



February 6, 2015

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 be held on Thursday, February 12, 2015 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)  | <b>1 min.</b>  |
| 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   |                |
| 6. Approval of Minutes <b>January 22, 2015</b>   | <b>2 min.</b>  |
| 7. Chairman's Remarks  | <b>3 min.</b>  |
| 8. President's Remarks; Follow-Up Questions from the Board Members   | <b>10 min.</b> |
| 9. Committee Chairs' Remarks   | <b>10 min.</b> |
| (a) Board Operations Committee   |                |
| (b) External Relations Committee   |                |
| (c) Planning and Strategy Committee  |                |
| (d) Strategic Implementation Committee   |                |
| (e) CA Representatives to the Inner Arbor Trust Board of Directors   |                |
| 10. Recommendations for Board Action   |                |
| (a) Consent Agenda - None  |                |
| (b) Recommendations for Action   | <b>60 min.</b> |
| 1. Approve Draft Conditional FY 16 Capital Budget (as amended)   |                |
| 2. Approve Annual Charge Rate for FY 16  |                |
| 3. Approve Draft Conditional FY 16 Rates (as amended)  |                |
| 4. Approve Draft Conditional FY 16 Operating Budget (as amended)   |                |
| 11. Special Topics and Presentations - None  |                |
| 12. Committee Agendas  |                |
| (a) Planning and Strategy Committee  | <b>47 min.</b> |
| 1. Discussion  |                |
| (a) Discussion of Guiding Principles (Draft) regarding New Town Zoning and Columbia as a Planned Community |                |
| (b) Committee Tracking Form  |                |

- (b) Strategic Implementation Committee **20 min.**
  - 1. Discussion
    - (a) Policy Regarding Performance Incentive Payments and Severance Payments that Exceed Guidelines
- 13. Possible Topics for Future Board Discussions **10 min.**
- 14. Tracking Forms **5 min.**
  - (a) Tracking Form for Board Requests
  - (b) Tracking Form for Resident Requests
- 15. Talking Points **2 min.**
- 16. Adjournment – No Later than 11:00 p.m. (Expected Ending Time: Approximately **10:40 p.m.**)

**Next Board Meeting: Thursday, February 26, 2015**

**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  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50

**DRAFT**  
**Minutes of the**  
**BOARD OF DIRECTORS MEETING**  
**Held: January 22, 2015**

To be approved: February 12, 2015

A meeting of the Columbia Association Board of Directors was held on Thursday, January 22, 2015 at the Columbia Association Building. Present were Chairman Russ Swatek, and members Reg Avery, Brian Dunn, Jeanne Ketley, Alan Klein, Nancy McCord, Tom O'Connor, Gregg Schwind, and Andrew Stack. Board Member Michael Cornell was absent. Also present were CA President/CEO Milton Matthews, Chief Staff Liaison Susan Krabbe, Governance Chief of Staff Rob Goldman, and General Counsel Sheri Fanaroff.

**1. Call to Order:** The Board of Directors Meeting was called to order at 7:04 p.m. by the Chair, Russ Swatek.

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

The **Board of Directors** held a closed meeting at the Columbia Association Building on November 13, 2014. Members present were: Reg Avery, Michael Cornell, Brian Dunn, Jeanne Ketley, Alan Klein, Nancy McCord, Tom O'Connor, Gregg Schwind, Andy Stack, and Russ Swatek. CA President/CEO Milton Matthews also attended. 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)(vi) Consideration of the terms or conditions of a business transaction in the negotiation stage if the disclosure could adversely affect the economic interests of the homeowners association. The meeting was closed from 10:20 p.m. until 11:40 p.m.

The **Risk Management Committee** held a closed meeting at the Columbia Association Building on November 13, 2014. Members present were: Reg Avery, Alan Klein, Tom O'Connor, Milton Matthews and Susan Krabbe. The vote to close the meeting was 5-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111(4)(i) Discussion of matters pertaining to employees and personnel; §11B-111 (4)(iii) Consultation with legal counsel on legal matters; and §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 7:05 p.m. until 7:25 p.m.

The **Architectural Resource Committee** held a closed meeting at the Columbia Association Building on November 17, 2014 to discuss covenant cases. Members present were: Denis Ellis, Debbie Bach, and Maryann Cohea. Also present were: Laura Parrish, Carl McKinney, Karen Turcan, and Dale Wasmus. The vote to close the meeting was 3-0-0.

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 1:20 p.m. until 1:45 p.m.

**3. Approval of Agenda:**

**Action:** Mr. Avery moved to approve the agenda; Ms. McCord seconded the motion, which passed unanimously. Vote: 9-0-0.

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

51 **5. Resident Speakout:**

- 52 (a) Dick Boulton, Dorsey Search, spoke about closed meetings and an ethics complaint against a CA Board  
53 member.  
54 (b) Joel Broida, Town Center, spoke about an ethics complaint against a Board member. (Mr. Broida also  
55 submitted a written statement.)  
56 (c) Cy Paumier, Harpers Choice, spoke about Alan Klein.  
57 (d) Joy Bonstingl, Wilde Lake, spoke about closed meetings and Alan Klein.

58 **6. Approval of Minutes** of January 8, 2015

59 **Action:** Ms. McCord moved that the minutes of January 8, 2015 be approved as presented. Mr. Avery  
60 seconded the motion. The following changes were requested:

- 61 1. Mr. Klein noted that Lines 67-68 should be moved to Line 61, after “Strategic Implementation  
62 Committee.”  
63 2. Ms. Fanaroff suggested revising Lines 124-125 to read “... send to the CA Corporate  
64 members the proposed revisions ...”  
65 3. Mr. Klein noted that there should be a space on Line 125 between the words “proposed” and  
66 “revisions”

67 The motion to approve the minutes as amended passed unanimously. Vote: 9-0-0.  
68

69 **7. Chairman’s Remarks:**Mr. Swatek said three Aquatics Advisory Committee members spoke to him about  
70 the lack of notice of the January 15 Aquatics Work Session and were upset about the staff’s  
71 recommendation to shut Splashdown and to not pursue building an enclosed pool. The Board commented  
72 that the work session was intended to give the CA President a chance to inform the Board about CA’s  
73 recommendations and that the recommendations should go to one of the Board’s committees, which would  
74 then have a meeting at which the public can participate more fully.  
75

76 **8. President’s Remarks:** Mr. Matthews described magnets given to board members tonight that list CA’s  
77 social media sites. In response to questions from board members, Mr. Matthews and staff said:

