



November 7, 2014

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

From: Russ Swatek, Board Chair

The Columbia Association Board of Directors Meeting will hold a Public Hearing on the Conditional FY 16 Budget on Thursday, November 13, 2014 at 7:30 p.m. at the Columbia Association Building, 10221 Wincopin Circle, Columbia, MD 21044. The Public Hearing will be followed by a Board of Directors meeting. Agendas and backup documents for CA Board of Directors meetings may be found on the Columbia Association website at the following link: <http://www.columbiaassociation.org/board/meetings/agendas-packets-minutes>

AGENDA – PUBLIC HEARING ON BUDGET
Hosted by the Planning and Strategy Committee

- | | |
|---|---------|
| 1. Call to Order (Announce Directors/Staff in Attendance) | 1 min. |
| 2. Approval of Agenda | 1 min. |
| 3. Resident Speakout | |
| 4. Public Hearing for Additions and Deletions to the Conditional FY 16 Budget | 45 min. |
| 5. Adjournment – Approximately 8:30 p.m. | |

BOARD MEETING AGENDA

- | | |
|--|----------------|
| 1. Call to Order | 1 min. |
| 2. Announcement of Closed/Special Meetings Held/To Be Held | 1 min. |
| 3. Approval of Minutes October 23, 2014 | 2 min. |
| 4. Chairman's Remarks | 3 min. |
| 5. President's Remarks – Follow-Up Questions from the BOD | 10 min. |
| 6. Committee Agendas | |
| (a) Planning and Strategy Committee | |
| 1. Discussion | |
| (a) Committee Tracking Form | 2 min. |
| (b) Strategic Implementation Committee | 42 min. |
| 1. Discussion | |
| (a) Deer Tick and Lyme Disease | (20 min.) |
| (b) Corporate Resolution for Brokerage Account | (20 min.) |
| (c) Committee Tracking Form | (2 min.) |

- (c) External Relations Committee
 - 1. Discussion **4 min.**
 - (a) Date – November Stakeholders’ Dinner *(2 min.)*
 - (b) Committee Tracking Form *(2 min.)*
 - 7. Recommendations for Board Action
 - (a) Consent Agenda - None
 - (b) Recommendations for Action - None
 - 8. Possible Topics for Future Board Discussions 20 min.
 - 9. Tracking Forms 5 min.
 - (a) Tracking Form for Board Requests
 - (b) Tracking Form for Resident Requests
 - 10. Talking Points 2 min.
 - 11. Adjournment – No Later than 11:00 p.m. (Expected Ending Time: Approximately 10:05 p.m.)

Next Board Meeting: Thursday, December 11, 2014

ARRANGEMENTS FOR AN INTERPRETER FOR THE HEARING IMPAIRED CAN BE MADE BY CALLING 410-715-3111 AT LEAST THREE DAYS IN ADVANCE OF THE MEETING.

CA Mission Statement

Working every day in hundreds of ways to make Columbia an even better place to live, work, and play.

CA Vision Statement

Making Columbia the community of choice today and for generations to come.

1 **DRAFT**
2 **Minutes of the**
3 **BOARD OF DIRECTORS MEETING**
4 **Held: October 23, 2014**

5
6 To be approved: November 13, 2014
7
8

9 A meeting of the Columbia Association Board of Directors was held on Thursday, October 23, 2014, at the
10 Columbia Association Building. Present were the Chair, Andrew Stack; and members Reg Avery, Michael
11 Cornell, Brian Dunn, Jeanne Ketley, Alan Klein, Nancy McCord, Tom O'Connor, Gregg Schwind and Russ
12 Swatek. Also present were CA President/CEO Milton Matthews, Chief Staff Liaison Susan Krabbe (arrived
13 at 8:25 p.m.) and General Counsel Sheri Fanaroff.
14

15 **1. Call to Order:** The Board of Directors Meeting was called to order at 7:55 p.m. by the Chair, Andrew
16 Stack.
17

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

19 The Architectural Resource Committee held a closed meeting at the Columbia Association Building on
20 October 13, 2014. Members present were: Michelle Miller, Denis Ellis, Michael Shaw, and Debbie Bach.
21 Also present were Ingrid Hatz, Laura Parrish, Debbie Nix, Carl McKinney, Karen Turcan, Dale Wasmus,
22 Sheri Fanaroff and Anne Kulesza. The vote to close the meeting was 4-0-0.

23 The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property
24 §11B-111 (4)(iv), Consultation with staff personnel, consultants, attorneys or other persons in connection
25 with pending or potential litigation. The meeting was closed from 1:15 p.m. until 1:40 p.m.
26

27 **3. Approval of Agenda:**

28 **Action:** After a brief discussion about the anticipated length of this meeting, Ms. McCord moved to
29 approve the agenda. Mr. O'Connor seconded the motion, which passed. Vote: 7-3-0.

30 For: Messrs. Avery, Klein, O'Connor, Stack, and Swatek; and Mses.
31 McCord and Ketley

32 Against: Messrs. Cornell, Dunn and Schwind

33 Abstain: None
34

35 **4. Disclosure of Conflicts of Interest:** The chairman said none were disclosed to him.
36

37 **5. Resident Speakout:**

38 (a) Dick Boulton, Dorsey Search, spoke about Inner Arbor's Symphony Woods Plan.

