



February 28, 2014

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

From: Andrew Stack, Board Chair

The Columbia Association Board of Directors will hold a meeting on Thursday, March 6, 2014 to conclude the unfinished portion of the agenda from the February 27, 2014 Board of Directors meeting. The meeting on March 6, 2014 will begin at 7:30 p.m. at the Columbia Association Building, 10221 Wincopin Circle, Columbia, MD 21044.

AGENDA

- | | |
|--|------------------|
| 1. Call to Order (Announce Directors/Staff in Attendance) | 1 min. |
| 2. Announcement of Closed/Special Meetings Held/To Be Held | 1 min. |
| 3. Approval of Agenda | 1 min. |
| 4. Disclosure of Conflicts of Interest | 1 min. |
| 5. Approval of Minutes <i>(Deferred until March 13, 2014)</i> | ----- |
| 6. Resident Speakout | 15 min. |
| 7. Chairman's Remarks | 3 min. |
| 8. Committee Agendas | |
| (a) Board Operations Committee | 75 min. |
| 1. Discussion | |
| (a) Report from BOC Sub-Committee on Advisory Committees | <i>(45 min.)</i> |
| (b) Inner Arbor Trust Board of Directors (1 st Reading) | <i>(30 min.)</i> |
| 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 9:15 p.m.) | |

Next Board Meeting: Thursday, March 13, 2014

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

CA Mission Statement

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

CA Vision Statement

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

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

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

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| 8 | 7 | Tom and Ginger Scott | Would like to receive copies of any agreements, commitments, grants, or contracts between the Columbia Association and the Inner Arbor Trust | 11/6/2013 | President's Office | 12/6/2013 | 12/5/2013 |
| 9 | 8 | Tom Scott | Would like to obtain a copy of the Pro Forma or any other financial analysis projecting the performance of the proposed Wellness facility. | 11/8/2013 | CFO's Office | 12/8/2013 | 11/20/2013 |
| 10 | 9 | James Howard | Please provide the following data from FY 2000 through FY 2013: annual debt service; annual revenues; total debt; assessed value; population; per capita income | 1/27/2014 | CFO's Office | 2/27/2014 | 2/10/2014 |
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| 2 | 1 | Russ Swatek | Please provide copies of confidential memoranda from the CA General Counsel for the past two years. | 5/10/2013 | General Counsel | 6/10/2013 | 6/6/2013 |
| 3 | 2 | Nancy McCord | Please provide copies of the minutes from closed meetings for the past two years. | 5/10/2013 | President's Office | 6/10/2013 | 5/29/2013 |
| 4 | 3 | FY 14 BOD | Please ask the General Counsel to provide a memorandum clarifying Board Member indemnification. | 5/11/2013 | General Counsel | 6/11/2013 | 5/29/2013 |
| 5 | 4 | Nancy McCord | Please provide hard copies of by-laws and procedures. | 5/11/2013 | President's Office | 6/11/2013 | 6/11/2013 |
| 6 | 5a | Alex Hekimian | What progress is being made in the current FY 2014 budget to give...priority to and to correct the most serious deficiencies at the outdoor pools, specifically for infrastructure components rates 1 (very poor) and 2 (poor) in the staff's Outdoor Pools Condition Assessment | 5/23/2013 | Sport and Fitness | 6/23/2013 | 6/21/2013 |
| 7 | 5b | Alex Hekimian | ...What authority, if any, do the Covenants give CA to allow non-residents to use CA's Community Facilities? | 5/23/2013 | General Counsel | 6/23/2013 | 6/20/2013 |

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

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| 11 | 7a | Russ Swatek | Wellness Update and Staff Report - What partnering entities have been contacted? | 7/1/2013 | Community Health Sustainability/ Operations | 7/24/2013 | 7/24/2013 |
| 12 | 7b | Russ Swatek | Wellness Update and Staff Report - Status of any arrangements? | 7/1/2013 | Community Health Sustainability/ Operations | 7/24/2013 | 7/24/2013 |
| 13 | 7c | Russ Swatek | Wellness Update and Staff Report - Any staff recommendations for current/future ERC action? | 7/1/2013 | Community Health Sustainability/ Operations | 7/24/2013 | 7/24/2013 |
| 14 | 8 | Alex Hekimian | What is the schedule for when the CA Board will review and vote on the first Easement and Easement Agreement for the Inner Arbor Trust before CA grants that easement for the use of certain Symphony Woods property? | 7/17/2013 | President's Office/ General Counsel | 11/1/2013 | 11/21/2013 |
| 15 | 9 | Nancy McCord | Please provide a report on the number of incidents at CA facilities | 7/29/2013 | Operations | 8/29/2013 | 8/22/2013 |
| 16 | 10 | Alex Hekimian | When can he expect a response to questions posed to John McCoy and John Herdson re: maintenance of streams in several locations and a possible meeting to discuss a spraypad for the Talbott Springs pool? | 8/6/2013 | President's Office | 9/6/2013 | 8/29/2013 |