- 78 • Spectrum is getting closer to implementation of online enrollment.  
79 • Five facilities will soon have fiber optic cable installed – the three gyms, Open Space maintenance  
80 building, and Haven on the Lake. The new headquarters building will also be connected.  
81 • Staff has begun developing an estimate of the timeframe for launching online enrollment.  
82

83 *Mr. Schwind arrived at 7:37 p.m.*  
84

- 85 • The Inner Arbor Trust is no longer required to provide financial reports quarterly to CA. IAT is now  
86 only required to provide activity reports quarterly and financial reports annually.  
87 • An agreement between IAT and the operator of Merriweather Post Pavilion is being negotiated that  
88 will spell out how many days per year Symphony Woods may be closed for events at Merriweather  
89 and when the public can use Merriweather.  
90 • The Board will soon receive an update about \$350,000 that has been allocated for indoor tennis.  
91 • Staff is working on publicizing the 30-day notice that is required before the Members of Columbia  
92 Association can vote on revisions to CA’s charter.  
93 • CA has no authority to intervene re: a resident’s complaint about zoning for a proposed pool on Cedar  
94 Lane.  
95 • CA’s benefits study consultants conducted focus groups today and their report may be completed by  
96 February 26, which will not be in time for CA to consider the results when voting on the budget.  
97 • The Hobbit’s Glen Golf Clubhouse should open in March.  
98

99 **9. Committee Chairs’ Reports**

- 100 (a) **Board Operations Committee:** The BOC will meet after tonight’s Board meeting.

- 101 (b) **External Relations Committee:** Ms. McCord urged members to attend Advisory Committee  
102 meetings and send their findings to her.  
103 (c) **Planning and Strategy Committee:** Mr. Klein noted that the Reston Association website focuses on  
104 its role as the focal point of the community. Mr. Matthews commented that CA's website may eventually  
105 be revised to better represent the Columbia community, not simply the organization.  
106 (d) **Strategic Implementation Committee:** None  
107 (e) **CA Representatives to the Inner Arbor Trust Board of Directors:**None

108 **10. Recommendation for Board Action**

- 109 (a) Consent Agenda – Ratify Adjustments to the FY 15 Budget to Reflect Board-Approved Personnel  
110 Changes

111 **Action:** The Board adopted the adjustments (no motion required).  
112

- 113 (b) Recommendation for Action

- 114 1. Discuss Proposed Orientation and Organizational Schedule for FY16

115 **Action:** Mr. Stack moved to revise the calendar to omit Board meetings and work sessions during  
116 August.

117 Mr. Avery seconded the motion, which passed. Vote: 7-2-0.

118 For: Messrs. Avery, Dunn, O'Connor, Stack and Swatek; Meses. McCord and Ketley

119 Against: Messrs. Klein and Schwind

120 Abstain: None

121 **Action:** Mr. O'Connor moved to revise the calendar to include a social event and preliminary  
122 retreat activities on the evening of Friday, May 15 and to continue the retreat on May 16.

123 Mr. Klein seconded the motion, which passed. Vote: 8-1-0

124 For: Messrs. Avery, Dunn, O'Connor, Klein, Schwind, Stack, and Swatek; Ms.  
125 McCord

126 Against: Ms. Ketley

127 Abstain: None

128 **Action:** The Board approved the amended Orientation and Organizational Scheduled for FY 16.

129 Vote: 9-0-0.  
130

- 131 2. Discuss Draft Conditional FY 16 Capital Budget, as amended

132 Mr. Schwind questioned the wisdom of CA spending so much money and effort (\$400,000 in the  
133 conditional FY 16 budget) maintaining all of its 40 ponds, saying some should be allowed to return  
134 to their natural state. Mr. Matthews advised taking a look at all of the ponds to determine what  
135 should be done with them. Wood Elves Pond is one that has been taken out of service. The Board  
136 and staff discussed repairing or removing a dam at Dannon Garth Pond. They also discussed the  
137 removal of additional funds for a Hickory Ridge Village Center park and funding for Splashdown.  
138 Staff will develop alternatives re: Dannon Garth Pond.  
139

- 140 3. Discuss Draft Conditional FY 16 Operating Budget, as amended

141 Ms. Krabbe explained that CA faces nearly \$500,000 in debt expense annually related to delinquent  
142 memberships and credit card fees. Staff is exploring charging a fee for people to use credit cards to  
143 pay for memberships, and is looking at ways to increase debt collection and reduce bad debt.  
144

- 145 4. Discuss Draft Conditional FY 16 Rates, as amended

146 The Board discussed how rate increases for using CA facilities can be kept modest while  
147 generating enough revenue to maintain and improve the facilities. Mr. Schwind advocated leaving  
148 the resident rates for pool memberships and Package Plan Plus unchanged for FY 2016. Staff will  
149 determine the impact on revenue of leaving the rates for residents unchanged for pools and Package  
150 Plan Plus.

151  
152  
153  
154  
155  
156  
157  
158  
159  
160  
161  
162  
163  
164  
165  
166  
167  
168  
169  
170  
171  
172  
173  
174  
175  
176  
177  
178  
179  
180  
181  
182  
183  
184  
185  
186  
187  
188  
189  
190  
191  
192  
193  
194  
195  
196  
197  
198  
199  
200  
201  
202

5. Discuss Annual Charge Rate for FY 16

The board discussed keeping the annual charge rate of \$0.68 or raising it to \$0.69 (which would provide an additional \$510,000 in revenue) or raising the cap from 2.5% to 5%. Rates have remained unchanged since 2004. Ms. Krabbe will explore the impact on CA income of raising the cap to 5%.

**11. Special Topics and Presentations:**

- (a) Discussion of Application for a Liquor License by the Owner of Store Adjacent to Huntington Pool  
Ms. Fanaroff explained the background about a liquor license request from the owner of a store adjacent to CA property and said that if the Board has a position on the issue, that position can be presented during a Liquor Board hearing on the license application on January 27. The Kings Contrivance Village Board is split on whether to oppose or support the application. In 2008, the Kings Contrivance and the CA Boards opposed the application, citing fears of crime so close to a CA facility. The 2008 application was denied, the store owners appealed, then withdrew the appeal request to foster a spirit of goodwill and cooperation.