39 **6. Approval of Minutes of October 9, 2014**

40 Mr. Klein asked that the Residents' Speakout portion of future minutes include clearer, brief descriptions
41 of what residents say. Ms. Ketley asked that the minutes note whether residents are in favor or opposed to
42 the issues about which they speak. The matter of more informative Residents' Speakout summaries will
43 be placed on a future BOC meeting agenda.

44 **Action:** Ms. McCord moved to approve the minutes of October 9, 2014. Mr. Cornell seconded the
45 motion, which passed. Vote: 9-1-0.

46 For: Messrs. Avery, O'Connor, Stack, Cornell, Dunn, Schwind and Swatek;
47 and Mses. McCord and Ketley

48 Against: Mr. Klein

49 Abstain: None

50 **7. Chairman's Remarks:**
51 Mr. Stack thanked the ERC and CA staff for "Columbia Speaks, CA Listens." He said the next Board
52 meeting will be on November 13 and a work session will be held on November 20. Messrs. Stack and
53 Matthews have visited several village board meetings and plan to attend more, including Wilde Lake's on
54 November 3. Mr. Stack then reminded everyone of the civility principles the Board adopted last month.

55 **8. President's Remarks:**
56 In responses to questions from board members, Mr. Matthews said there will be a walking tour when the
57 completed Lake Kittamaquondi path opens. He also said Haven on the Lake is still on pace to open in
58 early December and the new Hobbits Glen golf course clubhouse is scheduled to open in February.

59 **9. Committee Chairs' Reports**
60 (a) **Board Operations Committee:** None
61 (b) **External Relations Committee:** Ms. McCord thanked everyone for coming to the "Columbia
62 Speaks, CA Listens" event
63 (c) **Planning and Strategy Committee:** None
64 (d) **Strategic Implementation Committee:** None
65 (e) **CA Representatives to the Inner Arbor Trust Board of Directors:** Mr. Matthews said the County
66 Planning Board's public hearing on the Inner Arbor Trust will be held on November 6 at 7:00 p.m.
67 People who want to testify must be present at the hearing.
68

69 **10. Special Topics and Presentations:** None
70

71 **11. Committee Agendas**

72 (a) Strategic Implementation Committee
73 1. Discussion

74 (a) Update – On-Line Enrollment – Next Steps
75 CA Chief Information Officer Chuck Thompson, assisted at times by Valerie Barnard,
76 presented a draft version of an online enrollment process. Mr. Thompson anticipates that the
77 system could undergo final testing in early December and be ready in January for use by the
78 public. He said the plan assumes that 11 membership options would be offered for online
79 processing. Haven on the Lake registrations will not be included in the initial rollout. He said
80 CA is not incurring additional costs to develop the online registration site.
81

82 (b) Committee Tracking Form
83 In response to a question from Mr. Klein about when updates on dashboard items will be
84 available, Ms. Krabbe said the next update would be given in December.
85

86 (b) External Relations Committee

87 1. Discussion

88 (a) Discussion Regarding CA Practices for Annexation
89 CA General Counsel Sheri Fanaroff said questions about CA's annexation process have arisen
90 as a result of a River Hill Village Board request that the CA Board support annexation of a
91 new development adjacent to the village.
92

93 Ms. Fanaroff explained that, when a property owner asks that his or her property be annexed to
94 CA, the CA president, CFO, Director of Open Space Management, and the General Counsel
95 weigh potential benefits (such as additional annual charge revenue) against potential costs
96 (such as a demand for CA-supplied amenities). After a property owner and CA decide on
97 annexation, the village adjacent to the annexed property can decide whether or not to include
98 the land in the village. She said the CA Board need not be involved in decisions by CA to
99 annex properties, nor in a village's decision of whether to include that property in the village.

100 (b) Update – Advisory Committee Enhancements
101 CA Sports and Fitness Director Marc Kolp said most of CA’s advisory committees have
102 submitted their annual reports and committee charges. He shared a chart showing which items
103 committees have submitted. Mr. Cornell asked Mr. Kolp to update the chart to include the
104 Watershed Committee and IT committees.
105

106 Ms. McCord noted that Board members are attending advisory committee meetings. She asked
107 each Board member to let her know which committee meetings they attend and any feedback
108 the committees offer to the Board.
109

110 Mr. Kolp said some committees are unclear about their requirement to meet annually with the
111 CA Board. He asked whether it refers to committees providing budget testimony or hosting a
112 meeting with Board members, or something else. Some committees are also unclear of what
113 form their required charge should take. Ms. McCord said the specifics had not yet been
114 determined.
115

116 Mr. Kolp recommended that updating each committee’s annual charge become a bi-annual
117 responsibility, aligned with CA’s two-year budget process.

118 **Action:** Mr. Cornell moved that the ERC recommend that the Board require its advisory
119 committees to update their charges every two years instead of annually. Ms. Ketley
120 seconded the motion, which passed unanimously. Vote: 3-0-0.

121 (c) Recap – Columbia Speaks, CA listens
122 This topic will be discussed when staff has had a chance to document lessons learned and
123 recommend ways to use the information collected at the event.
124

125 (d) Update – Stakeholders’ dinners
126 CA will host a dinner for members of Howard County’s state legislative delegation on Monday,
127 November 24 at Linden Hall in Dorsey Search. Current legislators have been invited. After the
128 November 4 election, new delegates and/or senators will also be invited.
129

130 Ms. McCord has spoken with Howard County School Superintendent Renee Foose about
131 meeting with the CA Board, but no date has been set.

