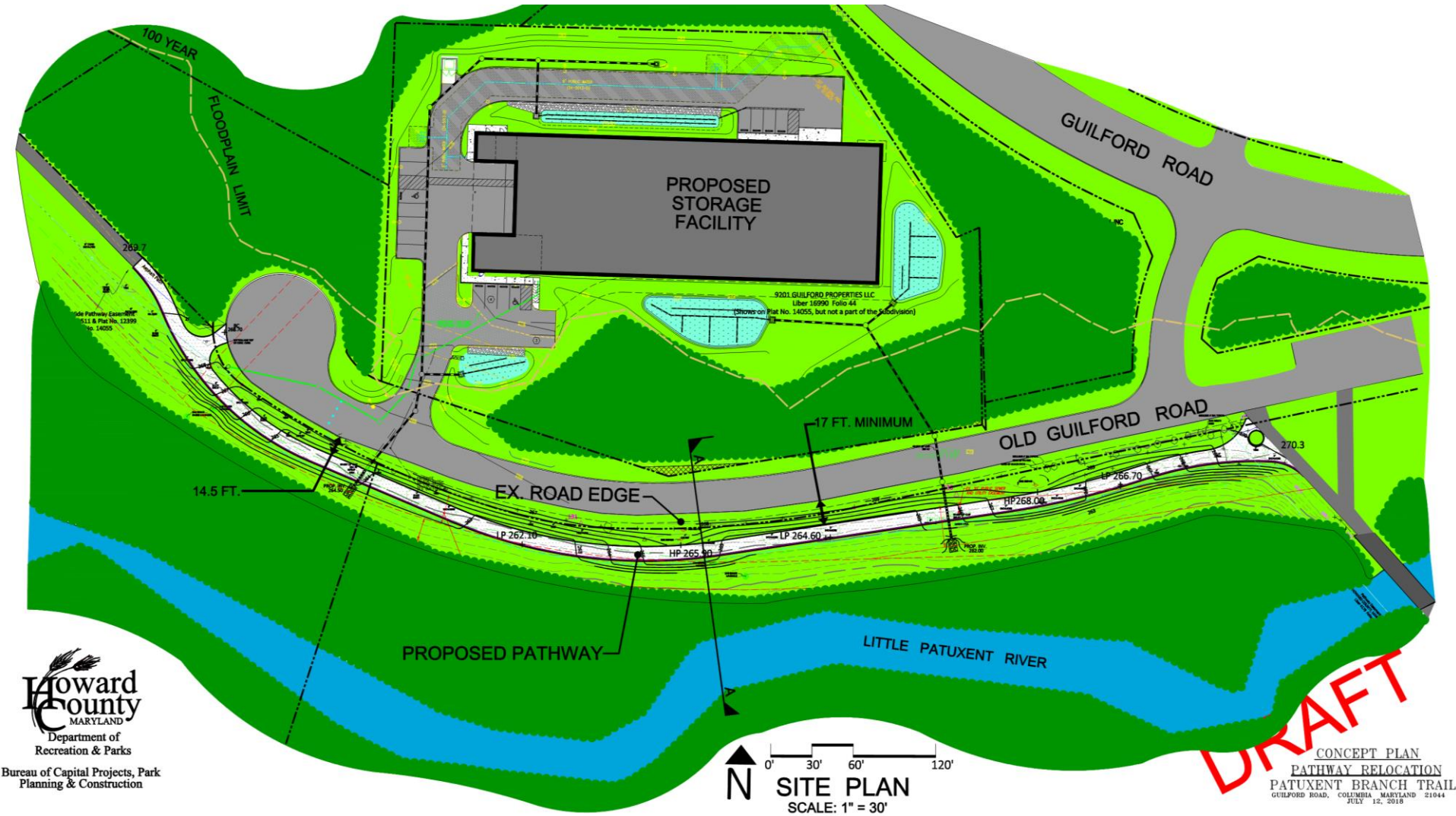


# Existing Pathway

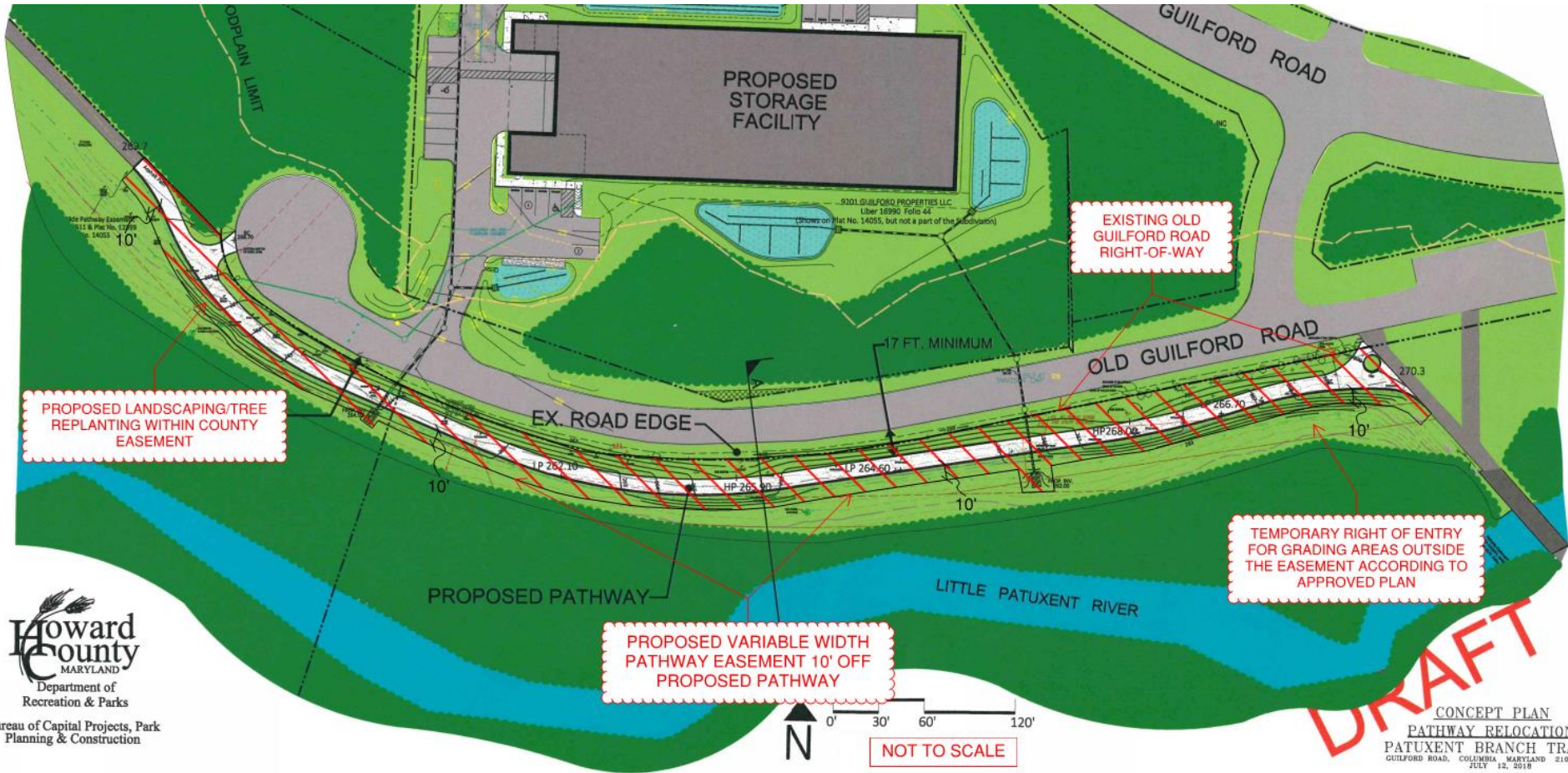




# Howard County Proposed Pathway



# Proposed Easement





# Details

## Easement Request

- Variable width pathway easement
  - Easement to extend from right-of-way on Southside of Old Guilford Rd. to 10' from South edge of pathway
  - Easement will encompass two stormwater outfalls



## Proposed New Section of Patuxent Branch Trail Fully Separated From Old Guilford Road As Presented to Kings Contrivance Village Board on 7/18/18

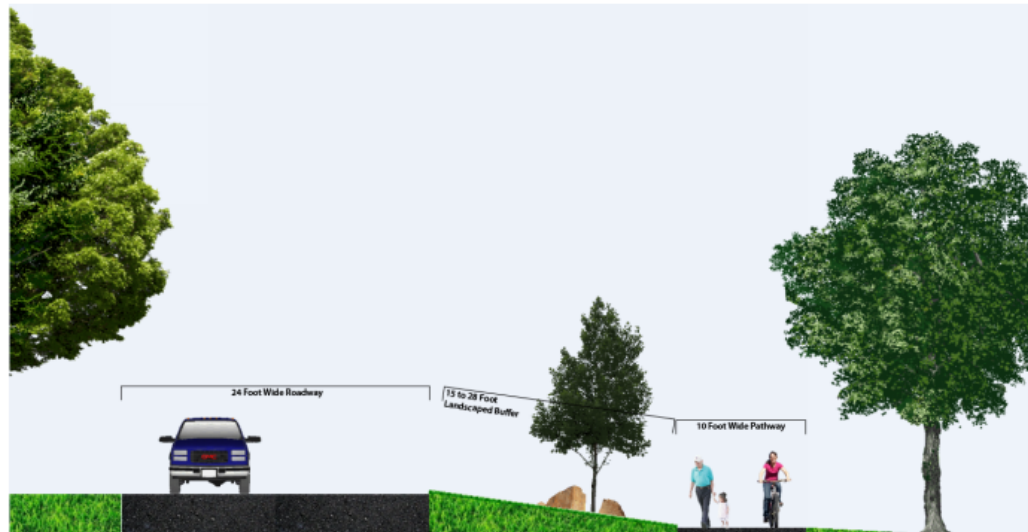


Howard County Government proposes a new section of shared use pathway to fill a gap on the Patuxent Branch Trail near Old Guilford Road.

The Patuxent Branch Trail is a 4.6 mile shared use pathway from Savage Park to Lake Elkhorn. The only segment that is not designated as shared use pathway is the approximately 750 feet where the Patuxent Branch Trail has used Old Guilford Road for several years.

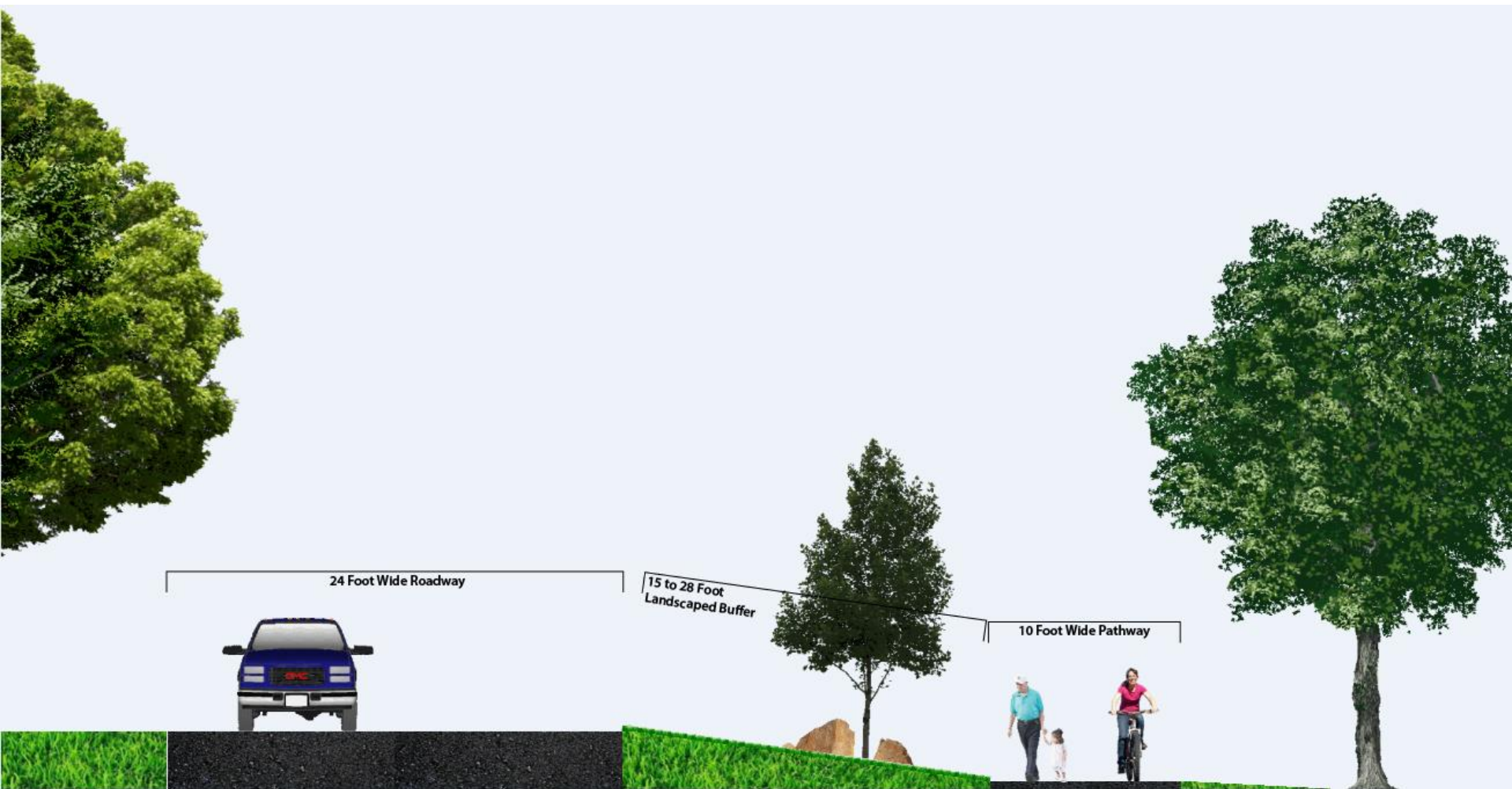
Howard County Government is proposing a new section of asphalt shared use pathway to fill this gap and provide substantial separation between Old Guilford Road and the Patuxent Branch Trail and ensure the safety and comfort of trail users. The proposal is shown below in cross section view and on the reverse page in plan view.

### Proposed Shared Use Pathway Fully Separated From Old Guilford Road; Cross Section View



The new pathway segment is currently in the design phase, with incorporation of community input. Next steps would include:

- Permit from Maryland Department of Environment for pathway alignment
- Approval from the Soil Conservation District
- Easement from the Columbia Association
- Construction of new pathway segment

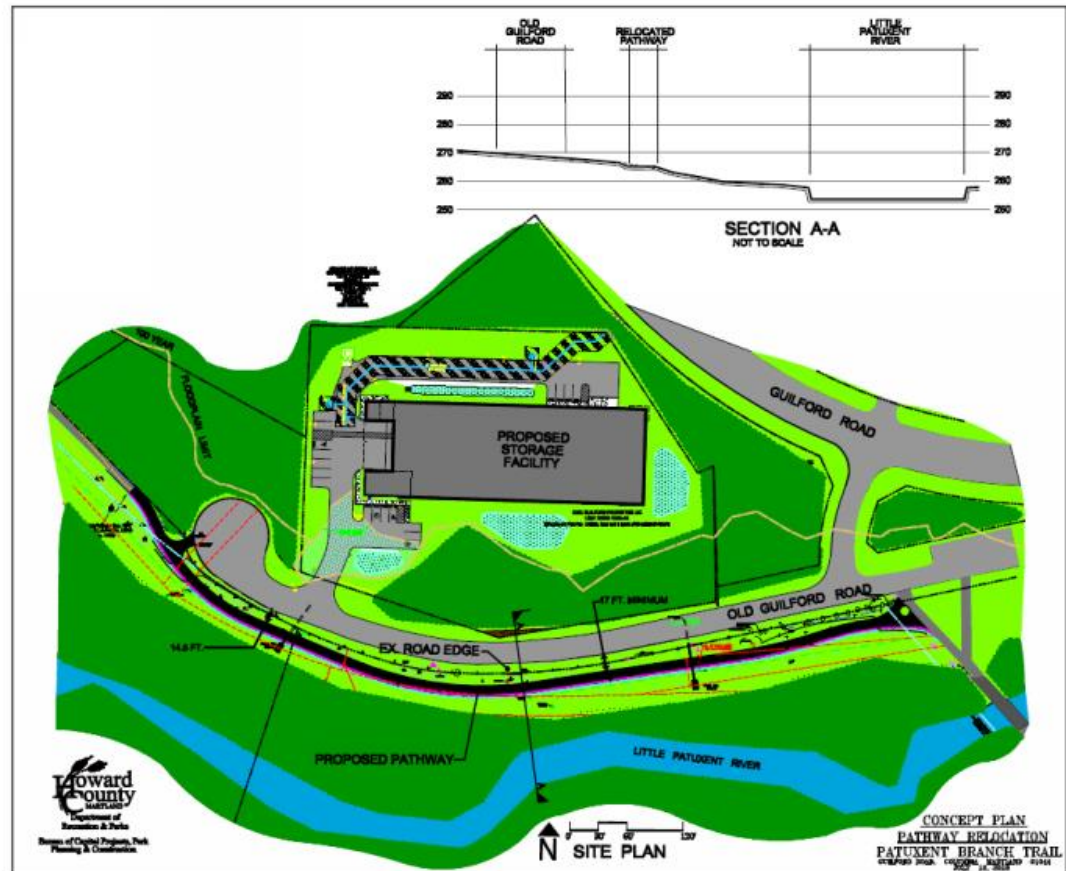




# Howard County



Proposed Shared Use Pathway Full Separated From Old Guilford Road; Plan View

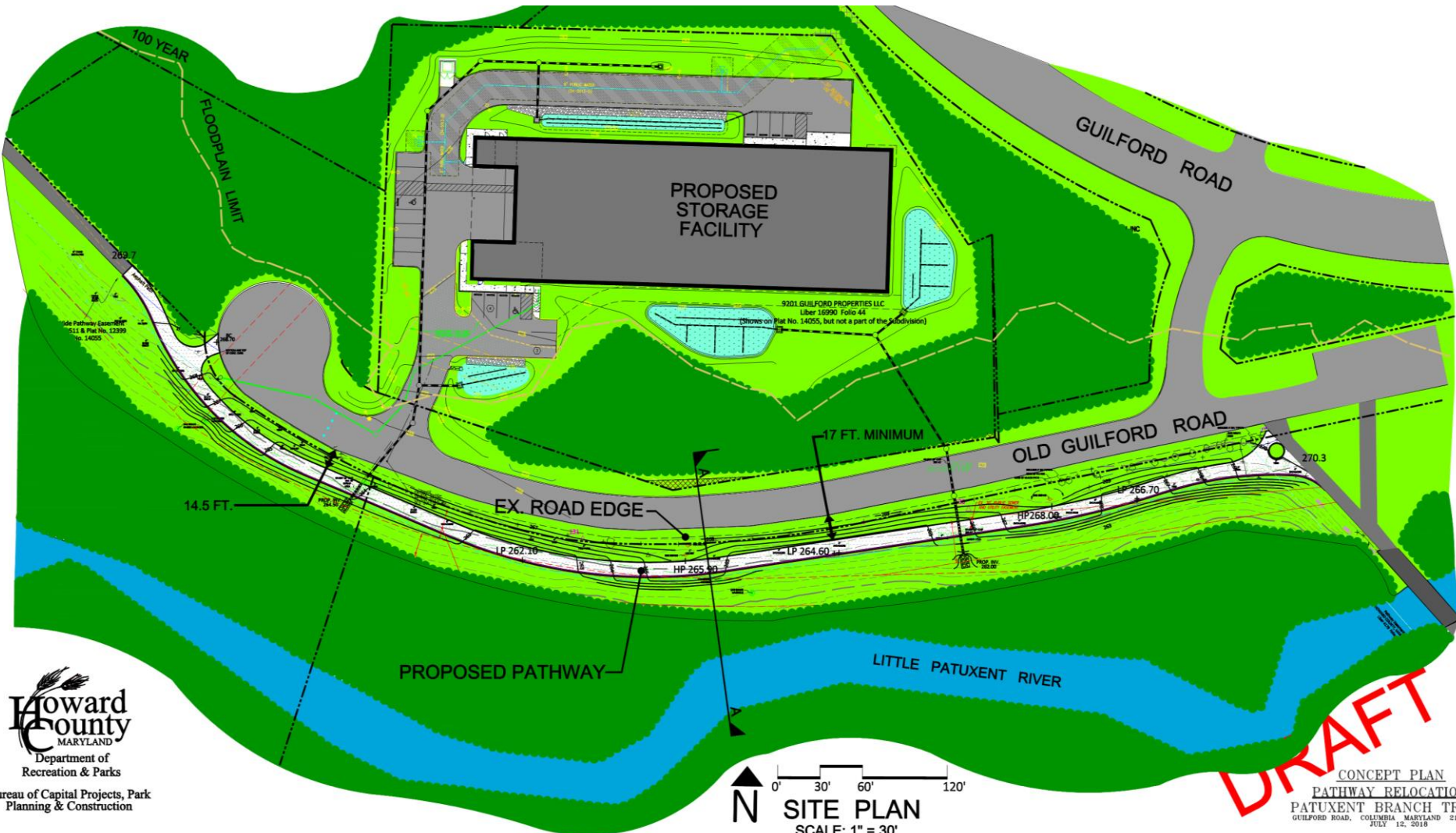


## Contacts:

Planning and Zoning Questions: Val Lazdins, [planning@howardcountymd.gov](mailto:planning@howardcountymd.gov)

Patuxent Branch Trail Questions: Raul Delorme, [rdelorme@howardcountymd.gov](mailto:rdelorme@howardcountymd.gov)