**Action:** Mr. O'Connor moved that CA maintain its opposition to a liquor license application for a store adjacent to Huntington Pool and that CA present this view at the Liquor Board hearing on January 27. Mr. Klein seconded the motion, which passed unanimously. Vote: 9-0-0

**12. Committee Agendas**

- (a) External Relations Committee

1. Discussion

- (a) Discussion with Todd Olson, Columbia Festival of the Arts – Plans for Changes in the Format of the Columbia Festival of the Arts

Executive Director Olson described several planned changes, including:

- Having four seasonal festivals each year rather than one long annual festival in June (during this transitional year, there will be two festivals – one this Spring and one this Summer)
- Hiring a marketing person
- Having events throughout Howard County, not just in Columbia
- Commissioning a play to be written about the history of Columbia and presented during the city's 50<sup>th</sup> birthday celebration

In response to a question from the Board, he said the Festival of the Arts organization may at some point collaborate with IAT to use Symphony Woods.

- (b) Update – Upcoming Stakeholders Dinners

i. January 26, 2015 at 6:30 – Howard County Executive and Howard County Council  
Mr. Goldman said the County Executive and County Council members have the event on their calendars.

ii. March 2015 – Howard County Fire and Rescue and Howard County Police

Mr. Goldman said the event will be held on March 9 at 6:00 p.m.

Both events will be held at Dorsey Search's Linden Hall.

- (c) Committee Tracking Form

- (b) Strategic Implementation Committee

1. Discussion

- (a) Lake Water Quality Monitoring

Watershed Manager John McCoy explained that CA now monitors bacteria, algae and sediment in Columbia's three lakes, publicizes results on the CA website, and reports them to the Health Department. He said all of CA's lakes are eutrophic, have a significant

203 amount of plant growth and have been considered polluted since the 1970s. He stressed  
204 that the lakes are not suitable for swimming, especially after heavy rains when bacteria  
205 levels are highest. He also said that reducing bacteria to levels safe for swimming would  
206 be cost prohibitive, but CA is reducing the impact of phosphorus and bacteria to the lakes  
207 by limiting use of fertilizers with phosphorus to areas where new turf is being established  
208 and where plantings are being renovated around facilities and at golf courses.  
209

210 (b) Purchasing Exception – Generator Powered by Natural Gas

211 CA Energy Manager Jeremy Scharfenberg asked the Board to allow CA to purchase a  
212 \$95,000 generator directly from the manufacturer, Tecogen, for installation at Supreme  
213 Sports Club. He explained that the generator will be powered by natural gas and will  
214 provide electricity as well as waste heat that will heat pool water and domestic hot water.  
215 BGE will help pay for the project, the manufacturer will maintain it and CA should save  
216 \$30,000 per year in energy costs. He said Tecogen is the only manufacturer with a product  
217 that meets CA’s needs. Existing boilers will remain in place and serve as a backup system.  
218 Mr. Scharfenberg will send a financial feasibility study to all Board members.

219 **Action:** Mr. O’Connor moved that the SIC recommend that the Board approve the  
220 purchase of a natural-gas-powered generator and assign it to a contractor for  
221 installation at the Supreme Sports Club. Mr. Avery seconded the motion, which  
222 passed unanimously. Vote: 3-0-0.

223 **Action:** Mr. O’Connor moved that the SIC recommend that the Board vote tonight on the  
224 SIC’s recommendation. Mr. Avery seconded the motion, which passed  
225 unanimously. Vote: 3-0-0.

226 **Action:** Mr. Stack moved that the Board waive its rules in order to vote on the purchasing  
227 exception. Mr. Schwind seconded the motion, which passed unanimously. Vote:  
228 9-0-0.

229 **Action:** The Board unanimously approved the purchase of a natural-gas-powered  
230 generator for installation at the Supreme Sports Club. Vote: 9-0-0.  
231

232 (c) Committee Tracking Form  
233

234 **13. Possible Topics for Future Board Discussions:** None  
235

236 **14. Tracking Forms**

237 (a) Tracking Form for Board Requests: None

238 (b) Tracking Form for Resident Requests: None  
239

240 **15. Talking Points:** Recording Secretary Valerie Montague read the Talking Points.  
241

242 **16. Adjournment:** The meeting was adjourned at 10:25 p.m.  
243

244 **17. Closed meeting:** A closed meeting of the Board of Directors, hosted by the Board Operations Committee,  
245 followed adjournment of the Open meeting.  
246

247  
248 Respectfully submitted,

249  
250 Valerie Montague

251 Recording Secretary



## COMMITTEE RECOMMENDATIONS TO BOARD

Date: January 16, 2015  
To: Columbia Association Board of Directors  
From: Gregg Schwind, Chair – Planning and Strategy Committee  
Subject: Recommendation for the Draft Proposed FY 16 Capital Budget

Issue:

At its January 22, 2015 meeting during the Board of Directors meeting, the Planning and Strategy Committee (PSC) reviewed and discussed the draft proposed FY 16 capital budget. Committee members reviewed the attached spreadsheet.

Discussion:

PSC members and other Board members reviewed and discussed the draft proposed FY 16 capital budget.

Recommendation of Committee:

By a vote of   2   For   0   Opposed   0   Abstain

Has no recommendation.

Recommends the following action be taken or motion be approved by the CA Board of Directors in regards to the issue described above.

Justification for Recommendation:

The draft proposed FY 16 capital budget was discussed in work sessions throughout the budget process.

Motion: The recommendation must be written in the form of a motion or resolution.

The PSC moved to recommend that the Board of Directors approve the draft proposed FY 16 capital budget as amended.