132 (e) Update on Lakefront Carillon Bells and Proposed Engagement Process
133 CA Landscape Services Manager Jan Clark said the FY16 capital budget includes \$75,000 to
134 develop options for restoring carillon bells at Lake Kittamaqundi. If the Board decides to
135 reinstall the bells, construction funds would need to be included in the FY17 budget in order to
136 complete the project in time for Columbia’s 50th birthday celebration. Mr. Stack noted that CA
137 would need approval from the Army Corps of Engineers in order to rebuild the bell tower. Plans
138 to rebuild at the tower’s previous location at the Lake Kittamaqundi pier might also be subject
139 to the Downtown Planning Process. An alternative location for the bells might be near
140 Kennedy Gardens, on the east side of the Lake.
141

142 (f) Committee tracking form
143

144 (c) Planning and Strategy Committee

145 1. Discussion

146 (a) Recommendation Regarding the Benefits Study

147 CA Chief Human Resource Officer Michael Collins said Mr. Matthews, Mr. Swatek, and he
148 met with consultants to review a proposal to conduct an employee benefit study at a cost of
149 \$32,000, which is not included in the FY15 budget. One proposal was received. Mr. Collins

150 said the company, Spectrum HR Solutions, is qualified to do the study. Mr. Cornell wants the
151 consultant to also predict the budgetary impact if CA paid all employees at least a living wage
152 of approximately \$13 an hour.
153 **Action:** Mr. Swatek moved that the PSC recommended that the Board hire Spectrum HR
154 Solutions to complete an employee benefits study and allocate the \$32,000 -\$33,000
155 needed to fund it. Mr. Dunn seconded the motion; it passed unanimously. Vote: 3-0-0.

156 **12. Recommendation for Board Action**

157 (a) Consent Agenda – NONE

158 (b) Recommendation for Action

159 1. Approval of Recommendation regarding the Benefits Study

160 **Action:**The Board approved the PSC’s recommendation to hire Spectrum HR Solutions to
161 complete an employee benefits study and allocate the \$32,000-\$33,000 needed to fund
162 it. Vote: 9-1-0.

163 For: Messrs. Avery, Cornell, Dunn, Klein, Stack, Schwind and Swatek, and
164 Mses.McCord and Ketley

165 Against: Mr. O’Connor

166 Abstain: None

167

168 **13. Tracking Forms:**

169 (a) Tracking Form for Board Requests

170 Mr. Cornell asked CA to include in the benefits study the budgetary impact of paying a living wage.

171 Mr. Cornell asked for a timetable of when CA will end the use of pesticides containing neonicitides.

172

173 (b) Tracking Form for Resident Requests

174 Mr. Avery asked about a request for CA to assess where a community garden could be sited.

175

176 **14. Talking Points:** Recording Secretary Valerie Montague read the Talking Points.

177

178 **15. Adjournment:** The open Board meeting was adjourned at 9:50 p.m.

179

180 **16. Closed Meeting:** A closed Board meeting followed the open meeting.

181

182

183 Respectfully submitted,

184

185 Valerie Montague

186 Recording Secretary

**Tracking Form - FY15
Planning and Strategy Committee**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of Committee	Board Action
	9/3/2013	Membership Rate & Fee Structure	Briefing & discussion on 9/12/13	Management has prepared a consultant scope of work and is beginning the procurement process.				
	4/10/2014	Columbia Market Study Review	Briefing on 4/10/13		6/12/2014	8/14/14 Consultant presentation of the study findings & recommendations	N/A	N/A
	7/10/2014	Provide guidance to management on employee compensation strategy, including a new performance incentive program, based on the findings from the previous salary study, upcoming benefits study, & consideration of a CA living wage. Also review severance guidelines.						
	9/5/2014	Review and recommend the FY 16 budget process & schedule	9/11/2014			9/11/2014	Approve	Approved 9/11/14
		Conduct the FY 16 budget process and make recommendation for Board approval (see steps below).						
		Host public hearing to gather input on proposed changes to FY16 budget	Scheduled for 11/13/14	N/A				
		Initial deliberations by PSC on proposed additions and deletions.	Planned for 12/11/14	N/A				
		Additional deliberations by PSC on proposed adjustments to FY 16 budget. Make recommendation to the CA Board.	Planned for 1/27/2015					
				1/27/2015				



Date: November 7, 2014

To: Columbia Association Board of Directors
Milton W. Matthews

From: Chick Rhodehamel

Re: White-Tailed Deer

BACKGROUND

As is apparent to residents of Howard County, there is an overabundance of white-tailed deer in our communities - a unique problem given that a century ago deer were rare at best in this part of the state. Despite the obvious misconceptions that human intervention and encroachment into wildlife habitats drive off the animals or that urban/suburban development displaces or destroys the habitat for wildlife to survive, they are surviving and doing too well from the biological and cultural carrying capacity standpoint.