Other Bicycle and Pedestrian Questions: Chris Eatough, [ceatough@howardcountymd.gov](mailto:ceatough@howardcountymd.gov)



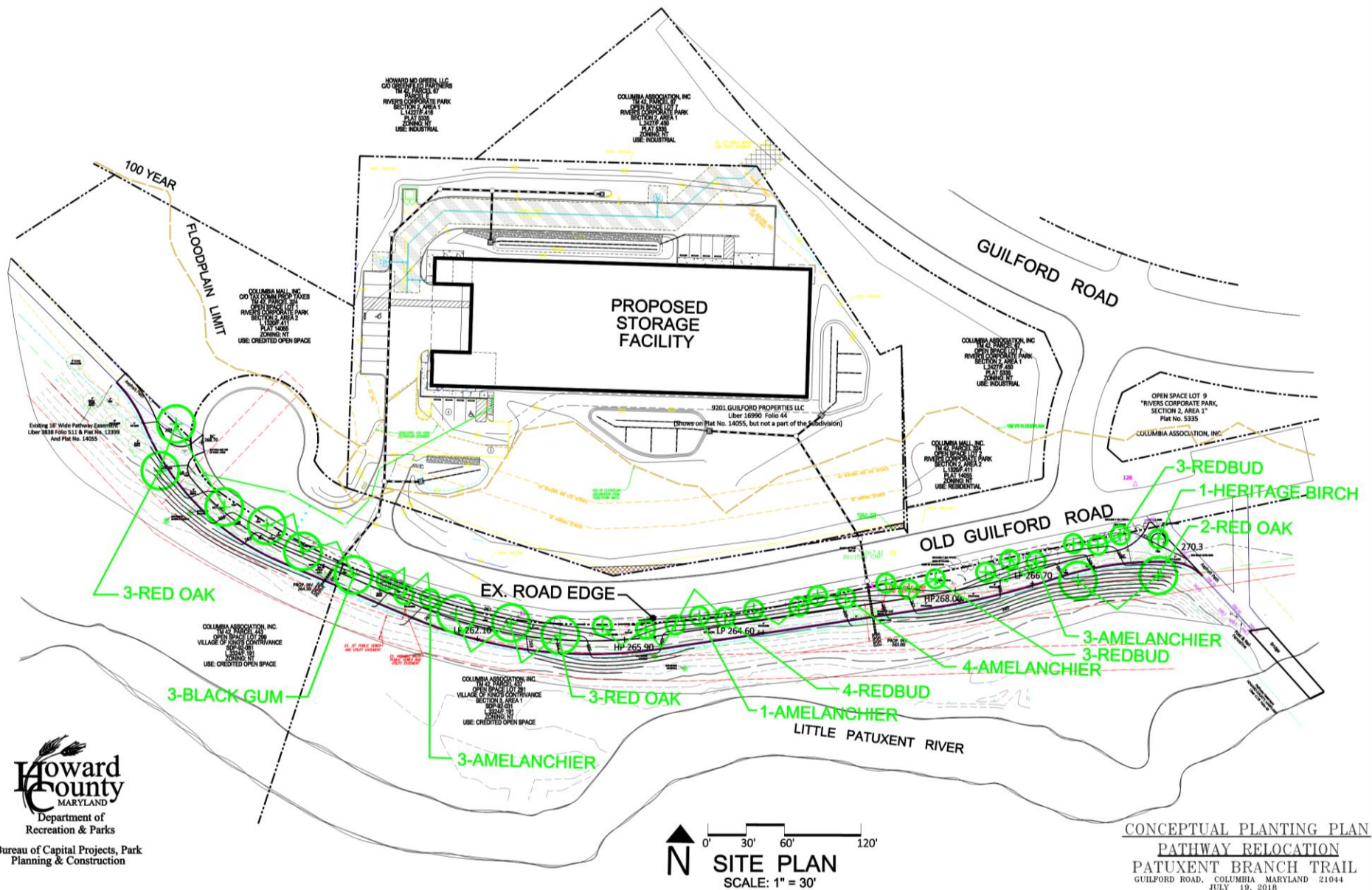
Bureau of Capital Projects, Park Planning & Construction

N  
0' 30' 60' 120'  
SITE PLAN  
SCALE: 1" = 30'

**DRAFT**  
CONCEPT PLAN  
PATHWAY RELOCATION  
PATUXENT BRANCH TRAIL  
GUILFORD ROAD, COLUMBIA MARYLAND 21044  
JULY 12, 2018



# Landscape Plan





**QUESTIONS?**

**Columbia Association, Inc.**  
**Financial Statements**  
**and Independent Auditors' Report**  
**April 30, 2018 and 2017**

**Columbia Association, Inc.**

Index

Page

Independent Auditors' Report

1

Financial Statements

Statements of Financial Position

3

Statements of Activities

4

Statements of Cash Flows

5

Notes to Financial Statements

6

Draft



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Columbia Association, Inc.  
Columbia, Maryland

We have audited the accompanying financial statements of Columbia Association, Inc., which comprise the statements of financial position as of April 30, 2018, and the related statements of activities, and cash flows for the years then ended, and the related notes to financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Columbia Association, Inc. as of April 30, 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

***Other Matter***

The 2017 financial statements of Columbia Association, Inc. were audited by other auditors whose report dated July 28, 2017, expressed an unmodified opinion on those statements.

**CliftonLarsonAllen LLP**

Baltimore, Maryland  
REPORT DATE

Draft

**Columbia Association, Inc.**  
**Statements of Financial Position**  
**April 30, 2018 and 2017**  
**(in Thousands)**

Assets

	2018	2017
Cash and cash equivalents	\$ 68	\$ 1,845
Accounts receivable, net	3,188	7,255
Prepaid expenses and other assets	1,663	1,726
Risk management fund	6,478	6,480
Workers' compensation fund	3,487	3,229
Property, facilities and equipment, net	130,293	117,690
Intangible assets, net	319	319
	<hr/>	<hr/>
Total assets	\$ 145,496	\$ 138,544
	<hr/>	<hr/>

Liabilities and Net Assets

Liabilities

Line of credit	\$ 5,905	\$ -
Accounts payable and accrued expenses	15,472	12,847
Deferred revenue	4,524	8,544
	<hr/>	<hr/>
	25,901	21,391
	<hr/>	<hr/>

Term debt

Term loan, net of deferred financing costs	23,890	25,566
Capital lease obligations	335	475
	<hr/>	<hr/>

Total term debt	24,225	26,041
	<hr/>	<hr/>

Total liabilities	50,126	47,432
	<hr/>	<hr/>

Net assets

Unrestricted	95,370	91,112
	<hr/>	<hr/>

Total liabilities and net assets	\$ 145,496	\$ 138,544
	<hr/>	<hr/>

See Notes to Financial Statements.

**Columbia Association, Inc.**

**Statements of Activities  
Years Ended April 30, 2018 and 2017  
(in Thousands)**

	<u>2018</u>	<u>2017</u>
Revenue		
Annual charge	\$ 38,849	\$ 37,122
Sport and fitness	25,697	26,384
Community services	4,680	4,416
Communications and marketing	165	-
Open space and facility services	981	783
Village community associations	9	14
Interest income and other	252	145
Unrealized (loss) gain on marketable securities	(3)	15
Total revenue	<u>70,630</u>	<u>68,879</u>
Expenses		
Program services:		
Sport and fitness	28,710	28,288
Community services	6,291	5,764
Communications and marketing	2,937	2,785
Open space and facility services	14,149	13,559
Village community associations	4,910	4,767
Total program services	<u>56,997</u>	<u>55,163</u>
Supporting services:		
Administrative	<u>9,375</u>	<u>8,614</u>
Total expenses	<u>66,372</u>	<u>63,777</u>
Increase in unrestricted net assets	4,258	5,102
Unrestricted net assets, beginning of year	<u>91,112</u>	<u>86,010</u>
Unrestricted net assets, end of year	<u><u>\$ 95,370</u></u>	<u><u>\$ 91,112</u></u>

See Notes to Financial Statements.

**Columbia Association, Inc.**  
**Statements of Cash Flows**  
**Years Ended April 30, 2018 and 2017**  
**(in Thousands)**

	<u>2018</u>	<u>2017</u>
Cash flows from operating activities		
Increase in unrestricted net assets	\$ 4,258	\$ 5,102
Adjustments to reconcile increase in unrestricted net assets to net cash provided by operating activities		
Depreciation expense and amortization	9,923	9,244
Bad debt expense	602	250
Amortization of deferred financing costs	14	15
Loss on disposal of fixed assets	1,170	203
Unrealized loss (gain) on marketable securities	3	(15)
Changes in operating assets and liabilities		
Accounts receivable	3,465	4,550
Prepaid expenses and other assets	63	(183)
Accounts payable and accrued expenses	2,625	987
Deferred revenue	(4,020)	(4,808)
Net cash provided by operating activities	<u>18,103</u>	<u>15,345</u>
Cash flows from investing activities		
Net purchases of investments held by trustees	(259)	(263)
Purchase of property, facilities and equipment	(23,774)	(12,281)
Proceeds from the sale of equipment	78	150
Net cash used in investing activities	<u>(23,955)</u>	<u>(12,394)</u>
Cash flows from financing activities		
Net borrowings (repayments) under line of credit	5,905	(307)
Net principal payments on capital lease obligations	(140)	128
Principal payments on term loan	(1,690)	(1,629)
Net cash provided by (used in) financing activities	<u>4,075</u>	<u>(1,808)</u>
Net (decrease) increase in cash and cash equivalents	(1,777)	1,143
Cash and cash equivalents, beginning of year	<u>1,845</u>	<u>702</u>
Cash and cash equivalents, end of year	<u>\$ 68</u>	<u>\$ 1,845</u>
Supplemental disclosure of cash flow information		
Cash paid during the year for interest	<u>\$ 942</u>	<u>\$ 992</u>
Assets acquired under capital lease	<u>\$ -</u>	<u>\$ 559</u>

See Notes to Financial Statements.

**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

**Note 1 - Organization and summary of significant accounting policies**

**Organization**

Columbia Association, Inc. (the "Association") is a nonprofit membership corporation, incorporated under Maryland law. It develops and operates recreation and community facilities; provides community programs and assistance; and maintains and develops park land and open space in Columbia, Maryland. The Association is governed by an eleven-member Board of Directors comprised of the Association's President and ten members elected by residents of each of the ten villages.

**Use of estimates in preparing financial statements**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Cash and cash equivalents**

The Association defines cash equivalents as all highly liquid investments with maturities of ninety days or less when acquired, except when such investments are held by trustees for the risk management and workers' compensation funds.

**Accounts receivable**

Accounts receivable consist principally of membership fees receivable, which are uncollateralized and generally have a term of one to three years. Accounts receivable also include annual charge balances, which are collateralized by the related property.

The carrying amount of accounts receivable is reduced by a valuation allowance. The reserve for abatements and allowance for doubtful accounts is based on management's assessment of the collectability of specific accounts and the amount of abatements residents will receive on their property assessment.

**Risk management fund**

Under the Association's risk management program, self-insured claims for general liability risks are accrued based on the best estimate of the ultimate cost of both asserted claims and unasserted claims from reported incidents and estimated losses from unreported incidents. Such estimates are reviewed by counsel. The Association is funding the risk management program under a trust fund arrangement, which currently provides for funding as actuarially determined by independent actuaries.



**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

**Workers' compensation fund**

The Association has a self-insurance program for workers' compensation. Under this program, the Association has a workers' compensation fund for its estimate of the ultimate cost of both asserted and unasserted claims from reported workers' compensation incidents and estimated losses from unreported incidents. Claims and fund expenses are paid directly out of the workers' compensation fund. The program includes a trust deposit escrow account in the name of Maryland Workers' Compensation Commission for the benefit of the Association. The investment level of the fund is periodically reviewed by the State of Maryland Workers' Compensation Commission and by independent actuaries.

**Investments held by trustees**

Investments held by trustees consisting of money market funds and U.S. Government mortgage bonds and treasuries are stated at fair value and are reflected in the risk management fund and workers' compensation fund on the statements of financial position.

**Property, facilities and equipment, net**

Land includes approximately 3,600 acres of land that has been contributed to the Association since the establishment of the community of Columbia and is recorded at zero value. The contributed land is subject to a zoning ordinance limiting its usage to public or community usage. Costs of parks, lakes and related permanent land improvements are accounted for as land and are not depreciated because they have an indefinite useful life. Facilities, equipment and land improvements that have a limited life are stated at cost and are depreciated using the straight-line method.

<u>Assets</u>	<u>Estimated useful lives</u>
Building and recreational facilities	10 to 40 years
Land improvements	20 to 25 years
Furniture, equipment and other	3 to 10 years

Accounting for the Impairment or Disposal of Long-Lived Assets, requires that an impairment loss be recognized only if the carrying amount of a long-lived asset is not recoverable from its undiscounted cash flows and that the measurement of any impairment loss be the difference between the carrying amount and the fair value of the asset. There were no impairment losses recognized during the periods ended April 30, 2018 and 2017, respectively.

**Intangible assets**

Goodwill relates to the purchase of land. The annual charge resulting from this transaction exceeds the carrying amount of the goodwill and therefore no adjustment to carrying value is deemed necessary.

**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

**Deferred financing costs**

Expenses related to the term loan are being amortized using the effective interest method over the term of the respective debt. Accumulated amortization as of April 30, 2018 and 2017 was \$60 and \$46, respectively. Amortization expense for the periods ended April 30, 2018 and 2017 was \$14 and \$15, respectively. Estimated future amortization expense is as follows:

Year ending April 30,	Amortization expense
2019	\$ 13
2020	12
2021	11
2022	10
2023	9
2024 and Thereafter	29
Total	<u>\$ 84</u>

**Revenue recognition**

Annual charge revenue consists of annual charges for which future services are not required and are recognized as revenue when the annual charges are billed and due. Membership and other fees are recognized as revenue on a pro rata basis during the membership period with unearned fees recorded as deferred revenue.

**Rental expense**

Rental expense is recognized over the lease terms as it becomes payable according to the provisions of the respective leases. However, if the rental expense varies from a straight-line basis, future rental expense including scheduled and specific rent increase and/or rent concession are recognized on a straight-line basis over the lease terms.

**Advertising**

The Association uses advertising to promote its programs among the audiences it serves. The costs of advertising are expensed as incurred. Advertising and promotion costs totaled \$670 and \$754 for the periods ended April 30, 2018 and 2017, respectively.

**Income taxes**

Although exempt from federal and state income taxes as provided for under Section 501(c)(4) of the Internal Revenue Code, the Association is subject to federal and state taxes on unrelated business income, if any.

The Association adopted the guidance provided in *Accounting for Uncertainty in Income Taxes* on April 1, 2009. Management has determined that the Association has no material uncertain tax positions that would require recognition under the guidance. The federal and state income tax returns of the Association are subject to examination by the IRS and state taxing authorities, generally for three years after they were filed. Net unrelated business income was \$0 and \$2 for the periods ended April 30, 2018 and 2017, respectively.

**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

**Reclassifications**

Certain prior year amounts have been reclassified to conform with the current year presentation.

**Subsequent events**

The Association evaluated subsequent events through REPORT DATE, the date the financial statements were available to be issued.

**Note 2 - Accounts receivable**

Accounts receivable are comprised of the following as of April 30, 2018 and 2017:

	2018	2017
Membership fees	\$ 3,007	\$ 7,941
Annual charges	847	785
Other	579	372
	<hr/>	<hr/>
Total accounts receivable	4,433	9,098
Less reserves for abatements and allowance for doubtful accounts	1,245	1,843
	<hr/>	<hr/>
	\$ 3,188	\$ 7,255
	<hr/>	<hr/>

**Note 3 - Investments and other assets**

**Risk management fund**

Investments included in the risk management fund are held by a Trustee and are combined in a portfolio, which consists of the following as of April 30, 2018 and 2017:

	2018		2017	
	Cost	Fair Value	Cost	Fair Value
Cash and cash equivalents	\$ 134	\$ 134	\$ 316	\$ 316
Government debt securities	6,335	6,319	6,159	6,150
Accrued interest	25	25	14	14
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 6,494	\$ 6,478	\$ 6,489	\$ 6,480
	<hr/>	<hr/>	<hr/>	<hr/>

**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

**Workers' compensation fund**

Investments included in the workers' compensation fund are held by a Trustee in a portfolio, which consists of the following as of April 30, 2018 and 2017:

	2018		2017	
	Cost	Fair Value	Cost	Fair Value
Cash and cash equivalents	\$ 120	\$ 120	\$ 105	\$ 105
Government debt securities	3,358	3,367	3,118	3,124
	<u>\$ 3,478</u>	<u>\$ 3,487</u>	<u>\$ 3,223</u>	<u>\$ 3,229</u>

**Note 4 - Fair value measurements**

In determining fair value, the Association uses various valuation approaches within the fair value measurement framework. Fair value measurements are determined based on the assumptions that market participants would use in pricing an asset or liability.

Professional guidance establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. The levels within the hierarchy based on the reliability of inputs are as follows:

- Level 1 - Valuations based on unadjusted quoted prices for identical assets or liabilities in active markets;
- Level 2 - Valuations based on quoted prices for similar assets or liabilities or identical assets or liabilities in less active markets, such as dealer or broker markets; and
- Level 3 - Valuations derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable, such as pricing models, discounted cash flow models and similar techniques not based on market, exchange, dealer or broker-traded transactions.

The following is a description of the valuation methodologies used for instruments measured at fair value and their classification in the valuation hierarchy.

**Trading and available-for-sale securities**

Debt securities consisting of government agency debt obligations are generally valued at the most recent price of the equivalent quoted yield for such securities, or those of comparable maturity, quality and type.

**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

The following table presents assets and liabilities measured at fair value by classification within the fair value hierarchy as of April 30, 2018:

	<u>Fair value measurements using</u>		
	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Total
Government debt securities*	\$ -	\$ 9,686	\$ 9,686

The following table presents assets and liabilities measured at fair value by classification within the fair value hierarchy as of April 30, 2017:

	<u>Fair value measurements using</u>		
	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Total
Government debt securities*	\$ -	\$ 9,274	\$ 9,274

\*Government debt securities are included in the risk management fund and workers' compensation fund as discussed in Note 3.

**Note 5 - Property, facilities and equipment, net**

Property, facilities and equipment consist of the following as of April 30, 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Land	\$ 6,533	\$ 6,533
Parks, lakes and related improvements	10,391	10,400
Land improvements	77,990	75,435
Buildings and recreation facilities	127,833	112,296
Furniture, equipment and other	31,133	30,793
Construction-in-progress	<u>5,261</u>	<u>5,538</u>
Total property, facilities and equipment	259,141	240,995
Less accumulated depreciation	<u>128,848</u>	<u>123,305</u>
Property, facilities and equipment, net	<u>\$ 130,293</u>	<u>\$ 117,690</u>

**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

**Note 6 - Annual charge**

The principal source of the Association's revenue is an annual charge, based on a rate (68 cents per \$100 of assessed valuation in both fiscal years 2018 and 2017) established annually by the Board of Directors, on all of Columbia's assessable real property. The Association's net assessed value is 50% of the State's assessed phased-in cash value subject to a 10% annual increase cap; however, the Board of Directors capped the increase at 3.5% for fiscal years 2018 and 2017.

The net assessed value for assessment years beginning July 1 was as follows:

2018	\$	11,371,188
2017		10,970,394

**Note 7 - Line of credit**

The Association has available an unsecured line of credit with a bank, which, under a loan agreement, is limited to borrowings of \$30,000 as of July 2018. The outstanding note bears interest at the lower of the bank's prime rate or LIBOR plus 55 basis points (2.45% and 1.53% as of April 30, 2018 and 2017, respectively) and is due on demand. Additionally, the note bears an unused commitment fee of 10 basis points on any difference between the preauthorized schedule of the projected outstanding balance and the amount of the credit actually used. The Association had \$5,905 and \$-0- outstanding under the line of credit as of April 30, 2018 and 2017.

**Note 8 - Term debt**

**Term loan**

On June 26, 2014, the Association entered into a 15-year fixed rate bank loan with TD Bank in the amount of \$30,000. The loan's interest rate is 3.63% and matures in fiscal year 2030. The Association began making monthly principal and interest payments in August 2014 for the term of the loan. The funds were used to refinance certain interim indebtedness incurred to finance capital improvements. As of April 30, 2018, the future loan principal payments are as follows:

2019	\$	1,753
2020		1,817
2021		1,887
2022		1,957
2023		2,031
2024 and Thereafter		<u>14,529</u>
Total term loan		23,974
Less deferred financing costs, net		<u>(84)</u>
Term loan, net	\$	<u>23,890</u>

**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

Interest expense capitalized was \$162 and \$27 during the periods ended April 30, 2018 and 2017, respectively.

**Capital lease obligation**

The cost and accumulated amortization of equipment under capital leases were \$574 and \$351, respectively, as of April 30, 2018, and \$590 and \$202, respectively, as of April 30, 2017. As of April 30, 2018, the future minimum annual payments under capital leases are as follows:

2019	\$	143
2020		143
2021		<u>54</u>
Total minimum lease payments		340
Less amount representing interest		<u>(5)</u>
Present value of net minimum lease payments	\$	<u><u>335</u></u>

**Note 9 - Retirement benefit plan**

Substantially all full-time and eligible part-time employees are covered by a defined contribution retirement benefit plan. Contributions are based on 6% of eligible employees' salaries. Employees become fully vested after six years of service. Expenses under this plan were \$1,149 and \$1,048 for the periods ended April 30, 2018 and 2017, respectively.

**Note 10 - Commitments**

The Association leases certain facilities and equipment under operating leases. Rental expense, was \$2,084 and \$1,915 for the periods ended April 30, 2018 and 2017, respectively.