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| 17 | 11 | Cynthia Coyle | Concern expressed by a Columbia property owner who pays the assessment fee but cannot obtain resident rates for a CA membership. | 8/30/2013 | Membership Services | 9/30/2013 | 9/13/2013 |
| 18 | 12a | Suzanne Waller | Does BGE pay CA for the easements CA has given them? | 10/13/2013 | President's Office | 11/13/2013 | 12/2/2013 |
| 19 | 12b | Suzanne Waller | Are there other entities to whom CA has given easements for which CA gets remuneration? | 10/13/2013 | President's Office | 11/13/2013 | 12/2/2013 |
| 20 | 12c | Suzanne Waller | Since the Inner Arbor Trust is a 501(c)(3), can it be assumed that it can, or cannot, receive remuneration for granting an easement? OR do we, as CA, receive ongoing remuneration for the easement? | 10/13/2013 | President's Office | 11/13/2013 | 12/2/2013 |
| 21 | 12d | Suzanne Waller | Will the owners of the establishments in the Inner Arbor/Symphony Woods turn a profit? And, if so, does a portion of the profit return to the Trust, or CA, for the easement rights? | 10/13/2013 | President's Office | 11/13/2013 | 12/2/2013 |

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| 22 | 12e | Suzanne Waller | When CA enters into partnerships with the County, developers, etc., how is it determined who owns what portion of any project? And should we or they want to pull out of a joint project in the future, do we have the rights to sell our portion? Do they? Is there a distinction between public and private partnerships in CA's case? | 10/13/2013 | President's Office | 11/13/2013 | 12/2/2013 |
| 23 | 13 | Russ Swatek | Please make available an accounting for the expenditures for the October 17, 2013 Stakeholders Social Evening to include catering, staff person-hours preparing for the dinner, staff person-hours attending the dinner, and any other pertinent costs. | 10/21/2013 | Chief Staff Liaison- External Relations Committee | 11/21/2013 | 11/22/2013 |
| 24 | 14 | Russ Swatek | Has a policy been developed to address annexation of residences that have been, or are being, built on CA-assessed property that are not being annexed by a Village? If the policy has been developed, please send him a copy. | 10/28/2013 | President's Office/ General Counsel | 11/28/2013 | 12/2/2013 |

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| 25 | 15 | Russ Swatek | Re: Upcoming New Town zoning discussions. What is the current state and extent of any CA discussions with County entities regarding this topic including consideration of a new "gatekeeper" role? When will the content and direction of any discussions be presented to the CA Board? | 11/12/2013 | Community Building and Open Space | 12/12/2013 | 12/4/2013 |
| 26 | 16 | Russ Swatek | Please send him a copy of the License Agreement dated July 2, 2013 by and between Grantor (CA) and Merriweather Owner and the Lease Agreement dated May 30, 2012 by and between Grantor (CA) and the Merriweather Operator. | 11/21/2013 | President's Office/General Counsel/Open Space | 12/21/2013 | 12/19/2013 |
| 27 | 17 | Gregg Schwind | Please include an update on the Hobbits Glen Club House project and the Haven on the Lake project in the President's Report for the 1-23-14 Board meeting. | 12/12/2013 | CFO's Office | 1/23/2014 | 1/23/2014 |
| 28 | 18 | Michael Cornell | Better solution for calling in to Board meetings | 2/20/2014 | IT | 8/20/2014 | |
| 29 | 19 | Michael Cornell | Full Compensation Study | 2/20/2014 | HR | 8/20/2014 | |

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| 30 | 20 | Alex Hekimian | Under what authority did the Inner Arbor Trust change the name of Symphony Woods Park to Merriweather Park? | 2/20/2014 | President's Office | 3/20/2014 | |
| 31 | 21 | Alex Hekimian | When is the first meeting of the IT Advisory Committee? | 2/20/2014 | President's Office | 3/20/2014 | |