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



# Columbia Association Proposed **Capital Budget** Summary

Columbia Association FY 2016  
Capital Budget Summary by Category

	FY 2016 Conditional Budget	FY 2016 Proposed Amendments	FY 2016 Proposed Budget
Category I			
Building Energy Retrofits	\$ 200,000	\$ -	\$ 200,000
Going Green Projects	200,000	-	200,000
Pathway Connectivity Improvements*	150,000	-	150,000
Water Quality Improvements	75,000	-	75,000
Watershed Improvements Projects	410,000	-	410,000
Total Category I Projects	<u>\$ 1,035,000</u>	<u>\$ -</u>	<u>\$ 1,035,000</u>
Category II			
Aquatics - ADA Facility Upgrades*	-	190,000	190,000
Aquatics - Hawthorn Bathhouse & ADA Upgrades*	250,000	-	250,000
Aquatics - Indoor Pool Architectural and Engineering	150,000	-	150,000
Aquatics - The Supreme Sport Club Pool Area Architectural and Engineering	250,000	(190,000)	60,000
Columbia Gym - Roof Replacement	300,000	50,000	350,000
Fairway Hills Golf Course - Outing Pavilion	50,000	-	50,000
Fairway Hills Golf Course - #12 Bridge Abutment Stabilization	-	200,000	200,000
Horse Center - Barn Roof Replacement	-	243,000	243,000
Sales & Marketing - Internal Digital Signage	200,000	-	200,000
Sport and Fitness Facilities and Equipment Upgrades*	550,000	-	550,000
HVAC Unit Replacement - CA-Wide	300,000	-	300,000
Harper's Choice Village Signs	20,000	-	20,000
Hickory Ridge Village Center - Park, Phase 2*	200,000	(200,000)	-
CA Headquarters - Furniture and Fixtures	-	-	-
IT - Enterprise Network Enhancements	300,000	(150,000)	150,000
Dannon Garth Pond Restoration (Long Reach)	-	300,000	300,000
Jackson Pond Improvements (Long Reach)	100,000	-	100,000
Pushcart Pond Improvements (Oakland Mills)	175,000	(175,000)	-
Restoration of Town Center Carillon Planning Funds	75,000	-	75,000
Town Center Signage	-	46,000	46,000
Wilde Lake Barn Renovation Planning Funds*	75,000	(75,000)	-
Open Space Management - Equipment and Vehicles	514,500	-	514,500
Total Category II Projects	<u>\$ 3,509,500</u>	<u>\$ 239,000</u>	<u>\$ 3,748,500</u>
Total Category III Projects	<u>\$ 5,120,500</u>	<u>\$ (4,000)</u>	<u>\$ 5,116,500</u>
Total - All Categories	<u><b>\$ 9,665,000</b></u>	<u><b>\$ 235,000</b></u>	<u><b>\$ 9,900,000</b></u>
Budget Parameters	<u>\$ 9,900,000</u>	<u>\$ -</u>	<u>\$ 9,900,000</u>

\* Includes ADA Component



## COMMITTEE RECOMMENDATIONS TO BOARD

Date: January 16, 2015  
To: Columbia Association Board of Directors  
From: Gregg Schwind, Chair – Planning and Strategy Committee  
Subject: Recommendation for the Draft Proposed FY 16 Annual Charge

Issue:

At its January 22, 2015 meeting during the Board of Directors meeting, the Planning and Strategy Committee (PSC) reviewed and discussed the draft proposed FY 16 annual charge.

Discussion:

PSC members and other Board members reviewed and discussed the draft proposed FY 16 annual charge.

Recommendation of Committee:

By a vote of   2   For   0   Opposed   0   Abstain

Has no recommendation.

Recommends the following action be taken or motion be approved by the CA Board of Directors in regards to the issue described above.

Justification for Recommendation:

The draft proposed FY 16 annual charge was discussed in work sessions throughout the budget process.

Motion: The recommendation must be written in the form of a motion or resolution.

The PSC moved to recommend that the Board of Directors approve the draft proposed FY 16 annual charge rate of \$0.68 and cap of 2.5%.

Additional Action recommended by committee in lieu of motion or in addition to motion:

None.



## COMMITTEE RECOMMENDATIONS TO BOARD

Date: January 16, 2015  
To: Columbia Association Board of Directors  
From: Gregg Schwind, Chair – Planning and Strategy Committee  
Subject: Recommendation for the Draft Proposed FY 16 Rates

Issue:

At its January 22, 2015 meeting during the Board of Directors meeting, the Planning and Strategy Committee (PSC) reviewed and discussed the draft proposed FY 16 rates.

Discussion:

PSC members and other Board members reviewed and discussed the draft proposed FY 16 rates.

Recommendation of Committee:

By a vote of   2   For   0   Opposed   0   Abstain

Has no recommendation.

Recommends the following action be taken or motion be approved by the CA Board of Directors in regards to the issue described above.

Justification for Recommendation:

The draft proposed FY 16 rates were discussed in work sessions throughout the budget process.

Motion: The recommendation must be written in the form of a motion or resolution.

The PSC moved to recommend that the Board of Directors approve the draft proposed FY 16 rates leaving the Haven on the Lake rate scale unchanged from FY 15.

Additional Action recommended by committee in lieu of motion or in addition to motion:

None.

Columbia Association **Sport and Fitness Division**  
**Proposed Rates - REVISED 1/15/2015**

**SPORT AND FITNESS PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>Outdoor Pools and Swim Center</b>						
New Member Rate						
Family	\$ 336	\$ 639	\$ 348	\$ 651	3.6%	1.9%
Two Member	\$ 328	\$ 600	\$ 336	\$ 612	2.4%	2.0%
Individual	\$ 228	\$ 480	\$ 240	\$ 492	5.3%	2.5%
Renewal Contract Rate						
Family	\$ 312	\$ 630	\$ 324	\$ 642	3.8%	1.9%
Two Member	\$ 288	\$ 588	\$ 300	\$ 600	4.2%	2.0%
Individual	\$ 216	\$ 456	\$ 228	\$ 468	5.6%	2.6%
<b>Package Plan Plus Includes Member Advantage</b>						
New Member Rate						
Family	\$ 1,368	\$ 1,860	\$ 1,392	\$ 1,884	1.8%	1.3%
Two Member	\$ 1,308	\$ 1,554	\$ 1,332	\$ 1,578	1.8%	1.5%
Individual	\$ 954	\$ 1,020	\$ 978	\$ 1,044	2.5%	2.4%
Renewal Contract Price						
Family	\$ 1,080	\$ 1,758	\$ 1,104	\$ 1,782	2.2%	1.4%
Two Member	\$ 1,056	\$ 1,542	\$ 1,080	\$ 1,566	2.3%	1.6%
Individual	\$ 750	\$ 954	\$ 774	\$ 978	3.2%	2.5%
<b>Package Plan Includes Member Advantage</b>						
New Member Rate						
Family	\$ 900	\$ 1,701	\$ 912	\$ 1,716	1.3%	0.9%
Two Member	\$ 834	\$ 1,530	\$ 852	\$ 1,548	2.2%	1.2%
Individual	\$ 606	\$ 924	\$ 612	\$ 936	1.0%	1.3%
Renewal Contract Rate						
Family	\$ 804	\$ 1,464	\$ 816	\$ 1,488	1.5%	1.6%
Two Member	\$ 756	\$ 1,344	\$ 768	\$ 1,368	1.6%	1.8%
Individual	\$ 570	\$ 810	\$ 582	\$ 840	2.1%	3.7%
<b>Package Plan Includes Member Advantage no Golf</b>						
New Member Rate						
Family	\$ 828	\$ 1,650	\$ 840	\$ 1,668	1.4%	1.1%
Two Member	\$ 780	\$ 1,476	\$ 792	\$ 1,500	1.5%	1.6%
Individual	\$ 594	\$ 918	\$ 606	\$ 924	2.0%	0.7%
Renewal Contract Rate						
Family	\$ 744	\$ 1,440	\$ 756	\$ 1,464	1.6%	1.7%
Two Member	\$ 693	\$ 1,320	\$ 708	\$ 1,344	2.2%	1.8%
Individual	\$ 564	\$ 792	\$ 576	\$ 816	2.1%	3.0%

At the end of their contract term, members wishing to go Month-to-Month will pay the new member rate.