The Association records rent expense using the straight-line method over the life of the lease terms, which differs from the amount of rent due under the terms of the leases, resulting in a deferred rent payable, of \$414 and \$310, which was included in accounts payable and accrued expenses as of April 30, 2018 and 2017, respectively.



**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

As of April 30, 2018, the Association's total commitment for minimum annual rentals, exclusive of maintenance and other occupancy costs, under noncancellable operating leases are as follows:

2019	\$	1,547
2020		1,578
2021		1,610
2022		1,642
2023		1,675
2024 and Thereafter		<u>6,287</u>
Total	\$	<u>14,339</u>

The lease for the headquarters building located on Hillside Court includes a rent abatement for the period September 1, 2015 to April 30, 2016 valued at \$460. Accrued abatements of \$363 and \$399 were included in accounts payable and accrued expenses as of April 30, 2018 and 2017, respectively.

The lease for Haven on the Lake includes a rent abatement for the period September 1, 2014 to August 31, 2015 valued at \$386. Accrued abatements of \$257 and \$292 were included in accounts payable and accrued expenses as of April 30, 2018 and 2017, respectively. The lease also includes a tenant improvement allowance of \$1,378. Accrued allowances of \$978 and \$1,043 were included in accounts payable as of April 30, 2018 and 2017, respectively. The abatements and allowances are amortized over the life of the lease and are reflected as a reduction of rent expense as reported in the statements of activities.

**Note 11 - Postretirement health care**

The Association sponsors a defined postretirement medical benefit plan that covers both salaried and nonsalaried full-time employees and their spouses or surviving spouses. The postretirement health care plan is contributory. The Association will provide a maximum annual contribution of \$2.5 to retired employees and their spouses for employees who have 20 or more years of full-time service with the Association and have passed their 60th birthday. This contribution will decrease to a maximum of \$1.5 when the retiree reaches age 65. This benefit terminates on the 10<sup>th</sup> anniversary of the benefit commencement date. The employee contributes the remainder of the health care cost.

**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

The following table sets forth the funded status of the Association's postretirement health care benefit plan reconciled to the accrued postretirement benefits cost recognized by the Association as of April 30:

	<u>2018</u>	<u>2017</u>
Reconciliation of benefit obligations		
Obligation at beginning of year	\$ 678	\$ 704
Service cost	31	28
Interest cost	27	27
Actuarial gain	-	(72)
Amortization of net loss	(5)	-
Amortization of unrecognized past service cost	(15)	-
Benefit payments	<u>(11)</u>	<u>(9)</u>
Obligation at end of year	<u>\$ 705</u>	<u>\$ 678</u>
Amount not yet recognized in net periodic postretirement benefit costs		
Unrecognized prior service credit	\$ -	\$ 15
Unrecognized gain	<u>112</u>	<u>111</u>
Total amount not yet recognized in net periodic postretirement benefit costs	<u>\$ 112</u>	<u>\$ 126</u>
Net periodic postretirement benefit costs include		
Service cost	\$ 31	\$ 28
Interest cost	27	27
Amortization of net gain from prior periods	-	(8)
Amortization of unrecognized prior service cost	<u>(15)</u>	<u>(15)</u>
Net periodic postretirement benefit costs	<u>\$ 43</u>	<u>\$ 32</u>

The discount rate was 4.45% as of April 30, 2018 and 2017. The gross trend rate for health care coverage is 10.0% grading to 4.45% over five years.

**Columbia Association, Inc.**

**Notes to Financial Statements  
April 30, 2018 and 2017  
(in Thousands)**

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. A one percent change in assumed health care cost trend rates would have the following effects:

	<u>1% Increase</u>	<u>1% Decrease</u>
Effect on total service and interest cost components of net periodic postretirement health care benefit cost	\$ 8	\$ (7)
Effect on the health care component of the accumulated postretirement benefit obligation	87	(76)

The following is a projection of expected future benefits under the plan:

2019	\$ 21
2020	33
2021	39
2022	51
2023	54
2024 - 2027	<u>272</u>
	<u>\$ 470</u>

**Note 12 - Significant estimates**

**Reserve for general liability self-insurance**

Under its general liability self-insurance plan, the Association accrues the estimated expense of general liability claims based on claims filed subsequent to year-end and an additional amount for incurred, but not yet reported claims based on prior experience. Accruals for such costs of \$1,327 and \$1,361 are included in accrued expenses as of April 30, 2018 and 2017, respectively. Claim payments based on actual claims ultimately filed could differ materially from these estimates.

**Reserve for workers' compensation self-insurance**

Under its workers' compensation self-insurance plan, the Association accrues the estimated expense of workers' compensation claims based on claims filed subsequent to year-end and an additional amount for incurred, but not yet reported claims based on prior experience.

Accruals for such costs of \$2,366 and \$2,314 are included in accrued expenses as of April 30, 2018 and 2017, respectively. Claim payments based on actual claims ultimately filed could differ materially from these estimates.

**Note 13 - Concentration of credit risk**

The Association maintains its cash balance in several accounts in various banks. At times, these balances may exceed the federal insurance limits; however, the Association has not experienced any losses with respect to its bank balances in excess of government provided insurance. Management believes that no significant concentration of credit risk exists with respect to these cash balances as of April 30, 2018.

**Columbia Association, Inc.**

**Notes to Financial Statements**  
**April 30, 2018 and 2017**  
**(in Thousands)**

**Note 14 - Contingencies**

The Association is periodically a party to various lawsuits, claims and investigations, both actual and potential arising in the normal course of business. Based on internal review and advice of legal counsel, management believes the ultimate outcome of these matters, individually and in the aggregate, will not have a material adverse effect on the Association's financial position or results of operations.

Draft



July 20, 2018

To: Members of the Columbia Association Board of Directors  
Milton W. Matthews, President

From: Susan Krabbe, Vice President and CFO

cc: Jackie Tuma, Director of Internal Audit

Subject: Independent Audit Report of CA's Incentive Savings Plan

The Audit Committee will be reviewing the Independent Audit Report of CA's Incentive Savings Plan (as of December 31, 2017) at their July 23, 2018 meeting. We anticipate that the committee members will vote to recommend that the Board of Directors be presented with the Independent Audit Report of CA's Incentive Savings Plan for 2017 at that meeting. Each Board member received via courier the report.

If you have any questions, please let me know.



July 20, 2018

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

From: Susan Krabbe, Vice President/CFO

cc: Jackie Tuma, Director of Internal Audit

Subject: Fourth Quarter FY 2018 Financial Report

The Audit Committee reviewed the FY 18 Fourth Quarter Financial Report at their July 23, 2018 meeting. The committee members voted to recommend that the Board of Directors be presented with the FY 18 Fourth Quarter Financial Report at that meeting. Each Board member has received via courier the Financial Report. In addition, the link to the Financial Report is posted as back-up material to the July 26, 2018 Board meeting. The file is too large to post, and so to access the report on line, go to <http://www.columbiaassociation.org>; select About Us; Financials; Quarterly Financial Reports; Financial Reports to the Board; then select "FY18 Fourth Quarter" from the list of financial reports posted.

If you have any questions, please let me know.



July 20, 2018

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

From: Susan Krabbe, Vice President and Chief Financial Officer

Cc: Dan Burns, Director; Department of Sport and Fitness  
Paul Gleichauf, Acting Director; Department of Communications and Marketing  
Lynn Schwartz, Director of Finance/Treasurer

Re: Dashboard Metrics

The dashboard for the fourth quarter of FY 2018 is attached for your information. The table below describes the metrics, and notes the data source and date of the measurement.

	Metric	Description/Purpose	Data Source	Date of Measurement
1	Past Due Membership Accounts	To monitor collections by tracking the trend in the dollars/number of membership accounts over 90 days past due	Spectrum NG reports	As of April 30, 2018
2	Net Membership Changes	To monitor member retention/growth by major membership category over time	Spectrum NG reports and sales data collected by the Customer and Member Service Center	Data as of April 30, 2018 This was provided for the new membership plans with the FY 18 Q4 financial reports.
3	CA People Productivity = personnel costs divided by non-annual charge revenue	To monitor the revenue production from CA's investment in the work force	Infor (Lawson) reports	Actual data through the fourth quarter of FY 18
4	Free Cash Flow	To monitor liquidity by tracking cash flow from operations less debt principal payments less paid capital expenditures	Infor (Lawson) reports	Actual data through the fourth quarter of FY 18
5	Net Assets to Debt Service (should be greater than 1.25:1.00)	To monitor CA's financial condition, in accordance with the terms of existing financing	Infor (Lawson) reports	Actual audited data through April 30, 2018
6	Total Liabilities to Total Net Assets (should be less than 1.30:1.00)	To monitor CA's financial condition, in accordance with the terms of existing financing	Infor (Lawson) reports	Actual audited data through April 30, 2018



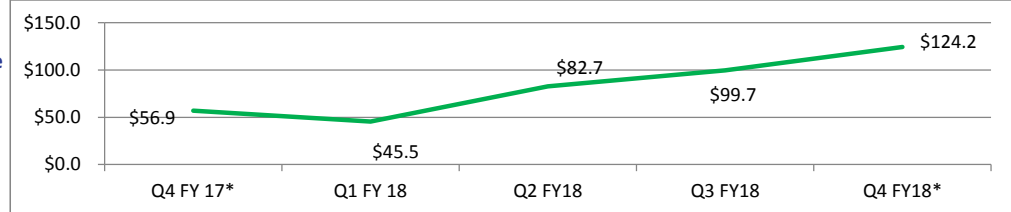
	Metric	Description/Purpose	Data Source	Date of Measurement
7	Return on Investment – Buildings, Major Amenities	To measure and monitor the cost of maintaining CA's major facilities by comparing annual repairs and maintenance costs to revenue and square footage	Infor (Lawson) reports	Actual data through the fourth quarter of FY 18
8	Market share for memberships and Columbia Cards	Per Board request – to track memberships per housing unit	Spectrum NG reports and Howard County data	Actual membership data through April 30, 2018. Housing data updated annually by Howard County.
9	Marketing Cost per Membership	To monitor marketing effectiveness	Spectrum NG reports and marketing expenditure data tracked by staff	Actual data as of April 30, 2018
10	Top 50 Associated Words by Volume	Indicates general satisfaction/dissatisfaction of program and facility users	Clarabridge surveys	Responses as of April 30, 2018
11	Survey results for various topics such as cleanliness, satisfaction with staff, facilities, classes, etc.	Provides more specific feedback from program and facility users to drive improvements	Clarabridge surveys	Responses as of April 30, 2018
12	Summarized Survey Results by Survey Source	Very high-level survey results by the source of the survey, such as the CA website, Facebook, etc.	Clarabridge surveys	Responses as of April 30, 2018
13	Net Promoter Score ("NPS") – Overall CA (Sport & Fitness)	Numerical value that indicates survey responses as to the likelihood a customer will refer the program to someone else – overall CA. To be tracked over time.	Clarabridge surveys	Responses as of April 30, 2018
14	NPS – Pools	See above – pools	Clarabridge surveys	Responses as of April 30, 2018
15	NPS – Fitness Clubs	See above – fitness clubs	Clarabridge surveys	Responses as of April 30, 2018
16	NPS – Golf	See above – golf courses	Clarabridge surveys	Responses as of April 30, 2018
17	NPS – Haven on the Lake	See above – Haven on the Lake	Clarabridge surveys	Responses as of April 30, 2018
18	NPS - Tennis	See above – indoor and outdoor tennis	Clarabridge surveys	Responses as of April 30, 2018
19	Volume of Survey Results by Program or Facility	Provides more context for other metrics by showing how many surveys were received per program	Clarabridge surveys	Responses as of April 30, 2018

## Dashboard - Metrics 1, 3-7

As of April 30, 2018 (\$'000)

### METRIC 1

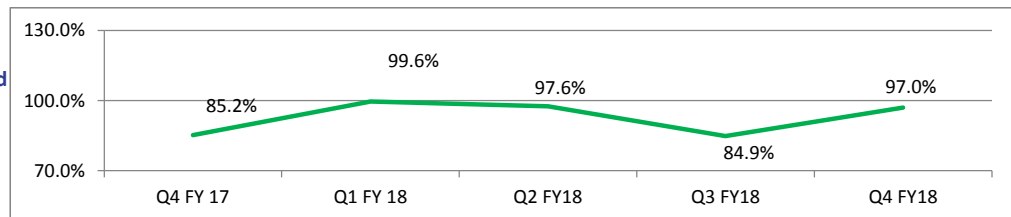
**Net Change in Past Due Membership Accounts over 90 Days**



\*Excludes write-off in Q4 of balances > 42 months old and >120 days in FY17 and FY18, respectively

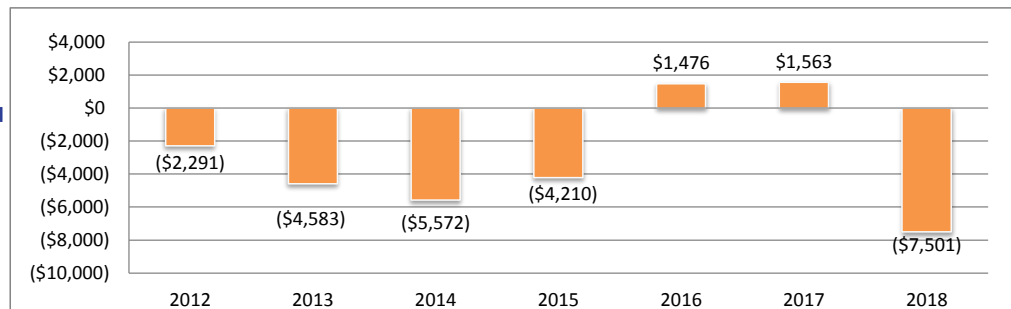
### METRIC 3

**People Productivity (personnel costs divided by non-annual charge revenue)**



### METRIC 4

**Free Cash Flow (cash flow from operations less debt repayments and capital expenditures)**



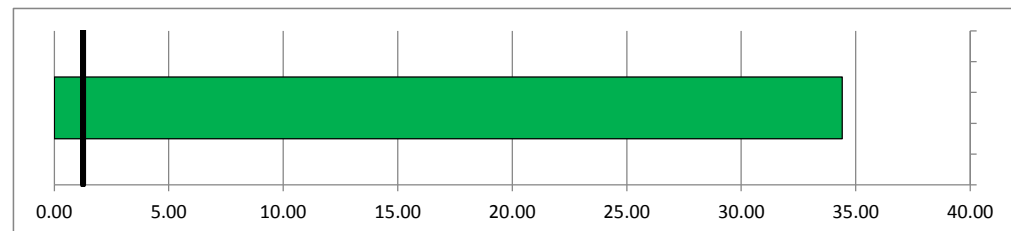
### METRIC 5

Audited - As of April 30, 2018

**Net Assets to Debt Service (debt service equals principal payments on long-term debt plus interest expense)**

\$95,370/\$2,772

Actual 34.40



Should be greater than 1.25 to 1.00 on an annual basis

## Dashboard - Metrics 1, 3-7

As of April 30, 2018 (\$'000)

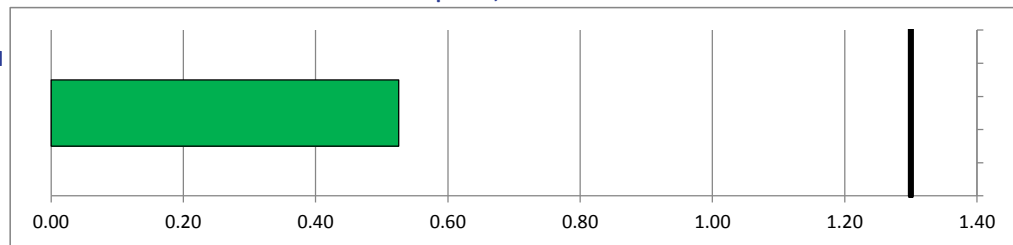
### METRIC 6

Audited - As of April 30, 2018

Total Liabilities to Total  
Net Assets

\$50,126/\$95,370

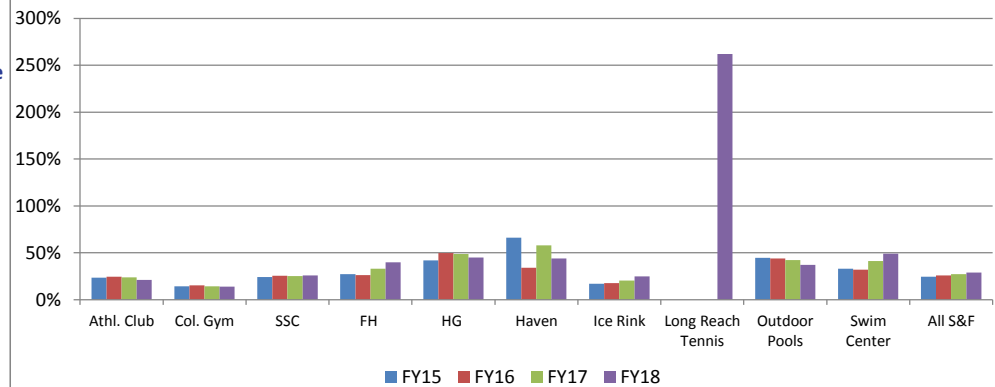
Actual .53



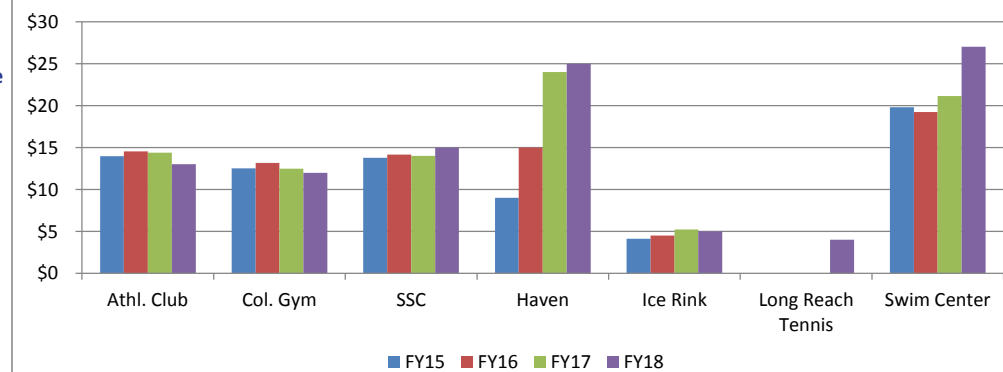
Should be less than 1.30 to 1.00 on an annual basis

### METRIC 7

Depreciation and  
Repairs & Maintenance  
Expense as a % of  
Revenue



Depreciation and  
Repairs & Maintenance  
Expense per Square  
Foot



# Advertising Effectiveness Report *FY17 & FY18*

## "New Membership" Acquisition

Goal: \$150-\$250 Marketing Cost Per New Membership

	FY17 Q1	FY17 Q2	FY17 Q3	FY17 Q4	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4
Investment <sup>1</sup>	\$161,663	\$153,661	\$151,246	\$156,589	\$162,295	\$148,223	\$148,042	\$136,054
Total Page Views: "Buy-a-Membership"	N/A	14,623	16,080	13,427	22,143	16,158	16,080	18,168
Total Form Submissions	N/A	124	122	120	342	70	122	285
New Memberships <sup>2</sup>								
PP and PPP Memberships for FY17 CA Fit&Play Memberships beginning FY18	651	449	384	292	448	213	173	251
Other Memberships	907	235	253	499	1523	482	504	587
Total New Memberships	1558	684	637	791	1971	695	677	838
Cost of New Membership Acquisition <sup>3</sup>								
100%	\$104	\$225	\$237	\$198	\$82	\$213	\$219	\$162
90%	\$115	\$250	\$264	\$220	\$91	\$237	\$243	\$180
80%	\$130	\$281	\$297	\$247	\$103	\$267	\$273	\$203
70%	\$148	\$321	\$339	\$283	\$118	\$305	\$312	\$232
60%	\$173	\$374	\$396	\$330	\$137	\$355	\$364	\$271
Average Cost of New Membership Acquisition <sup>3</sup>				FY17 <sup>4</sup>				FY18 <sup>4</sup>
100%				\$170				\$142
90%				\$189				\$158
80%				\$212				\$178
70%				\$243				\$203
60%				\$283				\$237

<sup>1</sup> Includes print, digital, broadcast and social media.

<sup>2</sup> New memberships include those who have purchased 1Fit, CA Fit&Play, Play, 5Day Golf&Play, 7Day Golf, Golf Fit&Play. Excludes Haven memberships.

<sup>3</sup> The cost of new membership acquisition is presented at various percentage rates to analyze effectiveness assuming 100% of new memberships were driven by advertising tactics or 90% of new memberships were driven by advertising tactics or 80%...70%...60%.

<sup>4</sup> Average cost for full year calculated from quarterly costs.

## Membership Market Share (CA Residents Only)

*FY13-FY18*

Fiscal Year	Columbia Cards A	Columbia Resident Membership B	CA Residential Units C	Market Share (Including Columbia Cards) D = (A+B)/C	Market Share (Excluding Columbia Cards) E = B/C
2013	1,714	14,607	35,439	46.1%	41.2%
2014	1,218	13,311	35,439	41.0%	37.8%
2015	1,903	13,169	35,439	42.5%	38.4%
2016	2,590	13,021	36,171	43.2%	37.4%
2017	3,336	12,743	36,401	44.2%	36.8%
2018	3,745	12,253	36,401	43.9%	33.7%

- "Columbia Resident Membership" (column B) assumes only one membership per household with approximately 34 known exceptions as of FY 2018 Q3.
- Market share percentages use Columbia housing units as the unit of measure, including housing units of employees. This information is updated by the Howard County Department of Planning and Zoning.
- Beginning FY 2014, "Columbia Resident Membership" (column B) does not include employee memberships.