To: CA Board of Directors

From: Phil Nelson

Subject: Formation of a Trust for Symphony Woods Development

Date: **February 13, 2013 – Updated from February 7, 2013 re: Recommendations**

Background:

- CA recently received important approvals from the County Planning Board of its Final Design Plan for Symphony Woods Park. The approvals included the Merriweather/Symphony Woods Neighborhood Concept Plan, the Merriweather/Symphony Woods implementation Plan and the Final Design Plan for the first phase of Symphony Woods Park. These approvals provide the important foundation for the development, subsequent submission, and approval of park site development plans.
- The Planning Board placed conditions on the approvals related to: (1) the preservation of existing trees, routing of pathways and grading; and (2) the need for continued coordination between CA and the Howard Hughes Corporation. This past fall, management asked the CA Board for a pause in the process so that CA could work collaboratively with Howard County and Howard Hughes and gain a better determination as to what enhancements the Howard Hughes Corporation was going to make to Merriweather Post Pavilion, which comprises ten acres in the Merriweather/Symphony Woods Neighborhood, as designated in the Downtown Columbia Plan. During the Howard County development approval process it became quite apparent that the County, Howard Hughes, and other community leaders favored what has been referred to as the “McCall Plan” as a master plan for the entire neighborhood.
- While there has been talk about developing a joint venture to include CA, Howard County and Howard Hughes, development of the joint venture may be premature.
- Representatives of the Howard County government have indicated that they would like to proceed with development of the Merriweather/Symphony Woods Neighborhood via partnership of several different entities to form a multi-party trust.
- Management’s recommendations herein are based on unanimous Board straw votes at the October 11, 2012 Meeting where the Board expressed support for the following actions:
 - Look at the possibilities of entering into a Trust.
 - Whether to continue with the plan approved by the County Planning Board or investigate other options for continuing through the County’s approval process.
 - Consider placing a CA Headquarters Building in Symphony Woods Park.

When the straw votes were taken, Board Member Cynthia Coyle was absent. Management is aware that straw votes are not Board policy, but rather express the general sentiment of voting Board members.

- **In pursuit of a strong vision for Symphony Woods, and to maintain the Columbia Association's leadership position in this project, Management would propose that CA develop its own separate trust that would be responsible for implementing a park master plan for CA-owned property in the Symphony Woods/Merriweather Post Neighborhood.**
- Management has consulted with two law firms, and the general basis for the Trust would be a 501(c)(3) IRS designated non-profit organization.

Legal Considerations:

- If the Board chooses to form a trust, all relevant state statutes, local laws, and laws of the corporation will have to be followed.
- If the Board chooses to form a trust, the Board adopted joint venture policy (copy attached) should help to guide the Board and the proposed trust in future business dealings.

Budget Considerations:

- Over the current planning period, 2010 to 2030, CA will have to invest millions of dollars in upgrading and/or building new facilities. In order to stay within budget and financial capacities, CA might have to postpone some projects beyond what CA Management and the community would like in order to keep from taking on burdensome debt totals. As a possibility of reducing the amount of potential debt, the CA Board could consider the implementation of a Trust that could ease some of the capital and operating investment for the future.
- By initiating a trust, CA could be a charter member of a future entity to take on new projects without having to shoulder all of the burden of capital financing and the later load of operational costs.
- CA would have to provide the initial seed capital for Trust start-up for the Symphony Woods project. However, depending on how the Trust is set up, one of the primary functions would be to raise funds for improvements to the park, or to draft applications for grant money. In essence, the more outside funding generated by the Trust, the less money CA would have to invest.
- In this pursuit, Management recommends that the Board consider moving capital funds proposed for improving Symphony Woods in future Capital Improvement Program years to the Trust. Currently, there is an estimated \$1.6 million in budgeted but not expended funds from previous budget years in the Symphony Woods Fund.
- In the event there are capital intensive projects being developed for Symphony Woods Park, the Board might be asked to consider issuing longer-term debt financing as the Trust will not have the capability of issuing bonds. It should be noted that debt issued by CA would be added to CA's debt total and that interest charged would be spread against the operating side of the budget.
- CA might want to explore the idea of working with Howard County to determine possibilities of utilizing the County's Revenue Authority.