Columbia Association **Sport and Fitness Division**  
**Proposed Rates - REVISED 1/15/2015**

**SPORT AND FITNESS PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>Haven on the Lake (Refresh Membership)</b>						
<b>Facility Only</b>						
Add-on rate for PPP members						
Per Person	\$ 120	\$ 120	\$ 120	\$ 120	0.0%	0.0%
New Member Rate						
Per Person	\$ 600	\$ 840	\$ 600	\$ 840	0.0%	0.0%
Renewal Contract Rate						
Per Person	n/a	n/a	\$ 600	\$ 840	n/a	n/a
<b>Haven on the Lake (Revive Membership)</b>						
<b>Facility and Unlimited Classes</b>						
Add-on rate for PPP members						
Per Person	\$ 1,068	\$ 1,068	\$ 1,068	\$ 1,068	0.0%	0.0%
New Member Rate						
Per Person	\$ 1,548	\$ 1,908	\$ 1,548	\$ 1,908	0.0%	0.0%
Renewal Contract Rate						
Per Person	n/a	n/a	\$ 1,548	\$ 1,908	n/a	n/a
<b>Haven on the Lake (Restore Membership)</b>						
<b>Includes One Integrative or Holistic Spa Service/month</b>						
Add-on rate for PPP members						
Per Person	\$ 1,308	\$ 1,308	\$ 1,308	\$ 1,320	0.0%	0.9%
New Member Rate						
Per Person	\$ 1,428	\$ 1,548	\$ 1,428	\$ 1,548	0.0%	0.0%
Renewal Contract Rate						
Per Person	n/a	n/a	\$ 1,428	\$ 1,548	n/a	n/a
<b>Haven on the Lake (Rejuvenate Membership)</b>						
<b>All-Inclusive Membership</b>						
Add-on rate for PPP members						
Per Person	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	0.0%	0.0%
New Member Rate						
Per Person	\$ 2,580	\$ 2,940	\$ 2,580	\$ 2,940	0.0%	0.0%
Renewal Contract Rate						
Per Person	n/a	n/a	\$ 2,580	\$ 2,940	n/a	n/a

At the end of their contract term, members wishing to go Month-to-Month will pay the new member rate.

Columbia Association **Sport and Fitness Division**  
**Proposed Rates - REVISED 1/15/2015**

**SPORT AND FITNESS PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>Facility Only</b>						
<b>Athletic Club, Columbia Gym or Supreme Sports Club</b>						
New Member Rate						
Family	\$ 792	\$ 1,476	\$ 804	\$ 1,488	1.5%	0.8%
Two Member	\$ 708	\$ 1,152	\$ 720	\$ 1,165	1.7%	1.1%
Individual	\$ 570	\$ 822	\$ 582	\$ 834	2.1%	1.5%
Renewal Contract Rate						
Family	\$ 738	\$ 1,290	\$ 750	\$ 1,302	1.6%	0.9%
Two Member	\$ 702	\$ 1,122	\$ 714	\$ 1,134	1.7%	1.1%
Individual	\$ 558	\$ 690	\$ 570	\$ 702	2.2%	1.7%
<b>Daily Golf (Includes Hobbits Glen and Fairway Hills)</b>						
New Member Rate						
Two Member	\$ 384	\$ 552	\$ 408	\$ 576	6.3%	4.3%
Individual	\$ 300	\$ 450	\$ 312	\$ 462	4.0%	2.7%
Renewal Contract Rate						
Two Member	\$ 360	\$ 480	\$ 372	\$ 492	3.3%	2.5%
Individual	\$ 216	\$ 360	\$ 228	\$ 372	5.6%	3.3%
<b>Hobbit's Glen Annual</b>						
New Member Rate						
Two Member	\$ 4,080	\$ 4,800	\$ 4,332	\$ 5,052	6.2%	5.3%
Individual	\$ 3,168	\$ 3,600	\$ 3,420	\$ 3,852	8.0%	7.0%
Renewal Contract Rate						
Two Member	\$ 3,262	\$ 4,392	\$ 3,516	\$ 4,644	7.8%	5.7%
Individual	\$ 2,628	\$ 3,396	\$ 2,868	\$ 3,648	9.1%	7.4%

At the end of their contract term, members wishing to go Month-to-Month will pay the new member rate.

Columbia Association **Sport and Fitness Division**  
**Proposed Rates - REVISED 1/15/2015**

**SPORT AND FITNESS PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>Hobbit's Glen Weekday Only</b>						
New Member Rate						
Two Member	\$ 3,240	\$ 3,636	\$ 3,492	\$ 3,888	7.8%	6.9%
Individual	\$ 2,028	\$ 2,436	\$ 2,280	\$ 2,688	12.4%	10.3%
Renewal Contract Rate						
Two Member	\$ 3,090	\$ 3,288	\$ 3,348	\$ 3,540	8.3%	7.7%
Individual	\$ 1,854	\$ 2,040	\$ 2,112	\$ 2,292	13.9%	12.4%
<b>Fairway Hills Add-On to Hobbit's Glen (Now included with Hobbits Glen Annual Membership at no cost)</b>						
New Member Rate						
Two Member	\$ 492	\$ 492	n/a	n/a	n/a	n/a
Individual	\$ 324	\$ 324	n/a	n/a	n/a	n/a
Renewal Contract Rate						
Two Member	\$ 174	\$ 336	n/a	n/a	n/a	n/a
Individual	\$ 108	\$ 204	n/a	n/a	n/a	n/a
<b>Fairway Hills Annual</b>						
New Member Rate						
Two Member	\$ 2,460	\$ 2,892	\$ 2,472	\$ 2,904	0.5%	0.4%
Individual	\$ 1,920	\$ 2,184	\$ 1,932	\$ 2,196	0.6%	0.5%
Renewal Contract Rate						
Two Member	\$ 1,974	\$ 2,676	\$ 1,986	\$ 2,688	0.6%	0.4%
Individual	\$ 1,596	\$ 2,064	\$ 1,608	\$ 2,076	0.8%	0.6%
<b>Fairway Hills Weekday Only</b>						
New Member Rate						
Two Member	\$ 1,890	\$ 2,208	\$ 1,902	\$ 2,220	0.6%	0.5%
Individual	\$ 1,236	\$ 1,488	\$ 1,248	\$ 1,500	1.0%	0.8%
Renewal Contract Rate						
Two Member	\$ 1,860	\$ 1,992	\$ 1,872	\$ 2,004	0.6%	0.6%
Individual	\$ 1,128	\$ 1,248	\$ 1,140	\$ 1,260	1.1%	1.0%