# Advertising Tactics

## Print/DM

- Columbia Flier back page and internal ads (*Ceased April 1, 2018.*)
- Columbia Flier front page sticky notes
- Howard County Times back page (*Ceased April 1, 2018.*)
- Special insert sections in the Columbia Flier, Howard County Times, Laurel Leader, Arbutus Times, Catonsville Times (if ad is membership related)
- Membership direct mail pieces
- Howard Magazine ads (that are membership related and not part of the CA Today insert)
- Activities Guide insertion in Columbia Flier
- Howard County Public Schools student folders and book covers ads
- Howard County Chamber of Commerce's Business Directory and Buyer's Guide 2017 ad for corporate memberships

## TV/Radio

- Comcast television commercial for CA Memberships
- Comcast television commercial for Golf Memberships (through Ho Co Tourism)
- Comcast SportsNet/MASN television commercial for golf

## Email Broadcasts

- Purchased lists to specifically targeted audiences.

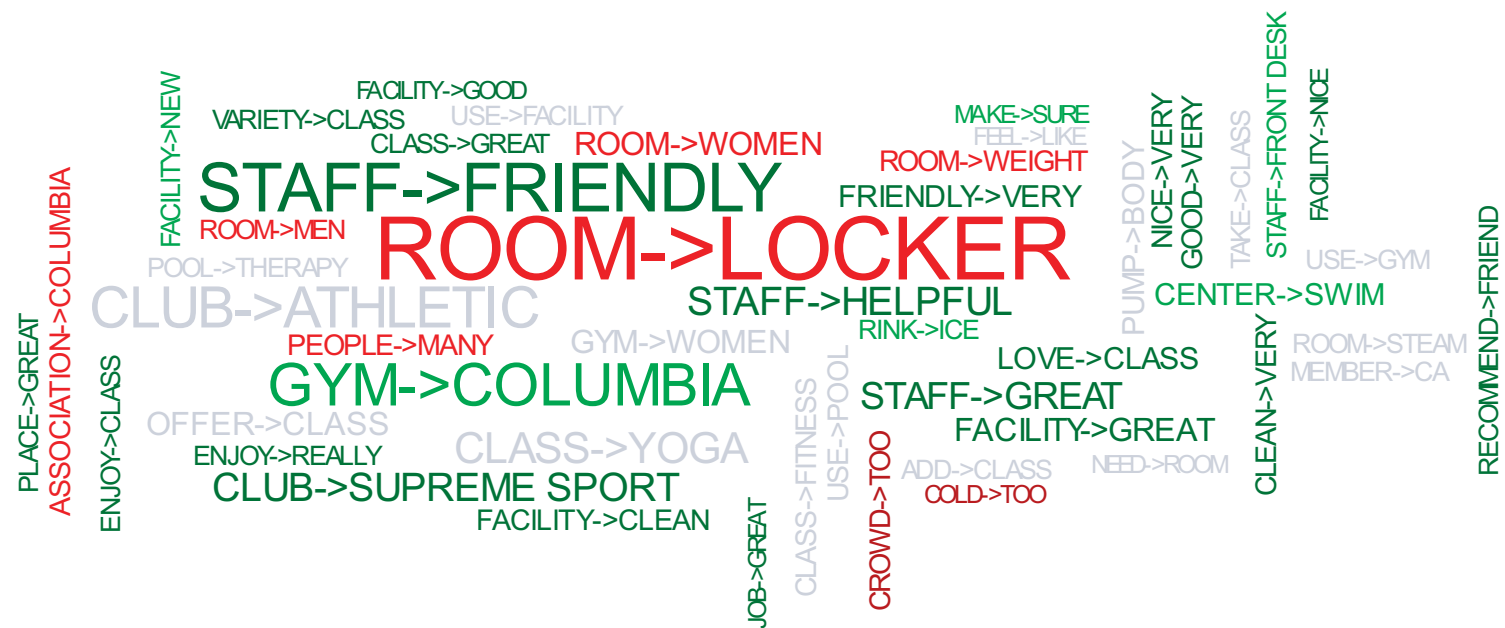
## Social Media

- Paid advertising is on Facebook, Twitter, and Instagram.

## Online/Digital

- Baltimore Sun/Explore Howard digital ads
- Baltimore Sun ad network digital ads
- Comcast Sports Net/MASN online streaming video and digital ads for golf
- CountySportsZone website ads
- Xfinity.com streaming video and digital ads (part of Comcast Package)
- Comcast spotlight ad network streaming video and digital ads (part of Comcast Package)
- Online Activities Guide
- CBS geo-targeted mobile campaigns

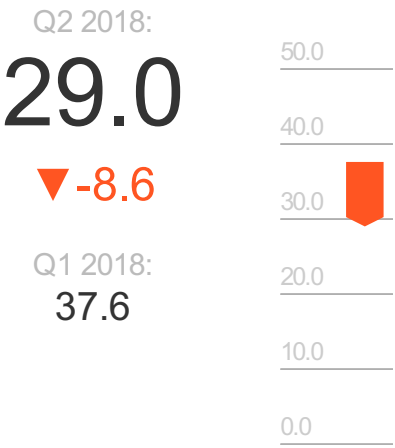




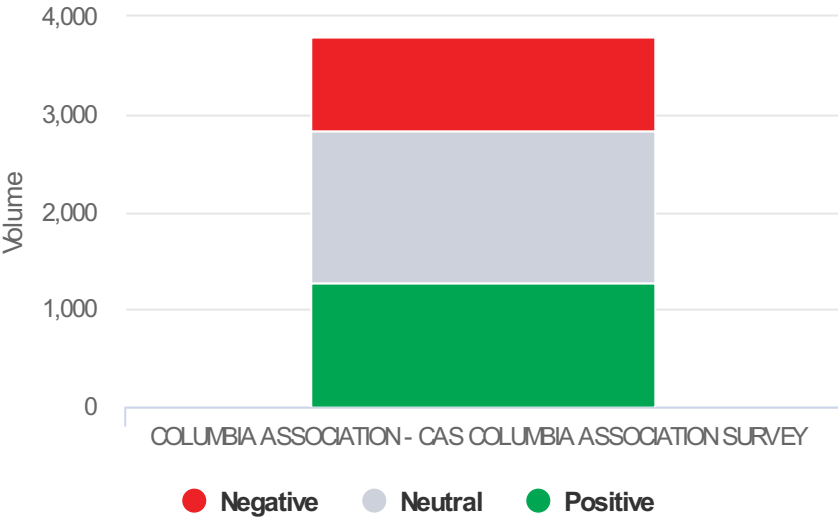
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Attribute Name	Average S...	Volume	Volume %	Sentiment	Sentiment Breakdown
CAR: Staff Satisfaction(15721)	93.39	2693	98.68	0.27	<div><div></div><div></div><div></div></div>
CAR: Facilities Cleanliness(15252)	89.8	2636	96.59	0.26	<div><div></div><div></div><div></div></div>
CAR: Programs/Classes Satisfaction...	88.91	1914	70.14	0.33	<div><div></div><div></div><div></div></div>
CAR: Facilities Quality(11511)	88.91	2670	97.84	0.26	<div><div></div><div></div><div></div></div>
CAR: Columbia Association Satisfac...	88.65	2633	96.48	0.26	<div><div></div><div></div><div></div></div>
CAR: Likely to Recommend	8.01	2700	98.94	0.27	<div><div></div><div></div><div></div></div>

Q2 2018:



## 07/02/2018 3:11 PM

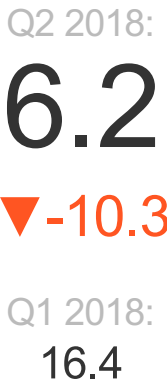
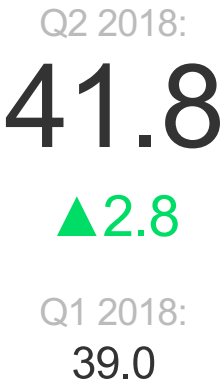


# TENNIS NPS

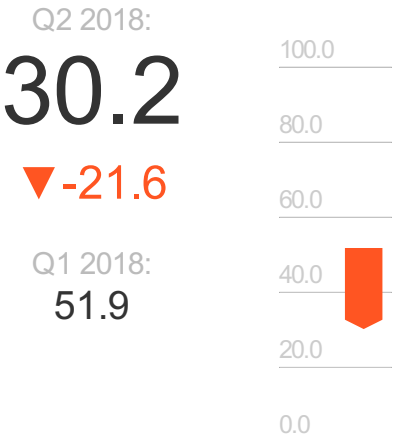
### 📈 NPS Score: Fitness Centers

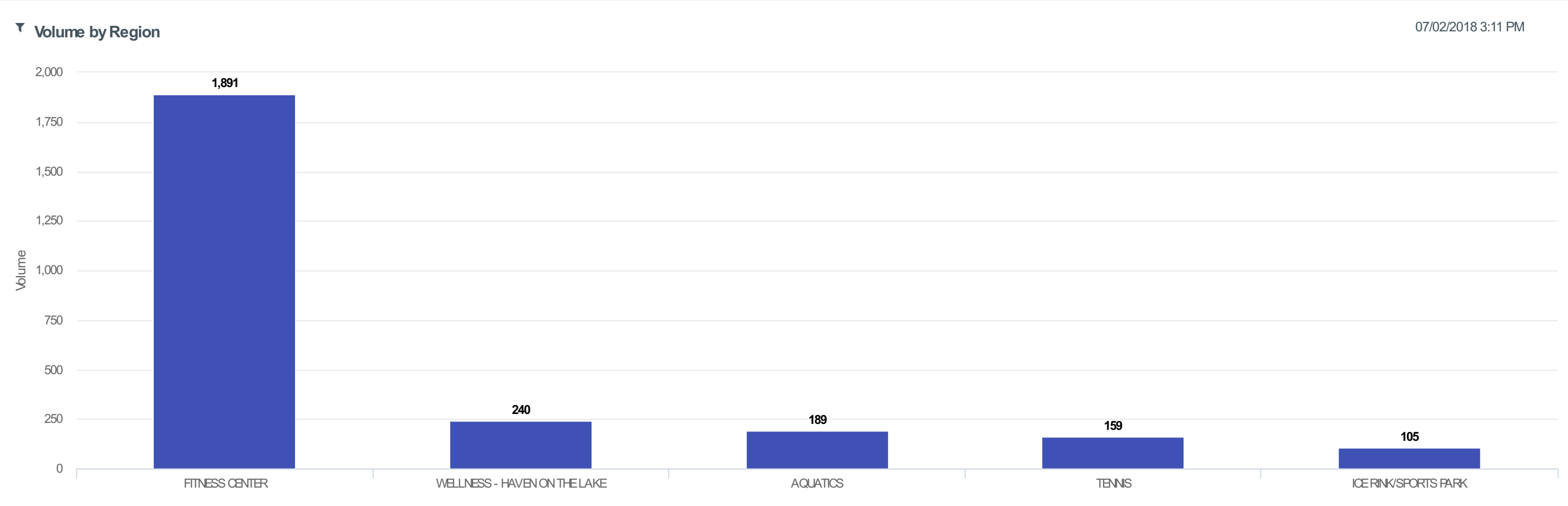


### 📌 NPS Score: Tennis



### 📍 NPS Score: Haven on the Lake





Quarter over Quarter Takeaways:

**Overall:** Disruption drove NPS declines in most facilities. These disruptions included renovations at SSC and CG, impending closure of AC and the Swim Center and transition to Long Reach Tennis. NPS dropped 11 points in Look & Feel and 8 in Location and Policy.

**Overall:** Sentiment rose quarter over quarter

**Haven on the Lake:** Challenges in locker room cleanliness were mentioned

**Swim Center:** Members did not want the SC to close for summer as well as comments regarding swim lanes and temperature

**Supreme:** The closure of the upstairs fitness area drove comments regarding crowding

**Supreme:** Members pleased with maintenance and upkeep of facility.

**Columbia Gym:** Parking challenges related to roof repairs was a major topic

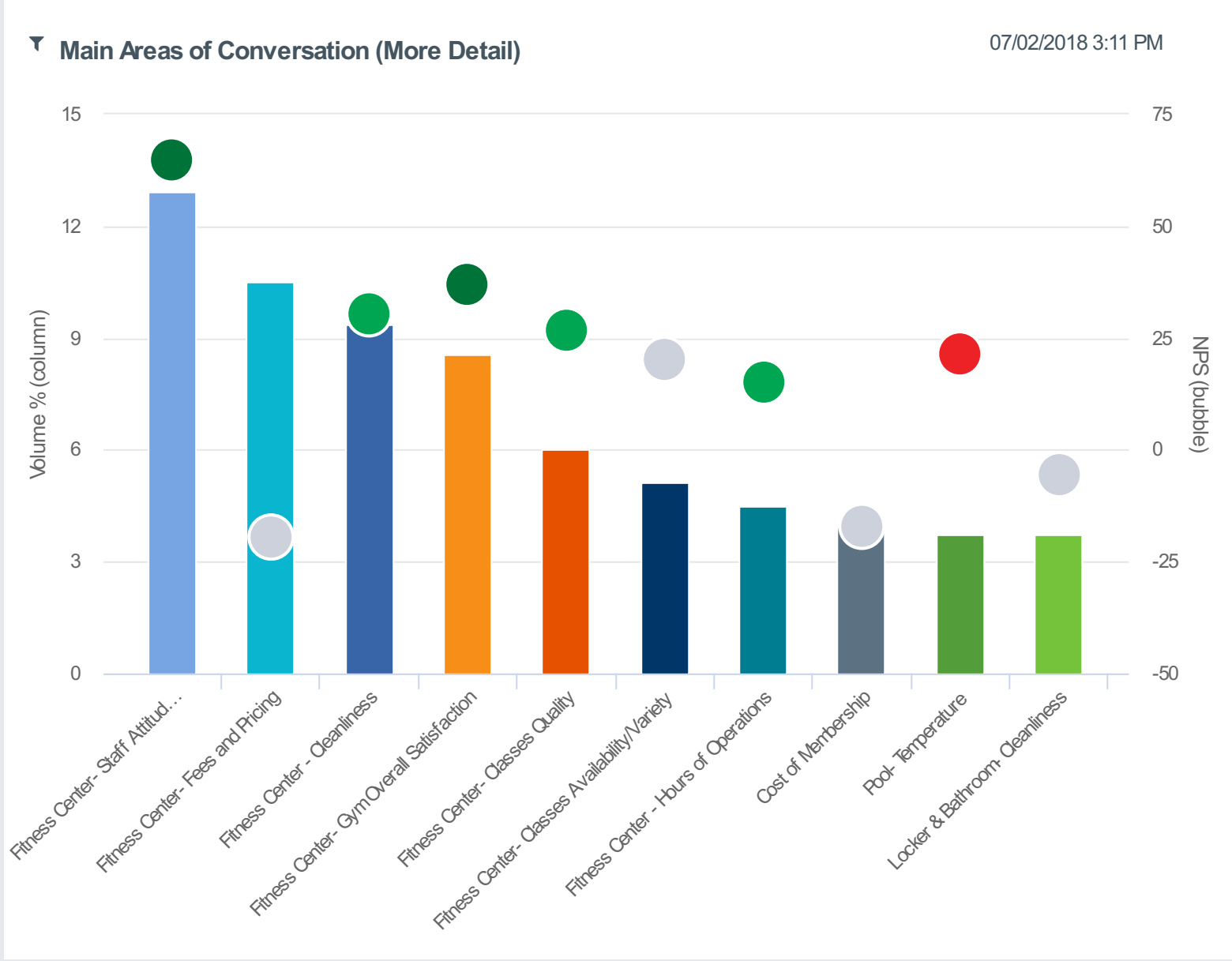
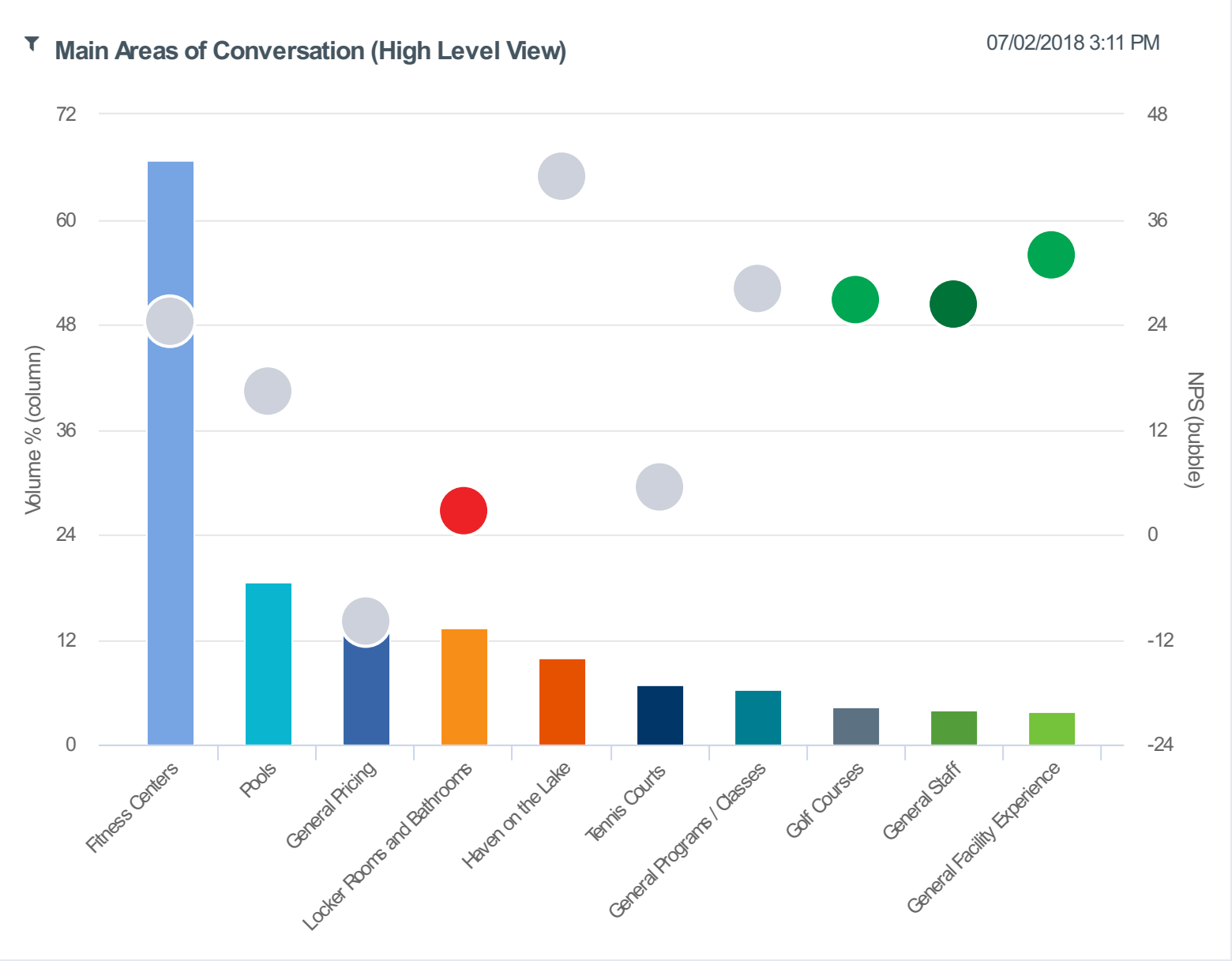
Same Quarter Year Over Year Insights:

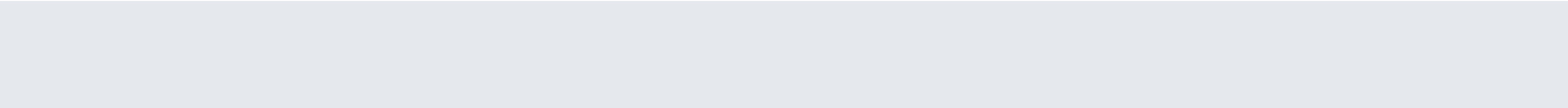
**Overall:** NPS is on par with 2017 with an increase in Resident NPS (28 to 30) and decrease in Non- Resident NPS (27 to 21)

**Overall:** Cost & Value conversations declined from 16.9% of total comments to 12.5% while NPS rose from -18.4 to -14.8 with Residents at 5 and Non-Residents at -20 in 2018

**Staff:** Comments regarding Staff Quality rose from 27% of total to 50% with an increase in NPS of those members from 50 to 77

**Fitness Center Music and Noise:** Comment rose from 31.9% of total to 43.4% in 2018 with a drop in NPS from 31 to 0. This was particularly true at Haven on the Lake





**DRAFT**  
**Minutes of the**  
**BOARD OF DIRECTORS MEETING**  
**Held: June 28, 2018**

To be approved: July 26, 2018

A meeting of the Columbia Association Board of Directors was held on Thursday, June 28, 2018, at Columbia Association headquarters. Present were Chairman Andrew Stack and members Dick Boulton, Lin Eagan, Janet Evans, Alan Klein, Milton W. Matthews, Nancy McCord, Gregg Schwind (arrived at 7:40), Ginny Thomas, Chao Wu, and Shari Zaret. Also present was CA Vice President/CFO Susan Krabbe.

**1. Call to Order:** The Board of Directors Meeting was called to order at 7:30 p.m. by Chairman Andrew Stack. Mr. Stack announced the directors and senior staff in attendance, reminded attendees that the meeting is being recorded and broadcast, and read CA's Five Civility Principles.

**2. Announcement of Closed/Special Meetings:**

The Board of Directors held a closed meeting on May 24, 2018 at Columbia Association headquarters. Members present were Andrew Stack, Dick Boulton, Lin Eagan, Janet Evans, Alan Klein, Milton W. Matthews, Nancy McCord, Gregg Schwind, Ginny Thomas, Chao Wu, and Shari Zaret. The vote to close the meeting was 10-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111(4)(iv), Consultation with staff personnel, consultants, attorneys, board members, or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 9:05 p.m. until 10:30 p.m. to meet with legal counsel in regard to zoning/land use issues.