- Management would emphasize that the CA Board would essentially “hold the purse strings” for the proposed Trust and, in doing so, maintain significant power over the future existence of the Trust.
- *If the Board chooses to proceed with construction of a new CA Headquarters building, CA would be responsible for financing the construction and operating costs of the proposed building.*
- *Other venues shown in the Inner Arbor Plan, with the exception of the dinner and children’s theaters, could be jointly financed through partnerships and the proposed Inner Arbor Trust. There are other sources of revenue that the Trust could consider to finance portions or all of project costs. Revenue possibilities could include: Medco Bonds (economic development), State Bond Funds, and in-kind matching for services or materials.*
- *There seems to be some confusion as to ownership and construction costs for the parking structure shown on the Inner Arbor Plan. Neither CA nor the Trust, will finance construction of any proposed parking structure.*
- *There also seems to be some confusion that the proposed Library is on CA property. The proposed library site is in fact situated on the proposed realigned South Entrance Road and is totally on County owned street right of way.*

Policy Implications:

- Based on previous staff presentations concerning financing, stabilizing revenues and other operational and capital financing topics, Management recommends the Board create a Symphony Woods Trust.
- Forming a trust would shift day-to-day decision making for constructing improvements in the park to a separate entity under an over-arching Inner Arbor conceptual master plan.
- The County has made explicitly clear that such delays would not be enforced on future developments under the Inner Arbor Plan.
- By developing a trust, CA **will not** relinquish ownership of property.
- Changes in land uses will be under the purview of the proposed trust.
- Should other agencies/entities, such as the trust, need CA land for development of other uses, CA could utilize legal instruments such as long-term leases or perpetual easements to allow uses of land without relinquishing ownership. CA could also charge annual fees for the use of land by other entities.

Options:

Options # 1—That the CA Board develops and approves a development corporation that would become the caretakers of CA owned property and who would make decisions on development of the park. This option would also designate the Inner Arbor Plan as the basis for the comprehensive development of the Symphony Woods portion of the Symphony Woods/Merriweather Post Neighborhood.

Option # 2—That the CA Board opts to do-nothing.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ii. that the easement agreement contributes to a circumstance that produces substantial and significant civic betterments and social improvements for the people of Columbia, including the development of a park and related improvements that provide artistic, cultural and educational opportunities, events and works available to the public consistent with the 2011 Downtown Columbia Master Plan; and

iii. that the easement agreement produces benefits for the people of Columbia that are necessary incidents to the accomplishment of CA's purpose to promote the social welfare of the people of Columbia.

V. Funding of the Inner Arbor entities:

a. CA will transfer to the Inner Arbor entities the existing budgeted amount for Symphony Woods of \$1.6 Million. The CA Board should recognize, however, that use of funds in this manner may constitute an operational expense rather than a capital expense.

b. CA will provide future grants in amounts allocated in future operating or capital budgets adopted by CA's Board.

c. The CA Board must approve all additional funding or financial obligations made from CA funding sources.



COLUMBIA ASSOCIATION, INC.

JOINT VENTURE PARTICIPATION POLICY

This document states the policy of the Columbia Association, Inc. ("CA") as to CA's participation in a joint venture or similar arrangement with any for-profit or private interest. For the purposes of this policy, the term "Joint Venture" is defined as any arrangement, including contractual or more formal arrangements undertaken through a limited liability company, partnership, or other entity, through which CA and another entity/(ies) jointly undertake any activity or business venture, or otherwise agree to joint ownership of any asset(s). A joint venture may include both taxable and tax-exempt activities.

I. Applicability.

This policy applies to any joint venture where CA and another entity/(ies) jointly undertake any activity or business venture, or otherwise agree to joint ownership of any asset(s). A joint venture may include both taxable and tax-exempt activities. This policy excludes investments of cash or marketable securities or other joint ownership arrangements where the primary purpose of CA's participation is investment. This policy is subject to CA's Charter and By-Laws.

II. Policy.

Before making any decision to participate in a joint venture, CA will ensure that the joint venture furthers its exempt purposes and will negotiate at arm's length contractual and other terms of participation that safeguard CA's exemption from federal income tax. It is the policy of CA that appropriate provisions be included in the terms of all joint venture arrangements covered by the policy so as to protect CA's tax-exempt status.

1. All joint venture operating agreements or similar documents shall contain a binding statement of charitable purpose that ensures, and explains how, participation in the joint venture furthers the tax-exempt purposes of CA.