At the end of their contract term, members wishing to go Month-to-Month will pay the new member rate.

Columbia Association **Sport and Fitness Division**  
**Proposed Rates - REVISED 1/15/2015**

**SPORT AND FITNESS PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>Tennis (Includes Outdoor Tennis/Air Structure)</b>						
New Member Rate						
Family	\$ 294	\$ 414	\$ 300	\$ 426	2.0%	2.9%
Two Member	\$ 270	\$ 330	\$ 276	\$ 342	2.2%	3.6%
Individual	\$ 144	\$ 294	\$ 150	\$ 306	4.2%	4.1%
Renewal Contract Rate						
Family	\$ 258	\$ 390	\$ 264	\$ 402	2.3%	3.1%
Two Member	\$ 228	\$ 306	\$ 234	\$ 318	2.6%	3.9%
Individual	\$ 108	\$ 270	\$ 114	\$ 282	5.6%	4.4%

At the end of their contract term, members wishing to go Month-to-Month will pay the new member rate.



Columbia Association **Sport and Fitness Division**  
Proposed Rates

		PROPOSED FEES / ADMISSIONS					
		Columbia* Card Holders & Guest of Members/ FY 15 Fees	General Admission FY 15 Fees	Columbia* Card Holders & Guest of Members/ FY 16 Fees	General Admission FY 16	Percentage Increase Card Holders & Guest of Members/ Increase / (Decrease)	Percentage Increase General Admission
<b>OUTDOOR POOLS</b>	Adult	4.00	20.00	4.00	20.00	-	-
	Faulkner Ridge						
	Talbott Springs	2.00	15.00	2.00	15.00	-	-
	Jeffer's Hill						
	Macgill's Common						
Running Brook							
All other Outdoor Pools	Adult	8.00	20.00	8.00	20.00	-	-
	Child	5.00	15.00	5.00	15.00	-	-
<b>ATHLETIC CLUB</b>	Adult	16.00	25.00	16.00	25.00	-	-
	Child	8.00	15.00	8.00	15.00	-	-
<b>SUPREME SPORTS CLUB</b>	Adult	16.00	25.00	16.00	25.00	-	-
	Child	8.00	15.00	8.00	15.00	-	-
<b>SWIM CENTER</b>	Adult	16.00	25.00	16.00	25.00	-	-
	Child	8.00	15.00	8.00	15.00	-	-
Splashdown	PPP	Free	n/a	Free	n/a	-	-
	Member	4.00	n/a	4.00	n/a	-	-
	Resident	8.00	n/a	8.00	n/a	-	-
	Non-resident	n/a	12.00	n/a	12.00	-	-
<b>TENNIS</b>	Adult	16.00	25.00	16.00	25.00	-	-
	Child	8.00	15.00	8.00	15.00	-	-
<b>COLUMBIA GYM</b>	Adult	16.00	25.00	16.00	25.00	-	-
	Child	8.00	15.00	8.00	15.00	-	-

\*Residents without memberships are welcome to use facilities on a daily fee basis. A Columbia Card is required for these rates; Columbia Cards are issued free of charge at the Membership Service Center. Proof of Columbia residency is required.

Columbia Association **Sport and Fitness Division**  
Proposed Rates

		FY 15		FY 16		Percentage Increase / (Decrease)	
		9 Hole	18 Hole	9 Hole	18 Hole	9 Hole	18 Hole
<b>HOBBIT'S GLEN</b>							
<b>GOLF</b>							
Public	Weekday	n/a	n/a	n/a	n/a	n/a	n/a
	Weekend	n/a	n/a	n/a	n/a	n/a	n/a
Fees for Residential Non-Members and Guest of Members (including green fees)							
	Weekday	30.00	60.00	32.00	64.00	6.7%	6.7%
	Weekend	38.00	75.00	40.00	79.00	5.3%	5.3%
Member Green Fees	Weekday	24.00	46.00	26.00	50.00	8.3%	8.7%
	Weekend	28.00	54.00	30.00	58.00	7.1%	7.4%
	Junior Weekday**	13.00	17.00	14.00	18.00	7.7%	5.9%
	Junior Weekend**	15.00	19.00	16.00	20.00	6.7%	5.3%
Cart Rental (two people)		18.00	36.00	18.00	36.00	-	-
<b>FAIRWAY HILLS</b>							
<b>GOLF</b>							
Public	Weekday	20.00	35.00	21.00	37.00	5.0%	5.7%
	Weekend	24.00	41.00	25.00	44.00	4.2%	7.3%
Fees for Residential Non-Members and Guest of Members (including green fees)							
	Weekday	19.00	34.00	20.00	37.00	5.3%	8.8%
	Weekend*	24.00	39.00	25.00	41.00	4.2%	5.1%
Member Green Fees	Weekday	17.00	29.00	18.00	31.00	5.9%	6.9%
	Weekend	20.00	33.00	21.00	35.00	5.0%	6.1%
	Junior Weekday**	8.00	14.00	10.00	16.00	25.0%	14.3%
	Junior Weekend	10.00	18.00	11.00	20.00	10.0%	11.1%
Cart Rental (two people)		18.00	36.00	18.00	36.00	-	-