**3. Approval of Agenda**

**Action:** Ms. Thomas moved to approve the agenda as amended. Ms. McCord seconded the motion, which passed unanimously. Vote: 8-0-0

For: Mses. Eagan, Evans, McCord and Thomas; and Messrs. Stack, Boulton, Klein and Wu.

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

**5. Resident Speakout:**

- a) Brian England, Hickory Ridge, spoke about covenant enforcement in commercial areas, such as East Guilford Industrial Park.

*Ms. Eagan returned to the meeting at 7:35 p.m.*

*Mr. Schwind arrived at 7:40 p.m.*

- b) Christopher Alleva, Hickory Ridge, spoke about covenant enforcement in commercial areas.

- c) Ginger Scott, Wilde Lake, spoke about flooding at Fairway Hills Golf Course and about creating forested buffers.

**6. Chairman's Remarks:**

Mr. Stack submitted a written report. There were no questions from Board members.

**7. Reports/Presentations**

- (a) President's Report

Mr. Matthews submitted a written report. In response to questions from Board members, he and staff said:

- The Board will be informed of the time of the July 10 Transportation Demand Management Plan meeting.
- The Millennials work group may give a status report during the Board's next work session.
- CA staff is working on looking at covenants and Mr. Matthews has not seen a timeline for when the county will proceed with Phase II of revising zoning regulations.
- CA is keeping track of the county's zoning regulation process.
- During the recent Splash Flash promotion, CA registered 180 new members.
- Staff is exploring different kinds of grasses to use on the golf courses.
- CA is currently using only nine of 18 holes at Fairway Hills and is moving forward to replace the boardwalk and bridges.

(b) Report from the CA Representatives to the Inner Arbor Trust Board of Directors

Lin Eagan submitted a written report. In response to members' questions, she and CA staff said:

- No further progress has been made re: the Butterfly structure. IAT has been more focused on offering events in the park.
- Organizations responsible for damage to the park's grass during two events (Wine in the Woods and Capital Jazz Fest) held in rainy conditions two weeks apart are negotiating how to repair the damage. Damaged parts of the park may be fenced off periodically to give them a chance to recover.
- The park does have drainage issues in some areas; one such area has been fenced off this year.
- CA plans to present a long-term Symphony Woods management plan in October. A more durable type of turf may be needed.
- Wine in the Woods is a county-run event; the agreement the county signed to provide funds for the park, including the Chrysalis, stipulated that Wine in the Woods continue to be held at the park.

(c) Financial Reports – None

**8. Board Action**

(a) Consent Agenda

1. Approval of Minutes of May 24, 2018

Approved by consent.

2. Approval of minutes of closed CA Board of Directors meeting held on May 24, 2018

Approved by consent.

(b) Board Votes

1. Indemnify CA Team members on the 401(K) Plan Investment Committee for Actions Taken in Good Faith on behalf of the Plan

**Action:** Mr. Stack moved to table discussion until the July meeting, to give the Board time to consider whether to substitute "recklessness" for "gross negligence" at the end of the sixth paragraph. Mr. Boulton seconded the motion, which passed unanimously.

2. Updates to Board Reimbursement Policy

**Action:** Ms. Thomas moved to approve the updated "Columbia Association Board of Directors Reimbursable Expenses Policy." Ms. McCord seconded the motion, which passed unanimously.

3. Allow Residents to Speak on Any Topic at Board Work Sessions

**Action:** Mr. Klein moved that the CA Board of Directors Governing Documents be amended to delete the limitation on topics on which people may speak during the resident Speakout portion of Board work sessions. Mr. Boulton seconded the motion, which passed unanimously.



103 **9. Board Discussion**  
104 (a) FY 2020 Draft Budget Schedule  
105 Board members considered adding time early during the process to discuss priorities and/or policies about  
106 what to fund next fiscal year. Mr. Stack said the Board will vote on the schedule during its July 26 meeting.  
107  
108 **10. Tracking Forms**  
109 (a) Tracking Form for Board Requests  
110 Mr. Wu asked about a contract issue; Mr. Matthews said the Board will discuss it in closed session.  
111 Ms. Evans asked that the Board be copied on replies CA staff develops for the tracking form items.  
112 Mr. Schwind asked that his tracking form item be revised to reflect that he posed more than one question  
113 via a May 31 email; Mr. Matthews said all of the questions will be addressed during a closed session.  
114 (b) Tracking Form for Resident Requests  
115  
116 **11. Talking Points:** Recording Secretary Valerie Montague read the Talking Points.  
117  
118 **12. Motion to hold a closed meeting** of the CA Board of Directors on June 28, 2018 under the Maryland  
119 Homeowners Act, Md. Code, Real Property §11B-111(4)(vi) Consideration of the terms or conditions of a  
120 business transaction in the negotiation stage if the disclosure could adversely affect the economic interests of the  
121 homeowners association.  
122 **Action:** Ms. McCord moved and Mr. Wu seconded the motion, which passed unanimously.  
123  
124 **13. Motion to hold a closed meeting** of the CA Board of Directors on July 26, 2018 under the Maryland  
125 Homeowners Act, Md. Code, Real Property §11B-111(4)(iii) Consultation with legal counsel on legal matters.  
126 **Action:** Ms. McCord moved and Ms. Evans seconded the motion, which passed unanimously.  
127  
128 **14. Adjournment:** The open meeting was adjourned at 9:30 p.m.  
129  
130 **15. Closed meeting held following the open meeting.**  
131  
132 Respectfully submitted,  
133  
134 Valerie Montague  
135 Recording Secretary



**DATE:** July 3, 2018

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

**FROM:** Susan Krabbe, Vice President and CFO

**CC:** Lynn Schwartz, Director of Finance/Treasurer

**SUBJECT: FY 2020 Second Year Budget Schedule - Revised**

The attached draft FY 2020 budget schedule has been revised based on CA Board members' comments and recommendations from the June 28, 2018 Board meeting.

Board members are asked to review the revised schedule. Staff will be glad to answer any questions the Board may have on the revisions.



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## REVISED - PROPOSED FY 2020 Budget Schedule

***NOTE:*** The Columbia Association's budget process is designed to provide ample opportunities for input from the Board, Committees, residents, staff and other interested parties. This schedule is for FY 20, the second year of a two-year budget cycle. The CA Board conditionally approved the FY 20 Budget in February 2018.

### ***How to give testimony:***

- Submit your testimony via email to the Board of Directors at [Board.Members@columbiaassociation.org](mailto:Board.Members@columbiaassociation.org);
- Send your testimony to the Board of Directors, care of the Columbia Association Accounting Department; 6310 Hillside Court, Columbia, MD 21046; or
- Present your testimony at the planned public meetings ~~hearing~~ on September 27 or October 11, 2018 noted below.

Thursday, July 12, 2018

The CA Board of Directors will discuss the annual charge rate and cap for the FY 20 budget at their regularly scheduled work session, which is open to the public.

- ***Procedures or rules:***
  - ***The Board-approved "Policy on Conduct of Work Sessions" applies.***
- ***Format for information:***
  - ***Staff will provide information on alternatives.***
- ***Process:***
  - ***The Board will discuss the annual charge rate and cap for FY 20.***

Thursday, July 26, 2018

The CA Board of Directors will discuss and vote on the annual charge rate and cap for the FY 20 budget at their regularly scheduled Board meeting, which is open to the public.

- ***Procedures or rules:***
  - ***Robert's Rules of Order apply, as this is a regular Board of Directors meeting.***
- ***Format for information:***
  - ***Documentation distributed for July 12 will be revised and redistributed based on input received to date.***
- ***Process:***
  - ***The Board will discuss and vote on the annual charge rate and cap for FY 20.***

Friday, August 3, 2018

Letters to the CA Board of Directors, the Village Associations and all Advisory Committees will be sent from CA staff soliciting proposed changes to the FY 20 Conditional Budget and including notice of the planned October 11 public hearing. Input due to CA Board and staff by Friday, September 28.

- **Procedures or rules:**
  - **Not applicable – not a meeting.**
- **Format for information:**
  - **Letter with forms to solicit budget input/changes.**
- **Process:**
  - **Staff to distribute.**

Thursday, September 27, 2018

The CA Board meeting provides an opportunity for Village Association and all stakeholders testimony in addition to the October 11, 2018 public hearing. This is a Board meeting that is open to the public.

- **Procedures or rules:**
  - **The Board chair runs the meeting, and the vice chair tracks the time for each speaker.**
  - **Speakers are encouraged to also provide their remarks in writing.**
- **Format for information:**
  - **No documentation required of staff.**
- **Process:**
  - **Staff gathers all stakeholders' comments to be summarized for the Board.**

Thursday, October 11, 2018

The CA Board hosts a public hearing for additions and deletions to the Conditional FY 20 Budget from all stakeholders. This is a Board work session that is open to the public.

- **Procedures or rules:**
  - **The Board-approved “Guidelines for a Public Hearing” apply.**
  - **The Board chair runs the meeting, and the vice chair tracks the time for each speaker.**
  - **Speakers are encouraged to also provide their remarks in writing.**
- **Format for information:**
  - **No documentation required of staff.**
- **Process:**
  - **Staff gathers all stakeholders' comments to be summarized for the Board (see next date.)**

Friday, January 4, 2019

Summary of proposed changes and Board-approved threshold adjustments delivered to the Board.

- **Procedures or rules:**
  - *Not applicable – this is not a meeting.*
- **Format for information:**
  - *Staff will provide cash flow summary, schedule of proposed operating budget changes, summary and detail on proposed capital budget changes, and proposed rate changes.*
- **Process:**
  - *Board members to review in preparation for deliberation on January 10 (see next date).*

Thursday, January 10, 2019

This is the first deliberation by the Board on the Conditional FY 20 Budget with proposed additions and deletions from stakeholders. This is a scheduled Board work session that is open to the public.

- **Procedures or rules:**
  - *The Board-approved “Policy on Conduct of Work Sessions” applies.*
- **Format for information:**
  - *See the description of information for January 4.*
- **Process:**
  - *The Board will discuss the proposed changes and Board-approved threshold adjustments, and will take straw votes.*

Thursday, January 24, 2019

This is the second deliberation by the Board on the Conditional FY 20 Budget with proposed additions and deletions from stakeholders. This is a regularly scheduled Board meeting that is open to the public.

- **Procedures or rules:**
  - *Robert’s Rules of Order apply, as this is a regular Board of Directors meeting.*
- **Format for information:**
  - *Documentation (as described for January 4) will be revised as necessary and redistributed to the Board.*
- **Process:**
  - *The Board will discuss and vote on the proposed changes.*

Friday, February 1, 2019

Board-recommended threshold adjustments made to the Conditional FY 20 Budget including proposed revisions, delivered to the Board.

- **Procedures or rules:**
  - **Not applicable – not a meeting.**
- **Format for information:**
  - **Documentation (as described for January 4) will be revised as necessary and redistributed to the Board.**
- **Process:**
  - **Board members to review in preparation for deliberation on February 14, 2019.**

Thursday, February 14, 2019

This is the ~~third~~ ~~second~~ deliberation by the Board on the Conditional FY 20 Budget with the adjustments and input. This is a scheduled Board work session meeting that is open to the public.

- **Procedures or rules:**
  - **The Board-approved “Policy on Conduct of Work Sessions” applies.**
- **Format for information:**
  - **Documentation distributed on January 4 will be revised and redistributed based on input received to date.**
- **Process:**
  - **Board members will discuss the conditional FY 20 Budget with the adjustments and inputs.**

Thursday, February 28, 2019

CA Board discussion and vote to approve the final FY 20 Budget revisions. This is a scheduled meeting of the Board, the agenda for which will include the vote on the budget.

- **Procedures or rules:**
  - **Robert’s Rules of Order apply, as this is a regular Board of Directors meeting.**
- **Format for information:**
  - **Documentation distributed for February 14 will be revised and redistributed based on input received to date.**
- **Process:**
  - **The Board will discuss and vote on the proposed FY 20 Budget revisions.**





July 3, 2018

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

From: Susan Krabbe, Vice President and CFO

Cc: Lynn Schwartz, Director of Finance/Treasurer

Subject: Proposed Annual Charge Rate and Cap for FY20

### **Background**

The annual charge, which applies equally to residential and commercial properties in Columbia, is currently \$0.68 per \$100 of assessed valuation, subject to a three-year phase-in and 3.5 percent cap on annual assessed valuation increases. The maximum allowable rate is \$0.75, and the legislated cap is 10 percent. CA reduced the rate twice; to \$0.73 in 1992 and to \$0.68 in 2003. CA has also reduced the cap multiple times since it was mandated in 2003; most recently to 2.5 percent in 2009. CA increased the cap to 3.5 percent from 2.5 percent in 2017 at the Board's initiative to provide additional resources for capital projects to address CA's aging infrastructure. The increase in the cap provided approximately \$220,000 in additional annual charge revenue. Even with that change, the combination of the cap being below the legislated maximum and the rate also at less than the maximum means that CA is voluntarily foregoing approximately \$7 million in annual charge revenue.

CA's actions are in strong contrast to Howard County's approach to the real property tax. Howard County's cap of 5 percent has not changed since Columbia was founded in 1967. While its rate has both increased and decreased over this period, most recently the rate has not changed since 2002 (Attachment 1), when it was changed as a result of a legislated change in methodology.

Annual charge revenue accounts for approximately 55 percent of CA's total revenue. The greatest use of that revenue is for open space maintenance, which includes lake and pond dredging and maintenance; tot lot, plaza, pathway and bridge maintenance; open space mowing, plantings and snow renewal. Some of the other significant uses of the annual charge revenue are

- Funding the village community associations;
- Supporting other Columbia non-profits;
- Subsidizing the outdoor pools;
- Paying for free community events such as the Lakefront festivals, international and cultural activities, the Volunteer Center and the Columbia Community Exchange, etc.; and,
- Contributing to the CA Points program, income-qualified discounts and resident pricing for recreational facilities and programs.

From 2009 when the cap was lowered to 2.5 percent through 2018, annual charge revenue increased an average of 2.7 percent per year. This trend includes the increase in the cap from 2.5 percent to 3.5 percent in 2017 and new construction in Columbia. During this 10-year period, Columbia residents have consistently expressed their desire for new services and programs, as evidenced by requests for new parks, additional aquatics venues, and improvements to open space, recreation and fitness facilities, etc. Plus, aging existing capital assets continue to push upward significantly maintenance and repair costs.

### **Budget Considerations**

The budget implications of the annual charge are significant, as it is more than half the annual revenue for the organization. Changing the rate by one cent, either up or down, would result in a total difference of approximately \$595,000. The impact on the average residential property is about \$15 per year (see Attachment 2). The annual charge applies to commercial properties exactly as it applies to residential properties. Therefore, for example, a one-cent increase or a one-cent decrease in the rate would impact General Growth Properties by a corresponding increase or decrease in their annual charge bill of about \$12,600.

The first year impact of reducing the cap to 2.5 percent is approximately \$253,000, which would only apply to property owners with assessed valuations below the capped value. Using the Board members' properties as an example, five of the ten would have no impact from a lowered cap, and the average first year impact is about \$5.70.

### **Recommendations**

Staff recommends that the Board keep the annual charge rate at \$0.68 and the cap at 3.5 percent for the FY 20 budget. At that rate and cap, CA delivers excellent value to residents and businesses in Columbia, and significant favorable economic impact to this region that far exceeds the value of a one-cent reduction in the rate or a lowering of the cap back to 2.5 percent. The one-cent rate reduction represents a 1.5 percent decrease in each property owner's annual charge bill, with an average impact on a resident of about \$15 for the year, or four cents a day.

The Board's options are to increase the annual charge rate and/or cap, to decrease either or both, or to keep them unchanged.

Columbia Association, Inc.  
Various Data Points  
As of July 3, 2018

Year	Annual Charge Rate per \$100 of Valuation	Howard County Real Property Tax Rate	CA Cap on Valuation Increases	Howard County Cap on Valuation Increases	Residential Annual Charge Revenue (3)	Commercial Annual Charge Revenue (3)	User Fee Income (2)	CPI, All Urban Percentage - December to December	Median Household Income in Columbia (4)
1967	\$0.75	\$2.550	0.0%	5.0%			\$1,000	3.0%	\$16,887
1968	\$0.75	\$2.550	0.0%	5.0%			\$104,000	4.7%	
1969	\$0.75	\$2.600	0.0%	5.0%			\$374,000	0.1%	
1970	\$0.75	\$2.750	0.0%	5.0%			\$478,000	5.6%	
1971	\$0.75	\$2.850	0.0%	5.0%			\$555,000	3.3%	
1972	\$0.75	\$2.750	0.0%	5.0%			\$854,000	3.4%	
1973	\$0.75	\$2.750	0.0%	5.0%			\$1,188,000	8.7%	
1974	\$0.75	\$2.500	0.0%	5.0%			\$1,491,000	12.3%	
1975	\$0.75	\$2.250	0.0%	5.0%			\$1,942,000	6.9%	
1976	\$0.75	\$2.440	0.0%	5.0%			\$2,222,000	4.9%	
1977	\$0.75	\$2.490	0.0%	5.0%			\$2,485,000	6.7%	
1978	\$0.75	\$2.630	0.0%	5.0%			\$2,844,000	9.0%	
1979	\$0.75	\$2.430	0.0%	5.0%			\$3,010,000	13.3%	
1980	\$0.75	\$2.280	0.0%	5.0%			\$3,680,000	12.5%	
1981	\$0.75	\$2.230	0.0%	5.0%			\$4,669,000	8.9%	
1982	\$0.75	\$2.450	0.0%	5.0%			\$5,361,000	3.8%	
1983	\$0.75	\$2.930	0.0%	5.0%			\$6,101,000	3.8%	
1984	\$0.75	\$2.570	0.0%	5.0%			\$6,561,000	3.9%	
1985	\$0.75	\$2.540	0.0%	5.0%			\$7,282,000	3.8%	
1986	\$0.75	\$2.490	0.0%	5.0%			\$7,999,000	1.1%	
1987	\$0.75	\$2.270	0.0%	5.0%			\$8,667,000	4.4%	
1988	\$0.75	\$2.490	0.0%	5.0%			\$8,968,000	4.4%	
1989	\$0.75	\$2.490	0.0%	5.0%			\$9,771,000	4.6%	
1990	\$0.75	\$2.490	0.0%	5.0%			\$10,750,000	6.1%	
1991	\$0.75	\$2.440	0.0%	5.0%			\$11,846,000	3.1%	
1992	\$0.73	\$2.590	0.0%	5.0%			\$13,276,000	2.9%	
1993	\$0.73	\$2.590	0.0%	5.0%			\$14,726,000	2.7%	
1994	\$0.73	\$2.590	0.0%	5.0%			\$15,600,000	2.7%	
1995	\$0.73	\$2.590	0.0%	5.0%			\$16,553,000	2.5%	
1996	\$0.73	\$2.590	0.0%	5.0%			\$14,806,000	3.3%	
1997	\$0.73	\$2.590	0.0%	5.0%			\$18,876,000	1.7%	
1998	\$0.73	\$2.590	0.0%	5.0%			\$19,433,000	1.6%	
1999	\$0.73	\$2.590	0.0%	5.0%			\$21,597,000	2.7%	
2000	\$0.73	\$2.610	0.0%	5.0%			\$23,100,000	3.4%	
2001	\$0.73	\$2.610	0.0%	5.0%			\$23,306,000	4.6%	
2002	\$0.73	\$1.044 (1)	0.0%	5.0%			\$24,036,000	2.4%	
2003	\$0.73	\$1.044	10.0%	5.0%	\$14,887,286	\$8,839,669	\$23,957,000	1.9%	
2004	\$0.68	\$1.044	10.0%	5.0%	\$17,152,963	\$9,354,460	\$22,986,000	3.3%	
2005	\$0.68	\$1.044	10.0%	5.0%	\$16,067,119	\$8,657,854	\$24,455,000	3.4%	
2006	\$0.68	\$1.044	5.0%	5.0%	\$16,930,634	\$9,049,643	\$25,861,000	2.5%	
2007	\$0.68	\$1.014	4.0%	5.0%	\$18,097,414	\$9,708,687	\$25,746,000	4.1%	
2008	\$0.68	\$1.014	3.0%	5.0%	\$19,469,730	\$10,096,438	\$26,773,000	0.1%	
2009	\$0.68	\$1.014	2.5%	5.0%	\$20,509,639	\$10,545,302	\$27,810,000	2.7%	
2010	\$0.68	\$1.014	2.5%	5.0%	\$21,349,043	\$10,713,363	\$27,400,000	1.5%	
2011	\$0.68	\$1.014	2.5%	5.0%	\$21,634,800	\$10,801,200	\$27,972,000	3.0%	
2012	\$0.68	\$1.014	2.5%	5.0%	\$22,310,500	\$11,138,500	\$28,684,000	1.7%	
2013	\$0.68	\$1.014	2.5%	5.0%	\$22,681,300	\$11,323,700	\$28,794,000	1.5%	
2014	\$0.68	\$1.014	2.5%	5.0%	\$22,721,400	\$11,343,600	\$28,125,000	0.8%	
2015	\$0.68	\$1.014	2.5%	5.0%	\$23,293,000	\$11,629,000	\$29,710,000	0.7%	\$100,849
2016	\$0.68	\$1.014	2.5%	5.0%	\$24,018,000	\$11,987,000	\$30,492,000	2.1%	
2017	\$0.68	\$1.014	3.5%	5.0%	\$24,763,000	\$12,359,000	\$30,800,000	2.1%	
2018	\$0.68	\$1.014	3.5%	5.0%	\$25,632,000	\$13,217,000	\$30,377,000		

**Notes:**

- (1) For Howard County, this was the last year the real property tax was based on 40% of the assessed value. State law changed to 100% in 2002.
- (2) The user fee income data include the additional services, programs and facilities that were added, as well as the increase in participation in these activities.
- (3) The annual charge revenue data include increases due to construction of new properties, as well as changes due to the State Department of Assessments and Taxation's triennial re-assessments. Data shown is what is available in the current accounting system. Previous years' data would require additional research.
- (4) This data would have to be researched for each year. We used the one-year estimate for 2015 from the U.S. Census Bureau website (<https://census.gov/quickfacts/table/RHI105210/2419125>) for median household income for Columbia CDP (census-designated place).