Since the 1970's, evolving development regulations and requirements have actually augmented the State and Federal modern wildlife management efforts begun in the 1930's. Protections built in development regulations (i.e. floodplain restrictions, wetland and forest protection, and open space requirements), in conjunction with landscaping, have created miles of edge habitat preferred by deer with a buffet of alternative food sources. Foremost, deer prefer the native plants with which they coevolved. Many of our forest tracts are becoming devoid of native ground level and shrub layer vegetation because of the overabundance of deer. [The latest MD list of Rare, Endangered, and Threatened Plants being compiled will list herbivory as the reason for listing most of the plants.] In turn, the songbirds, small mammals, reptiles, and amphibian populations are without their habitats because of the deer.

Currently, seasonal regulated hunting and deer-motor collisions are the only population controls on the present-day deer populations. In 1968 Maryland experienced the largest volume of sales of resident hunting licenses (183,990). This represented just less than 5% of population at that time, which is about the average percentage of hunters in the population nationwide. In 2012 there were only 77,488 licenses sold, which represented less than 2% of the state population (which had increased by 2/3 since 1968). The suburban environment has become the modern white-tailed deer habitat.

HOWARD COUNTY and COLUMBIA

In late 1997, Howard County created a Deer Task Force comprised of a wide range of stakeholders from across government and private sectors. This group worked for two years determining the perceptions and actual extent of deer overabundance and the conflicts being experienced by various social and economic sectors of the county. The Task Force sent surveys throughout the County to property owners, farmers, and residents to determine the public perceptions, understanding of the deer overabundance, and their beliefs and preferences on deer population control techniques. While there were some differences between the eastern and western portions of the County in the perceptions of an overabundance problem, a majority of County respondents felt hunting was the method for population control.

Maryland Department of Natural Resources (DNR) surveyed the Maryland general public in 2007. The results showed 36% of the public were in favor of hunting in general. To maintain a healthy deer population, 76% of the public agreed there should be deer hunting, and 44% of the public felt population control was the most important reason for deer hunting.

The results of the Howard County survey were a large part of the Task Force's findings and recommendations to the County. Based on the Task Force's report, the County authorized the Recreation and Parks personnel to work with the DNR and begin managed hunts on the larger County park parcels where such activity could be safely accomplished. Since 1998 the managed hunt program has included the Middle Patuxent Environmental Area (MPEA) and within several years also included the Blandair Park land. The program is tightly administered and monitored by county personnel enlisting only pre-qualified and vetted hunters into the program. The hunters are assigned to very specific locations identified by the County.

These hunts have been a significant means of mitigating the deer overabundance problem in our communities. For the current 2014-2015 hunting seasons, based on past performance and the recognized need, DNR has again authorized and permitted Howard County to conduct the managed hunt program on approved public lands. The hunting dates start in October 2014 and continue into February 2015. This year's program in the MPEA will include some new additional locations on the east side of the Middle Patuxent River (adjacent to Harper's Choice and Hickory Ridge). For most of the previous years' managed hunts in the MPEA, the prescribed hunter locations had been established on sites west of the river (where the majority of the acreage is located). Deer damage to forest vegetation and residential landscaping is happening to the same extent in Harper's Choice and Hickory Ridge as it is in River Hill. During the past 15 years, the County's managed hunt programs have harvested more than 2,000 deer. This figure is in addition to the general hunting season's harvest, which has averaged about 2,983 a year over the past 5 years in Howard County.

DEER-VEHICLE COLLISIONS

Another unfortunate result of deer overabundance is the increased incidence of deer-vehicle collisions. At the time the County Task Force was deliberating, we heard predictions that deer vehicle collisions could reach upwards of a shocking 1,000 per year in the coming years. DNR, through their various reporting sources, estimates at the present time there are more than 30,000 deer-vehicle collisions annually in Maryland. This amounts to about \$100 million in damages each year. The reported deer-vehicle mortality in Howard County has averaged 1,798 per year over the past five years with an increasing trend in the figures [these are reported figures which tend to be less than actual incidents occurring]. This information does not include human injury or deaths as a result of deer-vehicle collisions, which are tragic aspects of some of the collisions.

LYME DISEASE

Lyme disease has become the most common tick-borne disease in Maryland and the United States. Maryland ranks 10th among the Lyme Disease Association's Top 15 States for Lyme disease with an incidence rate of 16.1 cases per 100,000 population. Lyme is endemic in Maryland along with the New England states and much of the Mid-Atlantic region.

There is a general misconception that deer are the cause of the Lyme disease in the black-legged tick, the vector of spirochete bacterium which causes the disease in humans. The tick actually picks up the *Borrelia* bacteria from small rodents who are carriers of the bacteria, but are not afflicted with the disease. Most notable common rodent carriers are the white-footed mouse and chipmunks. Second vital feeding by the tick normally includes the white-tailed deer (or other large mammal). The tick does overwinter and repeat the feeding cycles again as well as laying eggs for another generation.

The role which deer play in the transmission of Lyme disease is basically transportation of the tick over large areas. A mouse or chipmunk has a home range of several hundred square feet or approaching one acre; deer can easily range over a square mile. A number of scientific studies over the last couple decades in New England and the Mid-Atlantic do relate incidences of Lyme disease to large populations of white-tailed deer in that same area. Both the Maryland and Howard County Health Departments, as well as the Lyme Disease Association, all stress and recommend prevention as the methods people should use to protect themselves and loved ones. All of these organizations provide effective prevention/protection recommendations on their websites.