\*Includes Fridays

\*\*Non-peak hours on weekdays after 3:00 p.m. on holidays and weekends

Columbia Association **Sport and Fitness Division**  
Proposed Rates

<b>ATHLETIC CLUB INDOOR TENNIS COURT FEES</b>		<b>FY 15</b>	<b>FY 16</b>	<b>Percentage</b>
(All prices per person)		<b>Fees Per Hour</b>	<b>Fees Per Hour</b>	<b>Increase / (Decrease)</b>
	All Times	9.50 Doubles	9.50	-
		19.00 Singles	19.00	-
Juniors: Mon. - Fri. (Walk-on Only)	3:00pm - 5:00pm	4.50 Doubles	4.00	-11.1%
		9.00 Singles	8.00	-11.1%
<b>NON-PRIME SPECIAL</b>				
Mon. - Fri. (Walk-on Only)	6:00 - 8:00 a.m.	7.00 Doubles	7.00	-
	12:00 - 4:00 p.m.	14.00 Singles	14.00	-
<b>RACQUET CLUB AT HOBBIT'S GLEN</b>				
	All Time	3.00 Doubles	3.00	-
		6.00 Singles	6.00	-
<b>AIR STRUCTURE OWEN BROWN TENNIS CLUB</b>				
	All Time	9.00 Doubles	9.00	-
		18.00 Singles	18.00	-
		<b>FY 15</b>	<b>FY 16</b>	<b>Percentage</b>
		<b>Fees</b>	<b>Fees</b>	<b>Increase / (Decrease)</b>
<b>SPORTSPARK</b>				
<b>Miniature Golf</b>	Package Plan Plus	Free	Free	-
	Residents/Members	6.00	6.00	-
	Non-Residents	7.00	7.00	-
<b>Batting Cages</b>	Residents/Members	1.25 1 Token	1.25 1 Token	-
		5.00 6 Tokens	5.00 6 Tokens	-
		10.00 13 Tokens	10.00 13 Tokens	n/a
	Non-Residents	1.25 1 Token	1.25 1 Token	-
		5.00 5 Tokens	5.00 5 Tokens	-
		10.00 11 Tokens	10.00 11 Tokens	n/a
<b>ICE RINK / ROLLER RINK</b>				
	Members	Free	Free	-
	Weekday Residents/Non-Members	7.00	6.00	-14.3%
	Non-Residents/Non-Members	8.00	7.00	-12.5%
	Weekend/Holiday Members	Free	Free	-
	Residents/Non-Members	7.00	7.00	-
	Non-Residents/Non-Members	8.00	8.00	-
<b>PACKAGE PLAN</b>				
(monthly guest fee)	Individual	40.00	40.00	-
	Family	80.00	80.00	-
<b>SKATE PARK</b>				
	Members	Free	Free	n/a
	Residents/Non-Members	5.00	5.00	-
	Non-Residents/Non-Members	6.00	6.00	-
Season Pass	Residents	75.00	75.00	-
	Non-Residents	150.00	150.00	-

Columbia Association **Community Services Division**  
Rates

**COMMUNITY SERVICES PROPOSED RATES**

Facility	FY 15		FY 16		Percentage Increase / (Decrease)	
	CA	Non-CA	CA	Non-CA	CA	Non-CA
Elementary and Middle School School Age Services Monthly Rates*						
Morning (42.0 Hours)	167.00	167.00	170.00	170.00	1.8%	1.8%
Afternoon (52.5 Hours)	233.00	233.00	240.00	240.00	3.0%	3.0%
Both (94.5 Hours)	400.00	400.00	410.00	410.00	2.5%	2.5%
Registration	50.00 yr.	50.00 yr.	50.00 yr.	50.00 yr.	0.0%	0.0%
Full Day	50.00 day	50.00 day	50.00 day	50.00 day	0.0%	0.0%

\* Howard County Public School System's policy requires that all non-school activities be open to the public and not discriminate on the basis of location of residence within Howard County.

Columbia Association **Open Space Management Division**  
Rates

**OPEN SPACE MANAGEMENT PROPOSED RATES**

Facility		FY 15		FY 16		Percentage Increase / (Decrease)	
		CA	Non-CA	CA	Non-CA	CA	Non-CA
<b>RV Storage Park</b>							
20'	Space	\$ 352.00	\$ 783.00	\$ 360.00	\$ 822.00	2.3%	5.0%
30' x 10'	Space	\$ 585.00	\$ 1,164.00	\$ 585.00	\$ 1,200.00	0.0%	3.1%
30' x 12'	Space	\$ 624.00	\$ 1,630.00	\$ 648.00	\$ 1,700.00	3.8%	4.3%
40' x 10'	Space	\$ 704.00	\$ 1,566.00	\$ 720.00	\$ 1,644.00	2.3%	5.0%
40' x 12'	Space	\$ 926.00	\$ 2,100.00	\$ 942.00	\$ 2,160.00	1.7%	2.9%
<b>Lake Elkhorn Pavilion</b>							
Friday, Saturday, and Sunday		48.00 hr.	58.00 hr.	49.00 hr.	60.00 hr.	2.1%	3.4%
Monday - Thursday							
10: a.m. to 4:00 p.m. hourly rate		38.00 hr.	48.00 hr.	39.00 hr.	49.00 hr.	2.6%	2.1%
4:00 p.m. to 9:00 p.m. flat rate		64.00	89.00	66.00	92.00	3.1%	3.4%
<b>Columbia DogPark</b>							
Daily Visit		5.00	6.00	5.00	6.00	0.0%	0.0%
Annual		35.00	40.00	35.00	40.00	0.0%	0.0%



## COMMITTEE RECOMMENDATIONS TO BOARD

Date: January 16, 2015  
To: Columbia Association Board of Directors  
From: Gregg Schwind, Chair – Planning and Strategy Committee  
Subject: Recommendation for the Draft Proposed FY 16 Operating Budget

Issue:

At its January 22, 2015 meeting during the Board of Directors meeting, the Planning and Strategy Committee (PSC) reviewed and discussed the draft proposed FY 16 operating budget. Committee members reviewed the attached spreadsheet.

Discussion:

PSC members and other Board members reviewed and discussed the draft proposed FY 16 operating budget.

Recommendation of Committee:

By a vote of   2   For   0   Opposed   0   Abstain

Has no recommendation.

Recommends the following action be taken or motion be approved by the CA Board of Directors in regards to the issue described above.

Justification for Recommendation:

The draft proposed FY 16 operating budget was discussed in work sessions throughout the budget process.

Motion: The recommendation must be written in the form of a motion or resolution.

The PSC moved to recommend that the Board of Directors approve the draft proposed FY 16 operating budget as amended.