**Columbia Association, Inc.**  
**Impact of Changes in the Annual Charge Rate and Cap**  
**July 3, 2018**

<b>Sample Properties</b>	<b>Billable Valuation</b>	<b>FY 19 Annual Charge</b>	<b>Annual Impact of a \$0.01 Change in the Rate</b>	<b>First Year Impact of Reducing the Cap to 2.5%</b>
1	\$390,700	\$1,328	\$20	\$0
2	\$364,700	\$1,240	\$18	\$0
3	\$450,900	\$1,533	\$23	\$0
4	\$285,625	\$971	\$14	\$9
5	\$576,926	\$1,962	\$29	\$19
6	\$250,460	\$852	\$13	\$8
7	\$288,210	\$980	\$14	\$9
8	\$321,500	\$1,093	\$16	\$0
9	\$277,400	\$943	\$14	\$0
10	\$379,001	\$1,289	\$19	\$12
<i>Average Residential Property</i>	<i>\$297,256</i>	<i>\$1,011</i>	<i>\$15</i>	
HRD Properties	\$260,247,964	\$884,843	\$13,012	\$6,089
General Growth Properties	\$251,806,133	\$856,141	\$12,590	\$8,252
<b>Total for Columbia Association</b>	<b>\$11,899,353,754</b>	<b>\$40,457,804</b>	<b>\$594,968</b>	<b>\$253,163</b>

**Notes:**

1. The CA Board members' residential properties were used as a sample representing one from each village. This also provides transparency regarding the impact of any Board decision on the annual charge rate. The average impact on the 10 Board members' properties is about \$18, slightly higher than the overall average.
2. The impact of a one-cent increase in the rate over the 27,000 residential properties would be only \$15 per year, but would provide approximately \$595,000 in total revenue that could be used by CA in other areas of need.
3. The 2.5 percent cap applies to five of the ten sample properties shown above.
4. A sample of commercial properties was included to show the impact of a one-cent change on those as well.

**Columbia Aquatics Advisory Committee (CAAC)**  
**Annual Report – FY 18**  
(to be submitted to Board by June 15)

The members of the FY18 Columbia Aquatics Advisory Committee were Bill Santos (Chair), and Dipper Wettstein ( Vice-Chair ), Carlton Haywood, Ann Mech, Celeste Huecker, Joan Holloway, Stuart TenHoor, Allan Waschack, Anne Fairbairn, Janet Schultz, and Eric Kusmaul. The staff liaison was Marty Oltmanns. The Committee met 8 times during FY18.

**A. Committee accomplishments/discussions for FY18 (Fiscal year just ended):**

- Organizing CAAC, Clippers, CNSL, Aqua Fitness, Masters, Swim Lessons, and Swimmers to testify to CA Board and begin planning for converting an outdoor pool into a new Indoor Pool.
- Worked with Jeremy Scharfenberg to look into solar shade canopies. We were not able to find a cost efficient option, however Jeremy was able to add additional solar panels at Dorsey Hall and Dickinson pools.
- June/July – Review Capital projects for summer 2018 and made recommendations & reviewed construction photos of Swim Center Phase II.
- Sept – CAAC Elections, Start of discussion on organizing swimmers for new indoor pool.
- Oct – Marty shared capital project plan for FY19 & asked for recommendations. Continued discussion of organizing for new indoor pool and visit to board during work session.
- Nov – Corey Woo shared the new Boga Fit program with the CAAC, Dan discussed funding, working with the CA Board, and process for getting capital money for new indoor swimming pool. CAAC voted down year round heated outdoor pool.
- Jan/Feb – Jeremy Scharfenberg came to discuss the solar shade canopies. Shared his plans to add solar cells to Dorsey & Dickinson.
- March/April – Jeff from the Clippers & Stephanie from the Clippers Parents Board visited to share the Clippers requirements for the new indoor competitive pool facility. Shared partnership with Aquatics, KC village, and Howard County Autism society for MacGills Common to be Autism Sensory Pool. Shared change of climbing wall venue to Jeffers Hill from Thunder Hill after Oakland Mills village request.

**B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by Committee in FY19 (Fiscal year just beginning) that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

- Continue to monitor the progress of the Aquatics Master Plan and the recommendations included in the plan, especially a new indoor aquatic facility or otherwise providing additional indoor pool space.
- Monitor the process and recommendations of the Swim Center's Building Assessment Study, any other aquatics upgrades, and make recommendations to the CA Board as necessary.
- Provide other guidance to CA staff and to the CA Board regarding CA Aquatics facilities, programs, and membership structure.
- Provide verbal and/or written comments to the CA Board regarding budget requests affecting CA Aquatics and/or other CA Board initiated requests.

**C. Committee recommendations, if any, with justification, for consideration by CA Board:**

- Exploration of new indoor aquatics facility or otherwise providing additional indoor pool space.
- Fully fund the final portion of the Swim Center improvements the ADA wading pool area as a phase IV upgrade.
- Request board members to read the joint Howard County/Columbia Association report, "Sharing the Lane. Columbia Association and Howard County Explore a Potential Aquatics Facility Partnership Approach."
- Request board members to review the Aquatics Master Plan Policy Statements. These policy statements provide high-level guidance for the Columbia Aquatics program and the implementation of the plan:
  1. The Columbia Aquatics program is a system of neighborhood, community and destination pools with standards for each type.
  2. The system of pools has and needs to continue to evolve to meet the needs of the community.
  3. The system should expand indoor pool capacity and employ a partnership



approach.

4. Retain all 23 pools in the aquatics system.
5. Consider changing an outdoor pool to an indoor pool based on the feasibility study and community input.
6. Focus on enhancing overall pool system usage.
7. Enhance data collection and monitoring for better decision-making.

**Committee Charge approved by CA Board \_\_\_\_\_, 201\_\_**  
Template approved 10/27/2016

**Columbia Art Center Advisory Committee**  
**Annual Report FY 18**  
**May 1, 2017-April 30, 2018**

The Columbia Art Center Advisory Committee was composed of Molly Miller, Chairperson, Joyce Bell, Janet Brady, Sophie Chen, Robert Coe, Winnie Coggins, Lynn Foehrkolb, Dennis Gilbert, Adam Goode, Barbara Herschman, Marlene Jackson, Nicole Paterson, Mark Russo, Doug Satteson, Chaya Schapiro, Suzanne Waller, Deanna Williford, and Carol Zika.

Team member participation on Advisory Committee included: Liz Henzey, Director, Monica Herber, Programs Manager, Christina McCleary, Ceramics Manager, and Trudy Babchak, Gallery and Events Specialist.

The Columbia Association Board Liaison was Janet Evans (Long Reach).

The Advisory Committee met four times during the fiscal year: June 2017, September 2017, November 2017, and March 2018.

**Accomplishments:**

- The members participated on several subcommittees - Special Events and Gallery Show Application Review
- The Special Events Subcommittee supported the efforts for the following gallery receptions: Color Columbia Plein Air event and exhibit (September 2017), Singular Sensations Annual Holiday show (December 2017), Faculty/Student exhibition (May 2017), ManneqART theme exhibition (September 2017), and Blossoms of Hope invitational theme exhibition (April 2018).
- Members assisted with the 2017 Congressional Youth Art Competition (May 2017) hosted by Congressman John P. Sarbanes for five counties.
- Members also assisted with the monthly Salon Series presentations which ran May-June, 2017, September-December, 2017, and January-April 2018.
- Members assisted with the Rep Stage Play reading (May 2017) and the Candlelight Concert Series music lecture (November 2017).
- Members volunteered throughout the fiscal year to help with gallery show installations, potluck dinners, and ceramics studio clean-up.
- Members helped the Art Center team with development of and the launching of the new Studio I Gallery space for emerging artists and school groups. Three shows ran in the new gallery space, including the Reservoir High School Senior Photography Show (February 2018), Choose Civility Youth Art Competition (April 2018), and two solo artist exhibits with emerging collage artist Pat Wilson (November 2017) and figurative painter Tim Kelly (October 2017).
- Members participated with their own art in group shows including Singular Sensations annual holiday exhibition, Faculty/Student exhibition, the annual Blossoms of Hope invitational theme show, and Color Columbia Plein Air event and exhibit.

- Advisory Committee members also served on the Art Center's Gallery Shop Committee and contributed their time to setting the quarterly rotations of student and faculty art in the shop.
- Advisory Committee member Doug Satteson represented the Art Center at the July 2017 Columbia Association Board of Directors meeting by presenting its annual report of activities and accomplishments for FY17.
- Advisory Committee members volunteered with Columbia's first ever plein air event held at Lake Kittamaqundi and Wilde Lake in September 2017 as part of Columbia's 50th Birthday celebration.
- Members of the Gallery Show Application Review committee met to select artist and community group shows for 2020 and several remaining slots in 2019 for the Main Gallery, Window Gallery and the Studio I Gallery.
- Members were present at several Long Reach redevelopment meetings held at Stonehouse next door.
- The Advisory Committee had one member step down: Richard Roepke. The Advisory Committee had one new member join in March 2018: Barbara Kellner.
- Members assisted the Art Center team with research and recommendations regarding the feasibility and possibility of permanent or rotating public art on Columbia Association property.
- Advisory Committee members supported and were present for the June 2017 ceremony for the village panel installation by recognized artist Gail Holliday at Kennedy Gardens at Lake Kittamaqundi.

#### **Charges for FY19:**

1. Provide direction and guidance to Columbia Association as it continues to develop and initiate Columbia Art Center programs and events.
2. Advise Columbia Association as it researches and implements new Columbia Art Center community projects and collaborations.
3. Assist Columbia Association in expanding Columbia Art Center's offerings to better serve the growing needs and changing demographics of the community.
4. Support Columbia Association's efforts to make Columbia Art Center a viable and flourishing arts resource for the community.
5. Support Columbia Association Art Center during the Long Reach Village redevelopment with support for alternative programming opportunities and community outreach efforts that can take place during the transition process.
6. Continue to research and assist with Columbia Association's possible installation of public art works on CA property.

## **Findings and Recommendations**

### **Public Art Placement on Columbia Association Property**

The **Columbia Art Center Advisory Committee** explored and researched the feasibility and placement of one or more pieces of permanent public art on Columbia Association land. This researched included meetings with local arts organization leaders and public art specialists.

The **Art Center Advisory Committee's** findings are:

#### **For Permanent Public Art on Columbia Association property, the steps to take are:**

- Hire a temporary part-time public art specialist to oversee project.  
(estimated salary: \$55,000 annual)
- Develop a committee of internal Columbia Association (CA) team members and community experts.
- Research specific CA spaces that would be appropriate for sculptures.
- Receive approval for these specific locations by CA.
- Launch a call for entries for artists and sculptors to apply.
- Have a committee review the applications.
- Create a selection process for the artworks.
- Pay each selected artist a fee. (Estimated at \$12-30,000 each)
- Promote the public art in the community. (Estimated at \$2,000)
- Obtain additional specialized insurance for the art. (Estimated at \$10,000)
- Contract artist for refurbishing sculpture throughout installation. (Estimated at \$5000)
- Purchase and install sculpture pad, lighting, additional landscaping for sculpture areas.
- Transport the sculptures to locations. (Estimated at \$5-10,000)
- Install the sculptures at the sites. (May require specialized equipment to lift and place.)
- Maintain the land: Responsibility of Columbia Association Open Space and Landscaping Crews.
- Invest in plaque/signage for the sculptures.
- Coordinate some sort of ceremony/reception for the debut of the sculptures.
- Consider security and safety of the sculptures. (Possibly install camera system.)

**Cost for permanent public art estimated at \$150-\$250,000**

**For Temporary Public Art on CA property, the steps to take are:**

- Create an internal program similar to the Howard County Arts Council's (HCAC) annual ArtSites project. Businesses apply with a specific property location and the accepted applicants are given a temporary outdoor sculpture for a span of one year.
- The benefit of this type of program is that it reduces the cost on all levels and pilots the program to get a gauge on how well it runs and how well it is received by CA and the community.

**This program would involve these steps:**

- Develop an internal committee of Columbia Association team members, including members from Open Space, Landscaping, Art Center, Community Services, Villages (specifically Wilde Lake Village, an ArtSites participant) and others.
- Possibly hire a part-time team member to be the coordinator of the project or expand hours of a current CA Art Center team member to assume these responsibilities.
- Select 1-2 Columbia Association properties for piloting the project.
- Create and circulate a call for entries to artists/sculptors.
- Develop a selection process for applications by the committee.
- Select the art for temporary display (1-2 years) for 1-2 CA property sites.
- Pay each selected artist a fee. (Estimated at \$8-15,000 each)
- Promote the public art in the community. (Estimated at \$2,000)
- Obtain additional specialized insurance for the art on location. (Estimated at \$5,000)
- Contract the artists for refurbishing the sculptures throughout installation. (Estimated at \$1-\$2000 for 1-2 years.)
- Purchase and install sculpture pads, lighting, additional landscaping to sculpture areas.
- Transport the sculptures to location. (Estimated at \$5-10,000)
- Install the sculptures at the sites. (May require specialized equipment to lift and place)
- Maintain the land: Responsibility of Columbia Association Open Space and Landscaping Crews.
- Install plaque/signage for the sculptures.
- Hold some sort of ceremony/reception for the sculptures.
- Consider security/safety for the sculptures. (Possibly install a camera system.)

**Cost for temporary public art estimated at \$25-40,000.**

Based on its findings, the **Columbia Art Center Advisory Committee** recommends that Columbia Association participate in the HCAC's annual ArtSites program. **It is a cost-effective way of having public art displayed on Columbia Association property without the enormous expense and maintenance involved.**

HCAC covers insurance, transportation, installation, and artists' fees. Columbia Association has participated in ArtSites in past years and had applications accepted for locations such as Wilde Lake Village. Sean Harbaugh, Assistant Division Director of Open Space Management, has served as the company facilitator for CA's ArtSites applications and is quite versed on the process.

The **Columbia Art Center Advisory Committee** recommends that an internal committee be developed of Columbia Association team members from Open Space, Landscaping, Art Center, Community Services, Villages (specifically Wilde Lake Village, an ArtSites participant) and others. This committee could assume responsibility for selecting several CA properties for public art and move forward with applications to ArtSites for the 2019 program.

**Other Points to Take Into Consideration:**

***From the online research that was completed and the meetings held with arts administrators with public art experience, these points were emphasized:***

- It is critical that the community be kept aware of these enhancements. The more community buy-in that is received from the beginning of this type of project, the more the response felt by the public will be positive. Transparency about this type of project is imperative.
- It is important to take into consideration that the specific outdoor spaces that will house the public art is well travelled. Ideally, the spaces will have room for gatherings and interactive community functions. Wide appeal should be a goal for the selected locations. Take into consideration the CA property that is well travelled, such as the trails, paths and spaces surrounding the lakes.
- The public art that is present in downtown Columbia and Baltimore near buildings is typically mass produced. This type of public art is called *mass consumption public art*.



Builders are required to put a percentage towards beautification at the sites of their buildings.

## **Golf Advisory Committee Annual Report – FY 18**

The members of the FY18 Golf Advisory Committee were Keith Heilveil and Bill Harris (Committee Chair and Vice-Chair), and Jim Burrows, Madeline Butler, Tara Coates, Marco Depalma, Debbie Drown, Bill Duncan, Troy Fitzgerald, Doug Grossman, David Hand, Beth Leaman, Lina Liebold, Lou Maclay, Lew Shipp, and Ethan Wasil. The staff liaisons were Joan Lovelace, Nicholas Mooneyhan, Don Vandusen, Patrick Mather and Brett Bartek. The Committee met 4 times during FY18.

### **A. Committee accomplishments for FY18 (Fiscal year just ended):**

- Developed and maintained daily course information calendar online
- Created slack online messaging forum for improving communication among committee members and staff liaisons
- Continued assessment of drafted course maintenance standards to further align expectations and define benchmarks for course conditions and maintenance practices
- Established course, tournament, and house subcommittees
- Standardized committee meeting format, committee reports, and surrounding communication practices
- Defined Hobbit's Glen/Fairway Hills course identities and respective locations in the perceptual competitive marketplace
- Leveraged feedback and newly created house subcommittee to facilitate cooperation between the Turn House and golfing community
- Implemented Golf Genius software to enhance event & outing operations
- Reformatted tournament offerings to strike a well-defined balance of competitive and social member events
- Received board approval for on-course beverage cart alcohol sales at Fairway Hills
- Improved the membership's virtual experience through various website enhancements and utilization of digital displays at the clubs
- Utilized smartsheets project management software to communicate winter project plan timelines and status updates
- Transitioned to ForeUp tee sheet software to begin the process of rolling out online tee time booking functionality for the membership

### **B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by Committee in FY19 (Fiscal year just beginning) that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

- Enhance operational usage of ForeUp tee sheet and expand online booking reservation functionality
- Continue to improve cooperation between the Turn House and golfing community

- Construct master league roster spreadsheet to maximize the effectiveness of disseminating course information
- Define long-term plans for fairway renovations that will provide an appropriate balance of focus between both peak season and off-season conditions
- Develop greater consistency in the operational processes and procedures among each subcommittee

**C. Committee recommendations, if any, with justification, for consideration by the CA Board:**

**Committee Charge approved by CA Board \_\_\_\_\_, 2018**

## **Health and Fitness Advisory Committee Annual Report – FY 18**

The members of the FY18 Health and Fitness Advisory Committee were Jessica Rennenkampf (Committee Chair), Mary Lou Henderson (Vice-Chair), Bob Berlett, Dave Bleyer, Leo Bruette, Jen Eckert, Laura Farro, Chadi Groome, Jeff Lunder, Jack Sacchetti, Larry Sorkin, Mary Helen Sprecher, and Cathy Weiss. The staff liaison was Steve Mendelsohn. The Committee met 5 times during FY18.

### **A. Committee accomplishments for FY18 (Fiscal year just ended):**

- Met, at least quarterly and presented requests and concerns of members to CA staff. Worked together to creatively address and problem solve a variety of operational issues.
- Provided ongoing member & user feedback to staff regarding equipment, classes & special programs, customer service at the clubs, and overall user experience to effect improvement in multiple areas.
- Helped promote Clarabridge customer experience surveys, assisting CA in achieving response rates well over industry standards.
- Provided input for capital projects, including testimony before the Board at the January Budget Public Hearing about the importance of the proposed renovations at the Columbia Athletic Club.

### **B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by Committee in FY19 (Fiscal year just beginning) that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

- Support efforts for capital renovations by presenting budget testimony and justifications to CA Board.
- Support the renovation of the Athletic Club by socializing the changes to the membership and community at large and assisting CA in finding and resolving member pain points resulting from the shutdown.
- Provide ongoing member and user feedback to staff and suggestions for service

upgrades utilizing experiences, observations and communications in facilities to effect improvements in multiple areas and for various user groups.

- Help promote and utilize Clarabridge customer experience surveys and responses to further effect improvements.
- Forming subcommittees to advocate for planning and funding of operational initiatives to promote high levels of equipment and service delivery to the community that continue to enrich resident experience and quality of life.

**C. Committee recommendations, if any, with justification, for consideration by CA Board:**

Template approved 10/27/2016

**IT Advisory Committee**  
**Annual Report – FY18**  
(to be submitted to Board by June 15)

The members of the FY17 IT Advisory Committee were Jean Friedberg (*Committee Chair*), and Bill Gray and Kevin Walsh. The staff liaison was Chuck Thompson.

As noted in FY17 report, the IT Advisory Committee decided to become an ad hoc committee. The Committee did not meet during FY17.

**A. Committee accomplishments for FY18 (Fiscal year just ended):**

- While the ITAC did not meet during FY18, its previous work resulted in the creation of the Business Technology Advisory Committee. This committee is critical to tactical execution of strategic IT plans. This committee now meets on a monthly basis.

**B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by Committee in FY18 (Fiscal year just beginning) that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

**C. Committee recommendations, if any, with justification, for consideration by CA Board:**

- See attached Business Technology Steering Committee charter

**Committee Charge approved by CA Board \_\_\_\_\_, 201\_\_**

Template approved 10/27/2016



## Business/Technology Steering Committee

### Mission

This Charter establishes the Business/Technology Steering Committee (BTSC) as the group responsible for providing executive leadership in strategic business/technology (BT) planning, project prioritization/management, and project approval for the entire organization.

### Objectives

The BTSC will provide a stabilizing influence so organizational concepts and directions are established and maintained with an innovative view toward the digital transformation of CA. The BTSC provides direction on long-term technology strategies in support of the organization's mandates and business vision.

Members of the Steering Committee ensure that CA's business technology needs and objectives are being adequately addressed regarding:

- Strategic Alignment  
Alignment of the organization's BT strategy with CA's business missions, needs and objectives
- Value Delivery  
Assuring that BT strategy delivers benefits and provides value
- Resource Management  
Optimal investment in and proper management of BT resources, including applications, information, infrastructure and people
- Risk Management  
Understanding and awareness of BT risks and effective, appropriate management of these risks

In practice, these responsibilities are carried out by performing the following functions:

- Identify and develop strategic initiatives
- Identify obsolete solutions/applications and develop decommissioning/"sunsetting" initiatives
- Prioritization of initiatives
- Monitor and review initiatives at regular Steering Committee meetings
- Develop and review standards and policies
- Update standards and policies as emergent issues force changes to be considered, ensuring alignment with this Committee Charter as well as the objectives of the organization
- Monitor the quality of deliverables



- Obtain “buy-in” across the entire organization and eliminate the “squeaky wheel” approach to project prioritization/management
- Act as a sounding board for all business/technology considerations

## Guiding Principles

*We want to digitally transform CA*

Why do we need to do this (business view) and what do we expect from it (functional view)?  
How do we do it (technical view) and what will we do with it (implementation view)?