November 6, 2014

To: Columbia Association Strategic Implementation Committee
Milton W. Matthews, President/CEO

From: Susan Krabbe, Vice President and Chief Financial Officer

C: Columbia Association Board of Directors

Re: Draft Resolution for Brokerage Account

Background

As you know, Columbia Association (CA) obtained long-term financing in June 2014. As of October 31, 2014, there is \$12,000,000 remaining that we anticipate using between now and March 2015. Currently, those funds are invested in government money market funds, which, while quite secure, provide extremely low returns. The current interest rate on those funds is 0.04%. CA staff investigated other investment opportunities that fit the timing for using the financing proceeds and comply with CA's Investment Policy (attached). We determined that certificates of deposit (CDs) provide the best returns with the greatest security and flexible timing, through a free account provided by Fidelity Investments with a wide array of investment options. We anticipate additional earnings of 0.25% with these investment options.

In order to make these investments, we need Board approval of the attached corporate resolution. This document is the resolutions portion of the form required by Fidelity Investments, and it will authorize CA's President/CEO, Vice President/CFO and Treasurer to open one brokerage account to be used to purchase CDs as described above. The references in the resolution to the individuals in Sections 2 and 3 are to these CA officers.

Legal Considerations:

Legal review will ensure that CA complies with all relevant laws and regulations.

Budget Impact/Considerations:

The FY 2015 budget included income from investments at 0.20%, so this will provide slightly more income than was budgeted.

Policy Considerations:

The planned use of this brokerage account complies with CA's policies, specifically the Board-approved Investment Policy, and supports the Board-approved Strategic Plan, specifically goals 2 and 5:

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

The use of a brokerage account to purchase CDs will generate greater earnings, helping to provide resources to maintain and enhance CA’s facilities and open spaces.

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

CA staff researched options for secure short-term investments for the remaining financing proceeds.

Recommendations:

Staff recommends that the CA Board approve the attached resolution to open a brokerage account with Fidelity Investments.

RESOLUTIONS AND SIGNATURE OF CERTIFYING OFFICER

Certified Copy of Certain Resolutions Adopted by the Board of Directors Whereby the Establishment and Maintenance of Trading Accounts Have Been Authorized

RESOLVED:

FIRST: That the individual listed in Section 2 of this corporate resolution hereby is authorized and empowered, for and on behalf of this Corporation, to establish, maintain, and act on this account (which may be a margin account) and that the individuals listed in Section 3 of this Corporate Resolution are, and each of them hereby is, authorized and empowered for and on behalf of this Corporation, with Fidelity Brokerage Services LLC and its affiliate National Financial Services LLC (herein called the "Brokers") for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short sales), possessing, transferring, exchanging, or otherwise disposing of, or turning to account of, or realizing upon, and generally dealing in and with any and all forms of securities including, but not by way of limitation, shares, stocks, bonds, debentures, notes, scrip, participation certificates, rights to subscribe, options, warrants, certificates of deposit, mortgages, evidences of indebtedness, commercial paper, certificates of indebtedness and certificates of interest of any and every kind and nature whatsoever, secured or unsecured, whether represented by trust, participating and/or other certificates, or otherwise.

The fullest authority at all times with respect to any such commitment or with respect to any transaction deemed by any of the said officers and/or agents to be proper in connection therewith is hereby conferred, including authority (without limiting the generality of the foregoing) to give instructions (whether oral, written, electronic, or otherwise) to the Brokers with respect to said transactions; to borrow money and securities and to borrow such money and securities from or through the Brokers, and to secure repayment thereof with the property of the Corporation; to bind and obligate the Corporation to and for the carrying out of any contract, arrangement, or transaction that shall be entered into by any such officer and/or agent for and on behalf of the Corporation with or through the Brokers; to pay by checks and/or drafts drawn upon the funds of the Corporation such sums as may be necessary in connection with any of the said accounts; to deliver securities and contracts to the Brokers; to deliver securities to/and deposit funds with the Brokers; to order the transfer or delivery of securities to any other person whatsoever, and/or to order the transfer of record of any securities, to any name selected by any of the said officers or agents; to affix the corporate seal to any documents or securities to any name selected by any of the said officers or agents; to affix the corporate seal to any documents or agreements, or otherwise; to endorse any securities and/or contracts in order to pass title thereto; to direct the sale or exercise of any rights with respect to any securities; to sign for the Corporation all releases, powers of attorney, and/or other documents in connection with any such account, and to agree to any terms or conditions to control any such account; to direct the Brokers to surrender any securities to the proper agent or party for the purpose of effecting any exchange or conversion, or for the purpose of deposit with any protective or similar committee, or otherwise; to accept delivery of any securities; to appoint any other person or persons to do any and all things that any of the said officers and/or agents are hereby

empowered to do, and generally to do and take all action necessary in connection with the account, or considered desirable by such officer and/or agent with respect thereto.

SECOND: That either Broker may deal with any and all of the persons directly or indirectly empowered by the foregoing resolution, as though they were dealing with the Corporation directly.