2. All joint venture operating agreements or similar documents shall contain clear, binding provisions sufficient to ensure that charitable purposes are furthered by

joint venture activities and that CA does not effectively cede control of joint venture activities to for-profit interests.

A. CA may participate in a joint venture that furthers charitable purposes if it maintains majority voting control at all times, or

B. CA may participate in a joint venture that furthers charitable purposes if it maintains at all times 50 percent voting control and the joint venture operating agreement or similar documents contain adequate reserved powers to establish that CA does not effectively cede control of joint venture activities to for-profit interests.

C. CA's General Counsel or designee shall review all joint venture operating agreements or similar documents in accordance with CA's Non-Procurement Contract Policy and Procedures, prior to execution and shall, in any instance described in paragraphs 1 and 2A or 2B, above, determine the adequacy of provisions governing majority voting or applicable reserved powers after considering the effect of any other applicable governance provisions or arrangements, including, without limitation, any management agreements.

D. CA shall not participate in any joint venture covered by this policy with voting control that is not described in paragraph 2A or 2B, above, without advance approval of the Board of Directors of CA.

3. All transfers of property or existing charitable or business activity to any joint venture by CA shall be valued at fair market value, and CA shall receive fair market value consideration or appropriate credit to its capital account for such transfer.

4. Any provision of services by CA to any joint venture covered by this policy shall require the payment of fair market value consideration to CA, and shall otherwise be on arm's length terms.

III. Prohibited Activities.

All joint ventures in which CA participates shall include in their operating agreement or similar documents an express prohibition on joint venture participation in political campaign activities and political campaign contributions, including contributions to any political action committee.

IV. Board Approval.

CA shall not make any loan to any joint venture or to any other participant in any joint venture without advance approval of the Board of Directors of CA. CA shall not enter into any joint venture with an initial investment value of greater than \$25,000 without advance approval of the Board of Directors of CA.

V. Transparency

CA shall publish a list of all joint ventures in its quarterly Board Reports.

Approved by the Board of Directors: September 13, 2012



DATE: January 30, 2014
Updated February 19, 2014

TO: Board Operating Committee

FROM: Sub-Committee on Advisory Committees:
Suzanne Waller, Nancy McCord, Russ Swatek

RE: Recommendations of Sub-committee

The sub-committee on Advisory Committees has met several times since October 2013 to discuss ways to enhance the effectiveness of CA's Advisory Committees program. The committee perused the July 16, 2012 report to the BOC on Advisory Committees, studied the Reston Association Advisory Committee system and related paperwork, discussed a variety of ideas and concepts, and members of the sub-committee attended meetings of most of CA's active Advisory Committees. Based on all of the above, the sub-committee recommends that the BOC and Board of Directors consider the following:

1. That the charters for all Advisory Committees be standardized by including:
 - a. A requirement to submit an "Annual Report" to the board in June each year. Staff will develop a template for this report.
 - b. A requirement that each committee make an annual visit to a CA Board meeting to discuss the work of the committee with the Board.
 - c. That the CA Board, in collaboration with the Advisory Committee and CA Staff, develop an annual "charge" for each committee that is aligned with both CA's Strategic Plan and the President's goals and objectives, in July of each year.
 - d. A requirement that each Advisory Committee provide budget testimony each year during the budget process, if that committee is requesting budgetary funds.
 - e. A note that Advisory Committees are not authorized to direct or oversee the day-to-day work staff.
2. That a Board Member attend a meeting of each Advisory Committee each year.

3. That the name, picture and email address of each Advisory Committee's chairperson be posted online, and all emails should be forwarded to all committee members.
4. That Advisory Committee meeting, dates, times and location be posted on CA's online calendar (staff liaison to each committee would have this responsibility).
5. That Advisory Committee meeting agendas and minutes be listed online along with CA Board and CA Board Committee agendas and minutes.
6. A requirement that updates from each Advisory Committee would be included in the President's Report at least quarterly (staff liaison to each committee would have this responsibility).
7. The ERC or a new Board Committee would have responsibility for oversight and facilitation of the entire Advisory Committee program.
8. A separate document that details all chief staff liaison duties and responsibilities should be developed.
9. Advisory Committee charters and current "charges" should be printed online.

The sub-committee looks forward to discussing these recommendations with the BOC at the February 27, 2014 BOD meeting.