- Learn to anticipate the future and transform business
- Articulate the vision to the entire team
- Provide leadership support for transformation
- Create an ecosystem that makes sense

Additional information and guidance:

CA/IT Digital Transformation strategy documentation –

<https://drive.google.com/a/columbiaassociation.org/file/d/0B4ysyF74kcJvcWdQdVRjdmFNeWc/view?usp=sharing>

CA/IT Digital Transformation strategy slide deck –

<https://drive.google.com/a/columbiaassociation.org/file/d/0B4ysyF74kcJvNnpRRWhDZWMzNkE/view?usp=sharing>

CA/ IT Cloud strategy documentation –

<https://drive.google.com/a/columbiaassociation.org/file/d/0B4ysyF74kcJvcVpfNWVpQkREXzQ/view?usp=sharing>

## Membership

A committee chairperson will be appointed by the CEO. Committee membership will be review every two years and adjusted as appropriate.

Initial members of the committee are:

- Director of Communications and Marketing (C&M)
- Director of Sports and Fitness (S&F)
- Director of Community Services (CS)
- Director of Open Space Management (OSM)
- Chief Financial Officer (CFO)
- Chief Information Officer (CIO)
- Staff representative

## Procedures

- Meeting structure – the chairperson or designee will collect agenda items and circulate agendas in advance of each meeting to ensure informed discussion of topics.
- Meeting frequency – at least quarterly. The committee will determine modifications to the schedule based on needs related to current activities.

- Documentation – all meetings shall have notes of discussions, recommendations, and action items.

**International & Multicultural Advisory Committee (IMAC)**  
**CA Community Services**  
**FY18 Annual Report**

**The members of the FY18 International & Multicultural Committee (IMAC) were:**

Valerie Montague (Committee Chair), Camellia Blackwell-Taffel, Lucie Geinzer, Joan Holloway, Alexandra Hursky, Magdalena Castro Lewis, Paulomi Desai, Susan Di Paula, Marcy Gitt, Alberto Grosmark, Farida Guzdar, Laurie Liskin, Roberto Martin, Kathleen Martin, Elvira McCullough,, Priyanka Panda, Debra Paper, Alice Pham, Linda Potsiadlo, Arna Rubman, Jean Salkeld, Larry Schoen, Sherman Taffel, Suzanne Waller, and John Zahor.

The staff liaisons were Laura Smit and Grace Chang.

The Committee met five times during FY18: June 7, Sept 6, Nov 1, Jan 9, March 7  
Meetings ran from 7 – 8:30 pm at CA Headquarters.

**A. Committee accomplishments for FY18**

**SUMMARY**

1. Sister Cities Art Exhibition, June 2017
2. Sister Cities HS Exchange, July 2017
3. Oceania CultureFest Oct 2017
4. Delegation trip to China included 5 IMAC committee members, Oct 2017
5. Approval of Liyang, China as new sister city by CA Board, April 2018
6. Explore Columbia's Sister Cities event, April 22, 2018
7. French Artist Exchange (Cergy-Pontoise Committee); 7 artists approved for Sept 2018
8. World Languages Cafe - 12 cafes on 4th Tuesday of the month
9. Int'l Book Club - 12 books, 12 meetings on 2nd Wednesday of the month

**FY18 Charges and Accomplishments**

1. *Support the development of more independent sister cities advisory subcommittees to reduce the administrative and programmatic work currently carried out by CA's Program Manager for International Exchange & Multicultural Programs (IEMP)*

During FY18 year, subcommittee chairs began convening meetings, taking notes and reporting to IMAC every other month (previously, CA staff convened all subcommittee meetings, reported on subcommittee work, took notes and wrote the Minutes.)

- Cergy-Pontoise (France) Sister City Committee – Jean Salkeld, Chair
- Tres Cantos (Spain) Sister City Committee – Magdalena Castro Lewis, Chair
- Tema (Ghana) Sister City Committee – Gabriel Pomary, Chair
- Cap-Haitien (Haiti) Sister City Committee – Bob Anantua
- China Sister City Planning Committee – Hui Dong, Chair

2. *Increase the community's awareness of Columbia's sister cities and multicultural programs through participation in the Columbia's 50th Birthday celebrations.*

A **Sister Cities Art Exhibition** was held at the Richard Talkin Gallery at Howard Community College with paintings and sculptures brought from Columbia's 4 sister cities (Cergy-Pontoise, France; Cap-Haitien, Haiti; Tema, Ghana and; Tres Cantos, Spain) from June 10 to July 17, 2017 with many IMAC members in attendance for the multicultural reception on June 18. There were 6 artists in attendance out of the 14 with works in the exhibit.

3. *Host visitors from Columbia's sister cities: during Columbia's Birthday week, June 16 - 25, and help entertain and transport the visitors on local trips.*

**Sister Cities Artist Exchange:** IMAC members, as well as Cergy-Pontoise and Tres Cantos subcommittee members, hosted 6 artists and 4 companions from June 15 - 26, 2017 and helped with arranging a week of activities for visitors during the Columbia 50th Birthday week, accompanied visitors on day trips, and attended pot lucks for the visitors.

4. *Help determine the suitability of the city of Liyang, China as a 5th Sister City for Columbia and, if it is determined to be a good candidate, attend the China Sister City Planning Committee's presentation to the CA Board and ceremonies for the signing of the sister city agreement.*

**Delegation Trip to China:** In October 2017, five IMAC members -- : Magdalena Castro-Lewis, Lucie Geinzer, Marcy Gitt, Linda Potsiadlo, Carol Jo Roeder -- .traveled to China with a Howard County Delegation of 21 people, including two CA Board members, Alan Klein and Dick Boulton. . They visited Liyang in Jiangsu Province, as well as 5 other Chinese cities.

**Approval by CA Board:** In March 2018, the China Sister City Planning Committee made a presentation to IMAC requesting permission to proceed to develop a sister city relationship for Columbia with Liyang. Upon receiving approval from IMAC, the Vice-Chair of IMAC and the Chair of the China Subcommittee presented to the CA Board of Directors on April 12, which approved the establishment of the sister city relationship on April 26, 2018 (now awaiting the formal signing ceremony in Oct 2018). IMAC members and China Sister City Planning Committee members attended the presentation at the April 12 Board meeting.

5. *Provide input to CA as it partners with Howard County Library System to offer two CultureFests: Oceania in fall 2017 and West Africa in spring 2018; help staff the IMAC table at the CultureFests, and support outreach to other community multicultural events.*

The **Oceania CultureFest** on Australia, New Zealand and the Pacific Islands, held October 22, 2017 at the Miller Branch of the Library was well attended with more than 400 visitors who enjoyed Polynesian dance performances and beautiful exhibit tables. Photos are here: <https://bit.ly/2y1nqPM>

CA's "**Explore Columbia's Sister Cities**" event held in the Columbia Mall on April 22 was a great success with performances and exhibits from all five of Columbia's sister cities. IMAC members staffed the five sister city display tables and the CA table. Event video: <https://youtu.be/NmF7tHFTWLQ>  
Event photos: <https://bit.ly/2KpuJwl>

The West Africa CultureFest was postponed to Oct 2018.

6. *Support ongoing IEMP/CA multicultural programs, such as the monthly World Languages Cafe and International Book Club, and other multicultural community programs.*

**The World Languages Cafe** was held 12 times during the year at the 50+ Center of East Columbia Library. Nineteen language tables were offered. Attendance varied from 65 to 105 people.

**CA's International Book Club** held 12 meetings to discuss 12 books from around the world. The list of books can be seen here: <https://bit.ly/2kLfFUO>  
Membership in the Int'l Book Club increased with 10 new members to 84 people, with attendance at meetings ranging from 8 - 22 people.

**Community Fairs:** Several IMAC members attended the Multicultural Fair of the Orthodox Church of St. Matthew on October 7 -8 in King's Contrivance and the International Holiday Bazaar at Glenelg Country School on December 2.

7. *Help and advise CA's IEMP program on more effective ways to market and promote the sister cities high school exchange opportunities to increase participation.*

The topic was brought up at two IMAC meetings. Several suggestions were made by IMAC members:

- Have former participants at more CA events to tell how good the program is.
- Increase outreach to high school PTAs
- Recruit college students *to participate -- they wouldn't need parental permission.*

**B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by the Committee in FY19.**

1. As IMAC is the umbrella committee for the sister cities subcommittees, it will **continue to support each of the five sister city advisory committees** to become less dependent on CA staff, developing their own goals and activities, in coordination with CA's Program Manager for International Exchanges & Multicultural Programs. **Note:** IMAC members are asked to join one of the sister city committees.

2. **Assist, promote and participate in IEMP/CA projects, activities and exchanges**, such as: a) High School Sister Cities exchanges; b) the French Art Exhibition and artist exchange with Columbia's sister city in France, Cergy-Pontoise in Sept 2018; c) the signing ceremonies of the Sister City Agreement between Liyang, China and Columbia; d) the tour of Ghana and visit to Columbia's Sister City, Tema, in Sept 2018; e) the Explore Columbia's Sister City in Haiti Program in Jan 2019; f) the Spanish culinary and wine exchange with Columbia's sister city in Spain, Tres Cantos (still in the planning stages), g) the monthly World Languages Cafe, and h) International Book Club.

3. **Provide input to CA as it partners with Howard County Library System and other organizations to offer at least two CultureFests:** 1) an Africa CultureFest in Fall 2018 to increase awareness of the unique cultures and countries of the African continent, using the *Black Panther* movie as a starting point; 2) a multicultural event in spring 2019 to celebrate the international diversity of Columbia, in collaboration with FIRN. Help staff the IMAC table at CultureFests and support CA outreach at other community multicultural events.

Senior Advisory Committee  
Fiscal Year 2018 Annual Report  
May 2017-April 2018

The Senior Advisory Committee members were Sharonlee Vogel (chairperson), Bernice Kish (vice-chairperson), Pearl Atkinson-Stewart, Roger Chang, John Eberhard, Elizabeth Johnson, George Laniado, Mary McGraw, Jean Salkeld, Kathryn Sunderman, Arleen Tate, Genie Wessel, and Paul Verchinski

Staff liaisons are Michelle Miller, Director Community Services and Patricia Dugan, Older Adult Programs Coordinator

The committee met nine times during the past year. Click on the attached link to review the minutes: <https://www.columbiaassociation.org/board-committee/senior-advisory-committee/>

**Accomplishments:** Each of the accomplishments ties directly to the SAC Charge or to an item in the Comprehensive Plan for Serving the Older Adult Community. The item number corresponding to the Comprehensive Plan is in parenthesis.

Monitored the progress and gave feedback regarding the Older Adult Plan through regular verbal updates at meetings and an annual written update. The Comprehensive Plan for Serving the Older Adult Community was completed in May 2014. All of the 51 total recommendations all have been started, 1 modified, and ongoing progress being made to most of the items. The 2018 Implementation report is attached for your information. (Charge)

Reviewed and monitored CA new Membership structure and advocated for a senior swim discount. (6 A,B)

CA's Director of Aquatics gave a presentation about CA pools and answered questions. He explained about the various programs occurring at the outdoor pools and Swim Center and handed out information on the schedules and new senior swim pass. (4 B,E)

Had a presentation from the Loan Closet of Howard County and discussed volunteer opportunities along with services that are offered to the community. (7A,B)

CA's Assistant Director of Sports and Fitness gave an overview of upcoming facility renovations in 2018, discussed the new Long Reach Tennis facility and the pickleball programs. (4B,E; 5E, 9)

CA's Assistant Director of Open Space Management presented on stream restoration, bridge and pathway renovations, and the Exploring Columbia walks (4D)



Dr. Robert McCallister presented on the Care of Alzheimer's and Related Illnesses and strategies to prevent or delay cognitive disorders. (8E)

Advocated to the CA Board that the all of the Contingency Fund money be returned to the Villages.

Continued to monitor the progress of the Village in Howard. Several SAC members have joined the Village and they share monthly about activities and membership information. Supported CA grant of \$25,000. (2G)

Had a presentation from Home Care Assistance about the Cognitive Therapeutics Method, which promotes brain health and helps improve people's quality of life. (8E, 7a)

Had a presentation and question and answer session from the Howard County Office of Consumer Protection, which assists people with questions or concerns about consumer transactions (7B, 8F)

The new Columbia Archives Manager presented about what information people can find in the Archives and about upcoming programs. (3D,E)

Received regular updates from the Howard County Commission on Aging, Maryland Commission on Aging. (7B)

At each meeting, each member shared with the committee on what they are hearing/what seniors want in their Village. (8F)

Through liaisons from the Columbia Association and Office on Aging the Committee was kept informed of the upcoming programs and services that would be of interest to Seniors. (7B, C)

Received updates on *Speak (Easy) Howard*, The Horizon Foundation's community collaborative about having a conversation about end of life wishes. CA is participating by helping to spread the word to older adults in Columbia. (8G, 9A)

Received updates from the Local Healthcare Improvement Coalition, which is focused on addressing health disparities and improving health and wellness in the community. (9A)

Participated in Columbia Association's FY 19 and FY 20 Budget process by submitting testimony. See attachment for testimony. (Charter)

Members wrote several articles for Village's newsletters about senior happenings in and around Columbia. (8F)

Had presentations from the Columbia Community Exchange about its programs and services for older adults. (3E,9B)

Neighbor Ride gave a presentation to the committee about its services, challenges and accomplishments since its inception in 2000. Supported CA \$10,000 grant. (1D)

The committee was briefed on the Columbia 50th Birthday Celebration planning and events scheduled. (7A)

**Recommendations:**

1. Increase grant to The Village in Howard from \$25,000 to \$50,000.
2. Increase the number of pickleball marked courts at CA tennis facilities and offer pickleball at good hours for older adults.
3. CA advocate to Howard County that the East Columbia 50+ Center be built on or near the current site.

**Proposed Charge for FY18:**

1. Visit various CA facilities and Village Community Centers to become more knowledgeable about the type of activities and opportunities offered for seniors and advocate for more classes and programs for seniors.
2. Work towards representation from every village on the Senior Advisory Committee
3. Reach out to make more seniors aware of the Senior Events Shuttle

## **Older Adult Plan - Implementation Update: April 2018**

The Older Adult Plan was approved by the CA Board and implementation began in May 2014. The plan outlines CA's commitment to older adult services over the next 20 years. The following report highlights the progress on the implementation of the Older Adult Plan during the fiscal year 2018, May 1, 2017- April 30, 2018.

### **1. Mobility:**

#### **A. Expand Transportation Options:**

CA joined with many other community organizations and businesses to advocate for increased county funding to implement the county's bicycle master plan. As a result, the County Executive has recently announced that he will be increasing county funding to implement the bicycle master plan and will also be pursuing state grants.

C. Senior Events Shuttle: Senior Events Shuttle (SES) has received additional funding from Howard County transportation department to support more trips for residents in Howard County. The SES is looking at ways to reach a segment of the population that may be socially isolated by increasing outreach and awareness efforts and made presentations and shared information with at Parkview, Miller's Grant, Dorsey Hall, the Village in Howard. Participated in outreach at 50+ Expo, Greenfest, other events throughout Howard County. Reaffirmed collaboration with Vantage House. The Senior Event Shuttle served 576 passengers and complete 59 round trips.

D. Neighbor Ride Support: Grant provide of \$10,000 in FY18. The Volunteer Center is continuing the ongoing partnership with Neighbor Ride in which qualified seniors can use the service at half price for transportation to and from volunteer opportunities.

### **2. Helping Older Adults Age in Place**

A. Home Repair and Modification Program: Updated CA website and added information regarding Home Repair program.

<https://www.columbiaassociation.org/health-and-fitness/mature-adults/programs-mature-adults/>

E. Home Repair Clearinghouse: CA investigated establishing a new clearinghouse and the decision was made to continue investment in The Village in Howard, Columbia Community Exchange and the Home Repair and Modification Program, all which have home repair services as part of their offerings, rather than start a new service.

F. Informational programs about services for older adults are part of the Columbia Community Exchange and the The Village in Howard.

G. CA awarded the Village in Howard a grant of \$25,000 in FY 18, that was supported by the Senior Advisory Committee. The Village in Howard currently has 130 paying participants.

### **3. Social/Cultural & Educational Activities**

A. Village Association Cultural Events: Outreach to Korean and Chinese cultures through the CA Multicultural programs, held at various villages community centers and public libraries.

C. Village Association Workshops/Classes: Village associations have had art paint nights, Master Garden classes, senior luncheons and senior coffee, among other programs.

B. Informal Village Association Program Opportunities: CA has held Solar Cooperatives, Watershed and mosquito control workshops at the Village buildings.

D. Lifelong Learning: Various 50th Birthday events were held at Howard Community College such as Archives and Multicultural programs exhibits and Founders Day. Columbia Community Exchange has hosted mini workshops, known as skillshare fairs, which are member led and teach do-it-yourself skills.

G. Groups and Outings: CA Tennis continues its partnership with the Washington Kastles, professional tennis team in DC to host a CA Night at a Kastles home match for the community this summer. CA Tennis is also looking at putting together a community day during the Citi Open, professional tennis tournament in DC this summer. Columbia Community Exchange has hosted mini workshops, known as skillshare fairs, which are member led and teach do-it-yourself skills.

Art Center continued its field trip program to various art exhibits and had several local art workshops.

### **4. Programming - A Community for all Ages**

A. Intergenerational Programming: Intergenerational programming continued with Teen Center, Library and Bain Center to teach older adults how to better use technology.

B. Programming Change within Existing Facilities: With the outdoor bubble coming down at Owen Brown, we are conducting a feasibility study to convert two of the tennis courts into permanent pickleball courts.

F. Program Monitoring: Older Adult program coordinator participates on Howard County Local Health Improvement Coalition (LHIC) Healthy Aging committee to promote CA's offerings and liaise with community partners to support healthy aging in our community. Pickleball continues to be in full flow year round at CA. We have also added line to the tennis courts in Oakland Mills to expand to other sites and have also bought additional equipment to possibly offer some

opportunities at the fitness clubs. We are also conducting a feasibility study to build permanent outdoor pickleball courts at Owen Brown once the bubble is taken down. Tennis continues to offer weekly doubles round robin play at the different tennis clubs for seniors.

C. Off-Peak Programming: Group fitness class schedules are evaluated quarterly and adjusted to include classes during the non-peak hours. Art Center continuing field trips and older adult programming at North Laurel 50 Plus Center.

D. Group Hikes and Walks: CA's 50th Birthday the Archives held several Exploring Downtown Columbia walks. Exploring Columbia on Foot is scheduled to have walks in 2018. Harper's Choice is doing a group hike along then Savage Trail in spring 2018.

F. Access for seniors: A \$25.00 Senior swim pass will be offered separately as part of new membership restructure. Ten percent discount will continue to be available to seniors, as well as a 50% income-qualified discount.

## **5. Facilities - Design and Location**

B. Universal Design: Incorporated into the Long Reach Tennis Club and major renovations to the Swim Center and the Athletic Club.

D. Walkable/Livable Communities: Staff advocated for funding of the Howard County Bikeway - a Horizon Foundation organized initiative to create a spinal network of bicycle pathways that would connect more than half of the county's residents to this network.

Hosted two speakers to address the community on "Enhancing Columbia's Neighborhoods: Learning from Best Practice." Paul Brophy and Mark Sissman spoke to the community about best practices, policies and tools to help older neighborhoods remain attractive and economically vibrant.

F. Park Furnishings to Serve Older Adults: The major pathways around the 3 lakes have benches installed since the plan went into effect. Some seating has been updated around the ponds.

A. Facility Activity Hubs: Athletic Club renovations will feature lobby area and will reopen in November 2018.

## **6. Rates and Fees:**

A. Access to Facilities/Programs: New membership structure has been approved by the CA Board and rolled out in May 2017.

B. Financial Assistance: Ten percent senior discount will continue to be offered as well as a 50% income qualified discount.

## **7. Partnering and Cooperation:**

A. Enhance Partnering: CA's Office of Planning and Community Affairs has continued to foster partnerships with Howard County Government (Columbia Market Study, Downtown Columbia to Patuxent Branch Trail Pathway Feasibility Study and Bike Share Feasibility Study, Complete Streets Implementation Team, ) and the Horizon Foundation (Community Building Speakers Series and planning for the Open Streets event on Little Patuxent Parkway loop), among others.

The Older Adult Program Manager has partnered with the Horizon Foundation on Speakeasy, Howard County. Created bicultural conversations in Aging between Korean and English speaking seniors. Held a Sweetheart dance for older adults in cooperation with the Camps department.

Older adult focused grants in 2018 included the Korean American Senior Association, Neighbor Ride, and The Village in Howard. Older adults are participants in the Community Action Council and Festival of Arts. CA was a premiere sponsor of the 50+ Expo.

C. Educational Classes: Office on Aging holding chronic disease management classes at CA facility.

## **8. Information, Training, Community Engagement and Coordination:**

B. Older Adult Guide: Updated brochure in 2017 as part of the 50 + Expo. Sponsorship of bags distributed at 50+ Expo; includes CA branding.

F. Community Engagement: Created information sheets and helpful links for Older Adults that is posted on CA's website. Programs and classes that are of interest to the older adult community are promoted in the 3x yearly Activities Guide, which is posted online, delivered free to residents, available in CA facilities, and placed at community locations.