THIRD: That the Secretary of the Corporation be and hereby is authorized, empowered and if requested by the Brokers, directed to certify, under the seal of the Corporation, or otherwise, to the Brokers:

- (a) a true copy of these resolutions;
- (b) specimen signatures of each and every person by these resolutions empowered;
- (c) a certificate (which, if required by the Brokers, shall be supported by an opinion of the general counsel of the Corporation, or other counsel satisfactory to the Brokers) that the Corporation is duly organized and existing, that its charter empowers it to transact the business by these resolutions defined, and that no limitation has been imposed upon such powers by the bylaws or otherwise.

FOURTH: That the Brokers may rely upon any certification given in accordance with these resolutions, as continuing fully effective unless and until the Brokers shall receive due written notice of a change in or the rescission of the authority so evidenced and the dispatch or receipt of any other form of notice shall not constitute a waiver of this provision, nor shall the fact that any person hereby empowered ceases to be an officer of the Corporation or becomes an officer under some other title in any way affect the powers hereby conferred. The failure to supply any specimen signature shall not invalidate any transaction if the transaction is in accordance with authority actually granted.

FIFTH: That in the event of any change in the office or powers of persons hereby empowered, the Secretary shall certify such changes to the Brokers in writing in the manner hereby above provided, which notification, when received, shall be adequate both to terminate the powers of the persons theretofore authorized, and to empower the persons thereby substituted.

SIXTH: That the foregoing resolutions and the certificates actually furnished to the Brokers by the Secretary of the Corporation pursuant thereto be and hereby are made irrevocable until written notice of the revocation thereof shall have been received by the Brokers.

SEVENTH: That the Corporation and its officers indemnify and hold the Brokers harmless from any claim, loss, expense, or other liability for effecting any transactions and acting upon any instructions given by the officers or Secretary of the Corporation.



Columbia Association, Inc.

Investment Policy

I. Policy

It is the policy of the Columbia Association (CA) to invest funds in a manner that will provide the highest investment return with the maximum security while meeting its anticipated daily cash flow requirements. The purpose of this document is to state the policies, guidelines and eligible securities relating to any investment of unexpended funds that are not included in the workers' compensation, self-insurance and Senior Secured Bond trusts.

II. Objectives

The primary objectives of CA's investment activities, in order of priority, are:

- A. Safety: Safety of principal is the foremost objective of the investment policy. To attain this objective, diversification and third-party safekeeping of investment certificates are required.
- B. Liquidity: CA's investment portfolio will remain sufficiently liquid so that CA can meet its cash flow needs.
- C. Return on Investment: CA will seek to maximize return while minimizing risk and considering cash flow requirements.

III. Authorized and Suitable Investments

CA will invest in the following types of securities:

- A. Money Market Mutual Funds
- B. U.S. Treasury Obligations
- C. Certificates of Deposit
- D. U.S. Agencies
- E. Corporate Bonds
- F. Municipal Securities and Municipal Mutual Funds

IV. Diversification

CA will diversify its investments by security type as follows:

A. Money Market Funds - Maximum 100 Percent of Total Invested Assets

A quality money market fund whose objective is to seek as high a current income as is consistent with stability of principal will be used for the liquidity needs of the portfolio. CA will only purchase money market funds where the underlying securities are U.S. Treasuries, U.S. Agencies, or repurchase agreements using U.S. Treasuries or Agencies as collateral. The fund will invest in AAA-rated "money market" instruments, which have been rated by at least two of the three nationally recognized rating agencies in the highest category for debt securities.

B. Fixed Income Securities - Maximum 90 Percent of Total Invested Assets

Fixed income investments will consist of U.S. Agencies, U.S. Treasuries, municipal securities and corporate bonds rated top tier/tier one, at the time of purchase, or greater by two of the three nationally recognized rating agencies. Additionally, CA can purchase certificates of deposit with numerous entities up to but not exceeding the Federal Deposit Insurance Corporation (FDIC) limits. Within the fixed income portfolio, no more than 30 percent will be invested in corporate bonds with the top tier/tier one or greater rating, at the time of purchase. Also within the fixed income portfolio, no more than 10 percent will be invested in municipal securities with the top tier/tier one or greater rating, at the time of purchase.

V. Safe Keeping and Custody

All security transactions will be conducted on a delivery versus payment (DVP) basis. DVP enables a seller of securities to make immediate delivery of purchased securities to the buyer. The securities are delivered to a financial institution acting as an agent on behalf of the buyer. The buyer's payment is concurrently made by way of check, bank wire or direct credit to the seller's account. Simultaneous delivery and payment reduce the risk of loss to both parties. A third party custodian evidenced by safe keeping receipts will hold all securities.

VI. Maximum Maturities

To the extent possible, CA will match its investments with anticipated cash flow needs. CA will not directly invest in securities maturing more than five years from the date of purchase.