C. Website: PDFs posted on CA's website are being processed through software that makes them ADA compliant. This will affect Board and committee documents and facility schedules. (However, this will not be possible with Archives files.)

D. Video and Live Streaming: Livestreaming of CA Board Meetings became available in May 2017. Recorded videos are posted on the website within 3 working days.

G. Older Adult Subject Expert: Offered multicultural event "A Bicultural Conversation on Aging in Community" in collaboration with Howard County Office on Aging and Independence and the Korean American Senior Association. Over 90 people attended the event that featured roundtable discussions, lunch, dancing and singing. Collaborated with CA's Camps Department

to offer a social event, the Senior Sweethearts Dance, Sixty seniors attended the February dance. Older Adult program coordinator participates on Howard County Local Health Improvement Coalition (LHIC) Healthy Aging committee to promote CA's offerings and liaise with community partners to support healthy aging in our community. Partnered with the Horizon Foundation on Speakeasy, Howard County.

## **9. Health Promotion and Services:**

A. Health and Wellness Partnerships: Ongoing medical wellness programs (Optimal Health, Fit Beginnings and Baby&Me) with doctor offices and Howard County General Hospital and various medical practitioners.

B. Healthy Lifestyle: Expanded program offerings, facility modifications and ADA accessibility at existing facilities and pools as well as the newest facility, Long Reach Tennis.

C. Mind-Body Wellness: Ongoing yoga at Haven on the Lake. Addition of aqua yoga at Haven as well as restorative yoga classes.

D. Medical Advisory Panel: Working with Dr. Harry Oken and Dr. Jyothi Rao (Shakthi Health and Wellness center) to explore various mediterranean nutritional offerings

E. Encourage Exercise: Ad campaigns in 2017 & 2018 have targeted those with an interest in warm water therapy and options that increase mobility and stability. Information on the Senior Swim Pass has been included in communications. Magazine articles have included testimonials from older adults regarding program options that are therapeutic.



## **Middle School and Teen Advisory Committees Annual Report FY18**

The members of the FY18 Teen Advisory Committee were: Zhion Perkins-Chair Trokon Anderson, Julian Basena, Adonya Kroger-Hobson, Sharell King, Shakari Prue, Isiah Wilkes, Xavier Wilkes. Middle School Advisory member was Derrick Adams.

Staff liaison was Safire Windley.

The Committees met eight times during FY18.

### **Accomplishments:**

- Middle School Pool Party July 7
- High School Pool Party July 14

During FY18 both Middle and Teen Advisory Committees hosted free pool parties for their respective peers. Both pool parties were held at Locust Park Neighborhood Pool. Youth enjoyed swimming, water games, contests and snacks. A total of 78 youth were served.

- Middle School Take Over June 16

A favorite event of the middle school advisory members and held at the Supreme Sports Club. Middle Schoolers enjoyed all the amenities the club offers but the event also included door prizes and free snacks and pizza. Seventy (70) youth were served.

- 16th Columbia Teen Idol

In September and October Teen Advisory members hosted auditions for the Columbia Teen Idol competition. The top 10 finalists were selected to compete at the 16<sup>th</sup> Annual Columbia Teen Idol Competition during Hear My Voice Teen Day held on October 15.

### **FY19 Proposed Charges**

1. Assist CA in advocating for and about youth programs. Inform and advise CA of community issues and opportunities as they relate to Columbia youth.
2. Plan and execute activities through which a safe and welcoming environment can be offered to Columbia youth.
3. Promote opportunities through which Columbia youth can express themselves and find their voice.
4. Partner with like-minded organizations to enhance the quality of life for Columbia youth and teens.

**Tennis Advisory Committee**  
**Annual Report – FY 18**  
(To be submitted to Board by June 15)

The members of the Tennis Advisory Committee were Leo Bruette (Chair), Bob Berlett (Vice-Chair), Jim Alvey, Jerry Boyer, Mike Glasgow, Dave Paulson, Erica Roach, Duane St Claire, Larry Sorkin, Laura Violand, Celest Womack, David LeDane and Maria LeDane. The staff liaison was Maury Bozman. The Committee met 9 times during FY18.

**A. Committee accomplishments for FY18 :**

**Capital Improvements:**

- Opened new state of the art Long Reach Tennis Club, featuring 6 indoor climate controlled courts, with PlaySight technology. The grand opening was on April 20, 2018 with about 375 participants in attendance.
- Deflated the Owen Brown Tennis Bubble and began demolition of older tennis facility in preparation for 2018-19 renovation.
- Closed Columbia Athletic Club indoor tennis play and programming in connection with the Athletic Club's renovation.
- Open and programmed outdoor tennis sites: Hobbit's Glen Tennis 6 clay court resurfacing, new tennis court benches, patio furniture, and windscreens; new windscreens for all outdoor tennis courts at the Owen Brown Club and the Wilde Lake Club.

**Tennis:**

- Transferred all tennis programming and block time from Owen Brown Tennis Bubble to Long Reach Tennis Club.
- USTA league play continued to grow & thrive with 4,200 + participants during calendar year 2017.
- Ladies Tri-Level League was implemented during the winter months, and the Spring Day League returned for its second year.

- Play Tennis Fast was a newly created program which introduced in excess of 60 new novice players to the game.
- Hosted the Howard County High School Tennis Championships for the second consecutive year and the Regional and State Tennis Championships, in which Howard County had strong representation.
- Continue to offer a wide array of tennis programs for youth development and competitive tennis : ages 3 - teenage, adult beginner - advanced and senior tennis programs.
- Hosted 3 USTA District League Tennis Championships with nearly 900 players competing at Wilde Lake Tennis Club and Owen Brown Tennis Club, the winners advancing to the next level.
- Hosted first NTRP age 50 and over Tennis State Championships in which nearly 100 Maryland players participated.
- Created Tennis Whiz program, a tennis preschool program for 3 and 4 year olds which introduced over 50 new participants to the sport in 2018.
- Implemented the Tennis Committee's recommendation for Owen Brown bubble block times to exercise right of first refusal for Long Reach Tennis Club block times.

#### **Pickleball:**

- Increased pickleball programs and pickleball growth by acquiring 10 pickleball nets and relevant supplies; converted a tennis court behind the Ice rink to an outdoor pickleball court ; offered pickleball indoor at Supreme Sports Club and Long Reach Tennis Club.
- Begin program and facility set up for the opening of six outdoor standalone pickleball courts at Owen Brown Tennis Club scheduled for completion in July, 2018.

#### **B. Proposed Charge submitted for approval to the CA Board identifying items to be addressed by the Committee in FY19 that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

- Create a system to ensure tennis facilities are inclusive of all user groups in coordination with USTA Tennis League programs.
- Continue to promote and encourage community members to attend and participate in tennis socials, events, and programs.
- Continue to advance tennis and pickleball programs to serve the community.
- Continue to enhance communication to & from the tennis community.
- Provide feedback about improving or repairing facilities as needed.

**C. Committee recommendations, if any, with justification, for consideration by CA Board:**

- Consideration of additional courts and potential covered courts to meet the increasing demands for tennis play.
- Refurbish the existing Hobbit's Glen Tennis Club's courts to improve court water drainage and overall playability.

**Committee Charge approved by CA Board \_\_\_\_\_, 201\_\_**

Template approved 10/27/2016

**Watershed Advisory Committee**  
**Annual Report – FY 18**  
(to be submitted to Board by June 15)

The members of the FY18 Watershed Advisory Committee were Deborah Wessner (*Committee Chair*), Alan Pflugrad, Bess Caplan, Janine Grossman, Bob Moynihan, Tim Titus, Cara Heilveil, Gail Holm, Mike Oleric, and Sheila Robinson. The staff liaison was John McCoy. The Committee met 6 times during FY18.

**A. Committee accomplishments for FY 18 (Fiscal year just ended):**

- **Committee members lead a number of resident engagement activities in their respective Villages. These activities are oriented towards educating residents about their watershed and its health. The activities included leading Stream Waders assessments of stream health and Weed Warrior Pull and Plants in open space.**
- **Toured and reviewed finished stormwater retrofits implemented as part of the watershed management plan.**
- **Reviewed and provided input on the stormwater and pond projects being proposed by staff for the FY19 and FY20 budget.**

**B. Proposed Charge submitted for approval by the CA Board identifying items to be addressed by Committee in FY 19 (Fiscal year just beginning) that align with the Committee's goals, CA's strategic plan and the President/CEO's goals and objectives:**

- **Continue to work with Staff and residents to identify potential watershed improvement projects that will help improve the quality of Open Space and Columbia's water resources.**
- **Continue to engage residents and the Village Associations to encourage environmental stewardship.**
- **Continue to recruit new members to fill vacant seats on the Committee.**

**C. Committee recommendations, if any, with justification, for consideration by CA Board:**

-

**Committee Charge approved by CA Board \_\_\_\_\_, 201\_\_**

Template approved 10/27/2016



To: Columbia Association Board of Directors

From: Milton W. Matthews, President/CEO

Date: 9 July 2018

Re: Strategic Initiatives for President/CEO for Fiscal Year 2019  
(Revised from Board Work Session on 12 July 2018)

**Strategic Initiative #1: *Facilitate Development of and Gain Board Approval of a New Five-Year Strategic Plan for Columbia Association (CA).***

This strategic initiative is aligned with CA's existing Strategic Goal #5.

The existing Strategic Plan for the organization became effective on 1 May 2014. On 1 May 2019, we will have covered a five-year period representing notable change in the organization and community, including the celebration of the 50<sup>th</sup> birthday of Columbia and steady redevelopment and new development in the downtown area.

The scope of this strategic initiative will include many months of effort, starting with identifying and bringing on board a skilled facilitator from the outside to assist the Board, senior staff, and community stakeholders in this collaborative endeavor.

Allowing time for CA's Request for Proposals (RFP) process, I believe we can have a facilitator under contract by the end of September 2018. Immediately afterward, we will produce timelines for completion of the various steps involved in developing a new strategic plan.

The deliverable will be a new Five-Year Strategic Plan for CA, with an effective date of 1 May 2019.

**Strategic Initiative #2: *Open Lines of Communications and Develop a Working Relationship with Cedar Realty Trust, Inc., Primary Owner of the Oakland Mills Village Center.***

This strategic initiative is aligned with CA's existing Strategic Goal #3.

With Howard County Government granting approval of the redevelopment plans for the Long Reach Village Center in June 2018 and the redevelopment plans for the Hickory Ridge Village Center moving through the next steps in the fall, the Oak Mills Village



Center is the “outlier” as to the community being informed of plans, even preliminary ones, which might indicate the future of this more than 45-year-old village center.

CA owns community buildings, facilities, and land within and adjacent to the village center. Additionally, it is the stated position of CA that we have a vested interest in the continued viability of each village center as a gathering place and commercial center for the immediate neighborhoods and possibly beyond.

The scope of this this strategic initiative will include me and others (possibly Howard County Economic Development Authority, Oak Mills Village Association, Howard County Chamber, and private developers in the community) working together to engage a representative or representatives from Cedar Realty Trust, Inc. It is my hope that from our initial conversation or meeting, we can follow-up with discussions about the Columbia community, including redevelopment projects completed, underway and planned for throughout the community.

The desired outcome of this strategic initiative is, as stated earlier, to open lines of communications and develop a working relationship, which I believe will improve the chance of all the parties working together on what will come next for the Oak Mills Village Center.

**Strategic Initiative #3: *Implement Upgrades and other Improvements to CA’s Website, which may include the Development of a New Website.***

This strategic initiative is aligned with CA’s existing Strategic Goal #4.

As I have shared with the Board previously, early last fall, I hired IMPACT Marketing & Public Relations (impactmarketing.net) to conduct a “top to bottom” assessment of all functions and positions in the Department of Communications and Marketing (C&M), producing a report with recommendations highlighting actions that CA needed to take to position C&M to be an asset to the organization into the future.

The resulting report was quite thorough (95 pages, including recommendations), and, although our existing website was not identified as one of the two primary issues, it did rank at the top among secondary issues. The key findings from IMPACT’s review of our website for user experience were summarized with the following phrase: “Overall, the website provides a bad user experience.”

The scope of this strategic initiative will be a cross-department effort, with me being more involved than I was three years ago but relying heavily on the expertise of CA’s new Chief Marketing Officer.

As for a deliverable resulting of this strategic initiative, I do believe we can produce upgrades and other improvements by the end of the fiscal year; however, following an assessment, if the best course is a new website, I do not possess the expertise to even guess as to a possible delivery date for such a change.

**Strategic Initiative #4:    *Provide the Board with an Updated Five-Year Capital Improvement Plan.***

This strategic initiative is aligned with CA's existing Strategic Goal #2.

As I highlighted in an article of the June 2018 edition of *The Business Monthly*, in recent years, we have intensified our efforts to manage and maintain the vast array of capital assets under CA's stewardship, including our lakes, ponds, pathways, golf courses and clubhouses, community buildings, pools, vehicles, tot lots, heavy equipment, and more. This is an impressive list, which would be the envy of some communities and a reason to keep officials awake at night in other communities, especially given the age of and the need for financial reinvestment presented by many of our buildings and facilities.

This strategic initiative is a project that Dennis and I have been discussing since the start of the fiscal year; so, I will be working closely with him and others in the Capital Project Division of the Department of Open Space and Facility Services.

The deliverable from this strategic initiative will be an updated Five-Year or Ten-Year Capital Improvement Plan to the Board by 31 March 2019.

**Strategic Initiative #5:    *Provide the Board with a Market Feasibility Study that will include an analysis of residential and commercial demographic data; an estimate of the total number of existing customers being served by current competition in the marketplace; an estimate of total number of potential customers in the marketplace; and an estimate of the net number of potential customers available in the marketplace.***

This strategic initiative is aligned with CA's existing Strategic Goal #1.

Also, I believe this strategic initiative will assist in *a better understanding of what is driving the changes in the resident membership market penetration percentage, as well as the factors that impact why people enroll in CA Sport & Fitness programs, including competition, demographics trends, services provided, and price* (paraphrase of "Desire Outcomes" from the Board's Strategic Issue #2 for next 12 months).

As for a date for completion of this strategic initiative, a lot can be accomplished with the market feasibility study over the eight-month period, August 2018 to March 2019; however, we may need to the end of Fiscal Year 2019 to produce a final report.



July 24, 2018

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

From: Susan Krabbe, Vice President and CFO

Cc: Sheri Fanaroff, General Counsel

Re: Indemnify CA Team Members on the 401(k) Plan Investment Committee

This memo follows up on your second discussion of the proposed Columbia Association (CA) Board resolution to hold the 401(k) plan Administrative Committee members harmless from the acts and decisions they make as a committee member on behalf of the Plan. The 401(k) plan serves eligible employees of CA and nine of the ten village community associations.

It is my understanding that your discussion during the second reading on July 12, 2018 centered on replacing the term "gross negligence" with "recklessness." At your direction, we submitted the proposed amendments (in red on the attached document) to the outside benefits attorney who drafted the original proposed resolution, for his evaluation.

In order to assess the difference in impact between "gross negligence" and "recklessness", the difference in meaning between those two terms must be noted. Gross negligence means serious carelessness. Recklessness means that a person is aware of the possible harmful consequences of his/her actions but decides to take that risk anyway. Some conduct could be grossly negligent but not reckless, which means that replacement of the term "gross negligence" with the word "recklessness" broadens the indemnity initially proposed. In addition, the term "gross negligence" is well understood by the courts and has been used for many years to limit the indemnification of fiduciaries.

Consequently, it is recommended that CA include in the resolution the phrase "willful misconduct or gross negligence," rather than revising it to read "willful misconduct or recklessness."

Thank you for your consideration of this matter at your July 26, 2018 meeting.

Attachment

**BOARD RESOLUTION INDEMNIFYING FIDUCIARIES OF  
THE COLUMBIA ASSOCIATION, INC.  
INCENTIVE SAVINGS PLAN AND TRUST**

**WHEREAS**, Columbia Association, Inc. (the "Association") sponsors and maintains The Columbia Association, Inc. Incentive Savings Plan and Trust (the "Plan"); and

**WHEREAS**, fiduciaries of the Plan are also Association employees ("Plan Fiduciaries"); and

**WHEREAS**, current Plan Fiduciaries are Lynn Schwartz, Director of Finance/Treasurer, Paul Papagjika, Controller, Ron Meliker, Director of Human Resources, John Clark, Payroll Manager and Susan Krabbe, Vice President and CFO; and

**WHEREAS**, the Plan's financial advisers have recommended that the Association indemnify the Plan Fiduciaries in connection with their roles as Plan Fiduciaries through a specific resolution of the Association's Board of Directors; and

**WHEREAS**, the Employee Retirement Income Security Act of 1974, as amended, permits an employer to indemnify plan fiduciaries from the effects and consequences of their acts, omissions and conduct as Plan Fiduciaries, except to the extent that the effects and consequences result from the Plan Fiduciaries' own willful misconduct or recklessness.

**NOW, THEREFORE, it is**

**RESOLVED** that the Association shall indemnify and hold harmless each current and future Plan Fiduciary, acting in good faith, from the effects and consequences of his or her acts, omissions and conduct in his or her official capacity as a Plan Fiduciary, except to the extent that such effects and consequences result from his or her own willful misconduct or recklessness.

**FURTHER RESOLVED**, that if any matter arises as to which a Plan Fiduciary is entitled to indemnity pursuant to this resolution, the Association, at its own expense, shall take charge of the disposition of the asserted liability, including the compromise or conduct of litigation.

**Approved by Columbia Association Board of Directors \_\_\_\_\_, 2018**



**Department of Energy**  
Washington, DC 20585

June 25, 2018

Mr. Milton W. Matthews  
Chief Executive Officer and President  
Columbia Association  
6310 Hillside Court  
Columbia, Maryland 21046

Dear Mr. Matthews,

Congratulations! Your organization has achieved the energy savings goal established under DOE's Better Buildings Challenge. We commend you for achieving an overall 21 percent improvement in energy intensity across your entire building portfolio and contributing to \$3.1 billion in reported cumulative energy savings from the set of market leaders that have stepped up to the Better Buildings Challenge.

We also applaud your leadership and willingness to share your experience, ideas, and successes with your peers. This transparency will help others replicate your successful strategies and accelerate the adoption of energy efficiency solutions throughout the country, reducing energy costs, providing jobs, and helping our environment.

Thank you for your hard work and partnership. We look forward to seeing your further results and encourage you to join the growing number of goal achievers who have publicly set new goals.

I look forward to our continued partnership in the Better Buildings Challenge.

Sincerely,

A handwritten signature in black ink, reading "Kath B Hogan".

Kathleen B. Hogan, Ph.D.  
Deputy Assistant Secretary for Energy Efficiency  
Energy Efficiency and Renewable Energy

cc: Mr. Dennis Matthey  
Mr. Jeremy Scharfenberg







*Programs and services throughout the lifespan for children and adults living with autism and related developmental disabilities*

**STAFF**

William A. Moss, M.Ed., CRCCPA  
*Executive Director*

Anne M. McArthur  
*Business Director*

Thuan B. To  
*Finance Director*

Diann L. Butler  
*Education Director*

Stacey Beall  
*Director of Employment and Community Integration*

Michael Marshall  
*Residential Director*

Leah R. Kable  
*Director of Training*

Winsome Parchment  
*Human Resources Manager*

Barbara F. Larimore, BSN, RN  
*RN Delegating Case Manager*

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ADVISOR EMERITUS**

Dr. Charles I. Ecker (1928-2015)

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*Fusco Financial Associates, Inc.*

June 28, 2018

Ms. Susan Krabbe  
Columbia Association  
6310 Hillside Court, Suite 100  
Columbia, MD 21046

Dear Susan:

On behalf of Linwood Center's staff, board of directors, and the individuals we support, I would like to thank you for your generous contribution of \$575.02 as a result of your after-school program's recent fundraising and awareness project. We are so grateful that the Columbia Association chose Linwood Center as the beneficiary of this project, and we are excited to display your students' artwork throughout our school!

The tremendous surge in the prevalence of individuals with an autism spectrum disorder is the reason that Linwood exists. It is now estimated that one in 59 children in the United States has a diagnosis on the spectrum. Linwood is here to provide much-needed services to these individuals, including a school program, supported employment program, and community-based residential services.

Your support enables Linwood to continue growing and enhancing our programs and services for those who need them. Thank you for joining us on our mission to create the possibility of extraordinary lives for children and adults living with autism and related developmental disabilities.

Sincerely,



Bill Moss, Executive Director

*Linwood Center, Inc., is a 501(c)(3) nonprofit organization, donations to which are tax deductible to the fullest extent allowed by law, as no goods or services are received in exchange for these gifts. For tax purposes, Linwood Center's Federal Identification Number is 52-0659515.*

Board Request Tracking Log  
FY 19  
As of July 13, 2018

	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>Resolution</u>
2	Gregg Schwind	CA's process for investigating and resolving sexual harassment complaints	5/31/2018	Office of the General Counsel	7/26/2018	
3	Ginny Thomas	One-page summary of the process used to study the neighborhood centers	6/9/2018	Open Space and Facility Services	7/13/2018	E-mail sent to the BOD on 7/13/2018
4	Chao Wu	CA Board Expenses - 2017-2018	7/9/2018	CFO's Office	8/9/2018	
5		How many FY/PT employees and their costs				
6		How much spent on the meeting				
7		How much spent on stakeholders dinners				
8		How much spent on BOD members gift cards/benefits				
9		How much spent on outside consulting hired by the BOD				
10		Include any other expenses associated with the BOD				
11						
12						
13						
14						

Resident Request Tracking Log  
FY 19  
As of July 13, 2018

	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>Resolution</u>
2	Robert Slattery	Questions re: three bids/RFP's on CA's website	5/5/2018	Administrative Services	6/1/2018	Letter sent 5/22/2018
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