Approved by the Board of Directors: February 28, 2013

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		Monitor Inner Arbor Plan and Organization			ongoing		included as an item on each Board meeting agenda	
SIC		Monitor Key Performance Indicators Dashboard			ongoing		to be included quarterly in the President's Report	
SIC		Monitor the progress of significant capital projects			ongoing		to be included monthly in the President's Report	
SIC		Monitor Watershed Program			ongoing		to be included quarterly in the President's Report	
SIC		Monitor Hobbit's Glen Clubhouse Project			ongoing		to be included monthly in the President's Report	
SIC		Objectives for FY 15 - Linked to President's Goals and Objectives			ongoing			
SIC	3/13/2014	SHA Easement Request - Gales Lane	3/13/2014		3/27/2014 4/10/2014 4/24/2014 5/22/2014		recommended	approved
SIC	5/22/2014	Haven on the Lake - Transfer of Capital Budget Funds	5/22/2014			6/12/2014	recommended	approved
SIC	5/22/2014	Howard Hughes Corporation Easement - Broken Land Parkway to Banneker Road Pathway	5/22/2014			6/12/2014	recommended	approved
SIC	6/26/2014	Howard County Easement Request - Stormwater Management Pond, Huntington Neighborhood	6/26/2014		7/10/2014	7/24/2014	recommended	approved
SIC	6/26/2014	Howard County Easement Request - Water Main Crossing, Fairway Hills Golf Course along Rt. 29	6/26/2014		7/10/2014	7/24/2014	recommended	approved

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	7/10/2014	Feasibility of Establishing a Board Compensation Committee	7/10/2014				assigned to the Planning and Strategy Committee	
SIC	8/14/2014	Update - On-Line Membership Enrollment	8/14/2014		ongoing			
SIC	9/11/2014	Spectrum NG Status Update	9/11/2014		ongoing			
SIC	10/9/2014	Borrowing Resolution for Revolving Credit Note	10/9/2014			10/9/2014	recommended	approved
SIC	10/23/2014	On-Line Membership Enrollment Plan and Timeline - Next Steps	10/23/2014		ongoing			
SIC	11/13/2014	Deer Tick and Lyme Disease	11/13/2014					
SIC	11/13/2014	Corporate Resolution for Brokerage Account	11/13/2014					
SIC		Friends of Bridge Columbia to present their responses to County report	TBA					
SIC		Periodic update on CA's Comprehensive Sustainability Plan efforts	TBA					
SIC		Policy discussion on the use of pesticides	1/2015					
SIC								



Date: November 5, 2014
To: External Relations Committee
ccs: CA Board of Directors, Milton W. Matthews
From: Rob Goldman, Acting ERC Chief Staff Liaison
Subject: Stakeholders Dinner with the Howard County State Delegation

The Stakeholders Dinner with the Howard County State Delegation is scheduled for Monday, November 24, 2014 at Linden Hall in Dorsey's Search at 6:00 p.m.

A total of 17 invitations have been mailed to members of the State Delegation – 11 to the current members and 6 to the newly-elected ones. Invitations were also sent to CA Board members and members of the Columbia Association Senior Leadership Team. Responses to the invitation are requested by November 19.

The External Relations Committee looks forward to hosting the Maryland State Senators and Delegates at this annual dinner.

Please do not hesitate to contact me if you have any questions.

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC	Carry over from FY14	Staff will develop options for re-introduction of the carillon bells (where and in what context) and will then share those options with the Columbia 50th Birthday, ERC and the public. ERC to make a recommendation to the Board on a preferred option.				on 10/23/2014 agenda		
ERC	Carry over from FY14	Responsibility for oversight and facilitation of the entire Advisory Committee program as well as insuring that all Advisory Committees are visited at least once annually by a Board member.	6/26/2014		ongoing	on 10/23/2014 agenda		
ERC	6/26/2014	Plan FY 2015 Stakeholders Dinners	6/26/2014		ongoing		BOD approved four meetings, September, 2014 thru March, 2015 and asked staff to explore having a work session meeting in addition to a social dinner. November 24, 2014 dinner with Howard County State Delegation has been scheduled	9/22/2014 event with Chamber of Commerce held successfully

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC	6/26/2014	Community Input Meeting Planning (Columbia Speaks, CA Listens)	6/26/2014		ongoing	7/10/2014 8/14/2014 9/11/2014 10/23/2014	ERC will meet with facilitator Don Edwards on August 7, 2014 to develop ways to design and publicize October 18, 2014 meeting	
ERC	9/11/2014	Approve appointment of the At-Large Representative to the Watershed Advisory Committee	9/11/2014			9/11/2014	recommended	approved
ERC		Discuss Creating a Strategic Partnership with Howard County Schools	TBA					
ERC	10/23/2014	Discussion regarding CA Practices for Annexations	10/23/2014					no action taken

Board Request Tracking Log
 FY 15
 As of November 7, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
2	1	Michael Cornell	Full Compensation Study	2/20/2014	HR	8/20/2014	9/23/2014 - The Board has decided to conduct a benefits study and combine that with the 2013 compensation study to create a full benefits study. The benefits study is expected to be completed in early 2015.
3	2	Alex Hekimian	Include minutes from all Board meetings in all years (as shown on the previous CA website) on the new CA website	3/13/2014	Communications and Community Engagement	4/30/2014	4/1/2014
4	3	Alex Hekimian	Assess the potential for where a CA community garden could be sited	3/13/2014	Community Building and Open Space	10/31/2014	10/30/2014
5	4	Russ Swatek	Would like more information on stretch goals	3/27/2014	President's Office/HR	11/3/2014	
6	5	Andy Stack	Staff to prepare a briefing on the sign variance issue for new Board members	5/23/2014	Community Building and Open Space	6/30/2014	6/11/2014

Board Request Tracking Log
 FY 15
 As of November 7, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
7	6	Board Members	Staff assessment of the covenant enforcement question in the Guilford Industrial Park	5/23/2014	General Counsel	6/30/2014	6/26/2014
8	7	Gregg Schwind	Questions about fees and user requirements for the Dog Park	5/14/2014	Community Building and Open Space	6/20/2014	6/20/2014
9	8a	Jeanne Ketley	Is it possible to find out the elevation of the docks/boardwalk at the Lakefront at Clydes?	5/28/2014	Construction Department	6/28/2014	6/5/2014
10	8b	Jeanne Ketley	The construction of any bridge/boardwalk regardless of height will require support pilings and footings which is where the debris piles up. How long is the bridge, how many pilings and support ties are being constructed? What is the proposed height of the Lake Kittamaqundi pathway bridge above existing ground level?	05/28/14	Construction Department	6/28/2014	6/5/2014
11	9	Jeanne Ketley	Feasibility of providing electronic newsletter to the residents	6/2/2014	Communications and Community Engagement/IT	7/2/2014	7/2/2014
12	10	Jeanne Ketley	Feasibility of electronic pre-registration for Resident Speakout	6/2/2014	IT	7/2/2014	7/2/2014

Board Request Tracking Log
FY 15
As of November 7, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
13	11	Nancy McCord	Recap summary of financial performance of CA golf for the past 10 years	6/12/2014	Finance	7/21/2014	7/28/2014
14	12	Michael Cornell	Feasibility of an enhanced audio recording system for the Board Room; microphones for each Board member; and video streaming of Board meetings	6/18/2014	President's Office	9/18/2014	9/18/2014
15	13	Audit Committee	Develop strategies to enhance utilization of village center facilities to increase revenue streams for village associations	7/2/2014	Community Services	4/30/2015	
16	14	Alan Klein	Would like minutes for any meetings at which the CA Board, in open or closed session, discussed the Easement agreement with the Inner Arbor Corporation	7/24/2014	President's Office/ General Counsel	8/24/2014	8/21/2014
17	15	Russ Swatek	Please send him all Quarterly Reports and Annual Reports from the Inner Arbor Trust and put him on the distribution list for all such future reports.	8/19/2014	President's Office/ Finance	9/19/2014	9/12/2014
18	16a	Russ Swatek	Please provide the process by which CA determines what entities receive grants from CA and the amount to be granted.	8/21/2014	Life Services (Michelle Miller)	9/21/2014	9/15/2014

Board Request Tracking Log
FY 15
As of November 7, 2014

	A	B	C	D	E	F	G
1	<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
19	16b	Russ Swatek	Please provide a list of the entities that received grants from CA and the amount of each for FY 2013 and FY 2014.	8/21/2014	Life Services (Michelle Miller)	9/21/2014	9/15/2014
20	16c	Russ Swatek	Please provide a list of the entities that are anticipated to have received or will receive grants from CA and the amounts for FY 2015 and FY 2016.	8/21/2014	Life Services (Michelle Miller)	9/21/2014	9/15/2014
21	17	Michael Cornell	Requested an overview of if and how CA uses pesticides especially neonicotinoids.	9/22/2014	Community Building and Open Space	10/22/2014	10/21/2014
22	18	Alan Klein	Requested inclusion of Inner Arbor reports, if available, in each month's President's Report	9/11/2014	President's Office	On-going	On-going
23	19	Michael Cornell	Include the subject of a living wage in the kick-off meeting with the consultants conducting the benefits study	10/23/2014	Human Resources	12/31/2014	
24	20	Michael Cornell	Questions about pay increases, diversity in hiring for Haven on the Lake, funds for research/engineering studies for capital projects	10/30/2014	Human Resources/CFO's Office	12/15/2014	
25	21	Alan Klein	Legal Opinion re: request to post Team Member Handbook on the website	11/1/2014	General Counsel	12/1/2014	

Resident Request Tracking Log
 FY 15
 As of November 7, 2014

<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
1	Ed Coleman	Information on ERC meetings held outside of the regular meetings schedule, including when the meetings were held, who participated, where they occurred, and what was on the agendas.	5/23/2014	Chief Staff Liaison- ERC	6/30/2014	6/23/2014
2a	Joel Hurewitz	Please provide the dates during which the following were the resident agents of the Columbia Association: Padraic M. Kennedy, Corporation Trust Incorporated, and Shelby A. Tucker King.	6/11/2014	General Counsel	7/11/2014	7/11/2014
2b	Joel Hurewitz	Please also provide the names and addresses, and associated dates during which any other persons or businesses served as resident agent since April 15, 1991.	6/11/2014	General Counsel	7/11/2014	7/11/2014
3	Alan Klein (on behalf of a resident)	Issues and questions regarding how the Columbia Association and the Inner Arbor Trust have handled the redevelopment of Symphony Woods Park	7/10/2014	President's Office/ General Counsel	9/10/2014	9/3/2014
4	Tom Coale	Appropriate documentation needed for foster children to be included in a "family plan" membership	8/8/2014	Membership Services	9/12/2014	8/14/2014

Resident Request Tracking Log
 FY 15
 As of November 7, 2014

	<u>Number</u>	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Closed Date</u>
7	5	Paul Verchinski	Would like a copy of the Architectural Resource Committee annual report	9/17/2014	Life Services Bureau	10/17/2014	10/14/2014
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