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

**Columbia Association**  
**FY 16 Proposed Operating Budget Amendments**

	<b>Proposed Budget</b>	<b>Board Proposed Changes</b>	<b>Total</b>
<b>Approved Conditional Total Income</b>	\$ 68,673,000		\$ 68,673,000
Hobbit's Glen Golf Club - Additional sales of new memberships (\$13,000) and outings (\$20,000) related to hiring of part-time Membership Sales/Member Assistant noted in expenses below).	33,000	-	33,000
Indoor/Outdoor Tennis Revenue related to conversion of two part-time tennis professionals to full-time (noted in expenses below).	70,000	-	70,000
Loss on Fixed Assets Disposals - Columbia Gym roof (building opened in 1998).	(125,000)	-	(125,000)
Loss on Fixed Assets Disposals - Aquatics, Hawthorn Bathhouse.	(8,000)	-	(8,000)
Memberships - Revenue impact of revised rates and projections.	63,000	-	63,000
Memberships - Reduction of revenue for Haven on the Lake.	-	(11,000)	(11,000)
School Age Services - Tuition and Enrollment revenue increase due to anticipated growth in participants.	150,000	-	150,000
Aquatics - Additional Fees Income due to converting a part-time Clippers/Columbia Neighborhood Swim League (CNSL) coach to full-time.	7,000	-	7,000
<b>Total Proposed Income</b>	<b>\$ 68,863,000</b>	<b>\$ (11,000)</b>	<b>\$ 68,852,000</b>
<b>Proposed Conditional Total Operating Expenses</b>	<b>65,520,000</b>		<b>65,520,000</b>
Team and Organizational Development - Leadership Howard County Premier and Essentials tuition for two team leaders).	16,000	-	16,000
Information Technology - Fees Expenses of \$55,000 for Lawson hosting services and \$65,000 for the Inter-County Broadband Network (ICBN).	120,000	-	120,000
Legal Department - Reduction of Fees Expense.	(100,000)	-	(100,000)
Open Space Maintenance (OSM) - Reduction of benefits associated with medical insurance elections.	(120,000)	-	(120,000)
Open Space Maintenance (OSM) - Reduction of Fees Expense.	(162,000)	-	(162,000)
Construction Division - Construction mechanical, electrical and plumbing project manager (new full-time equivalent position; total salary and benefits of \$120,000 split between operating and capital budget).	60,000	-	60,000
Construction Division - Decrease consulting fees resulting in a net cost savings through a shift from hourly consulting services to a full-time project management staff position in Construction. (50% of project manager's salary and benefits are charged to operating).	(60,000)	-	(60,000)
Membership Service Center - Bad debt expense for delinquent memberships.	250,000	-	250,000
Membership Service Center - Credit card fees due to increased credit card usage for membership purchases.	240,000	-	240,000
Indoor/Outdoor Tennis - Converting two part-time Junior Competition Coordinators and Tennis Professionals to full-time (benefits only, no increase in salaries.)	35,000	-	35,000
Hobbit's Glen Golf Club - New part-time membership sales/member assistant (\$20,000 salary and related taxes), plus associated additional outing expenses such as staff time, postage and printing (\$2,000).	22,000	-	22,000
Aquatics - Full-time Clippers/CNSL Coach (benefits only, no increase in salaries).	15,000	-	15,000
Aquatics - Two full-time pool supervisors (benefits only, no increase in salaries).	30,000	-	30,000
Department of Sport and Fitness, Administration - Reduce salary expenses (\$50,000) and benefits (\$5,000).	(55,000)	-	(55,000)
Headquarters - Furniture, equipment, signage.	260,000	-	260,000
Headquarters - Moving expense (office move of 100 positions in FY 2016).	65,000	-	65,000
Supreme Sports Club - Utilities Expense savings resulting from installation of a natural gas generator.	(22,000)	-	(22,000)
Depreciation Expense reduction due to capital project changes and delays.	(129,000)	-	(129,000)
Interest Expense reduction due to lower than budgeted interest rate on long-term borrowing.	(277,000)	-	(277,000)

**Columbia Association**  
**FY 16 Proposed Operating Budget Amendments**

	<b>Proposed Budget</b>	<b>Board Proposed Changes</b>	<b>Total</b>
Total Proposed Operating Expenses	\$ 65,708,000	\$ -	\$ 65,708,000
PROPOSED INCREASE/(DECREASE) IN NET ASSETS FROM OPERATIONS	\$ 3,155,000	(11,000)	\$ 3,144,000
<b>Company-Wide Contingencies</b>			
Board Partnerships Contingency	46,000	-	46,000
Reduction of Board Partnerships Contingency	-	(11,000)	(11,000)
Total Company-Wide Contingencies	<b>\$ 46,000</b>	<b>\$ (11,000)</b>	<b>\$ 35,000</b>
PROPOSED INCREASE/(DECREASE) IN NET ASSETS	\$ 3,109,000	\$ -	\$ 3,109,000
<b>Summary:</b>			
<b>Total FY 16 Income</b>	<b>\$ 68,863,000</b>	<b>\$ (11,000)</b>	<b>\$ 68,852,000</b>
<b>Total FY 16 Expenses</b>	<b>\$ 65,754,000</b>	<b>\$ (11,000)</b>	<b>\$ 65,743,000</b>
Proposed FY 16 Increase In Net Assets	\$ 3,109,000	\$ -	\$ 3,109,000
CONDITIONALLY APPROVED FY 16 INCREASE IN NET ASSETS	\$ 3,107,000	\$ -	\$ 3,107,000
ADDITIONAL INCREASE IN NET ASSETS	\$ 2,000	\$ -	\$ 2,000





February 5, 2015

To: Members of the Planning and Strategy Committee  
Milton W. Matthews, President/CEO

From: Jane L. Dembner, Director, Planning and Community Affairs

cc: Columbia Association Board of Directors

Subject: Guiding Principles for Columbia's Future

### **Background**

Attached is a draft of the proposed guiding principles prepared by staff in preparation for the Planning and Strategy Committee's upcoming discussion on Thursday, February 12, 2015. The development of these guidelines was requested by the board and is a follow-on activity to the September 18, 2014, board work session on Howard County's New Town zoning regulations.

At the September 2014 work session, the board reviewed and discussed staff's briefing paper, which provided an overview of the New Town zoning regulations and identified issues that should be considered when the county undertakes the planned review and update of the regulations.

### **Next Steps**

We look forward to the February 12 discussion of the draft principles.

Based on our on-going consultations with county government officials, we understand that the Howard County Administration will be coordinating with County Council on setting up a New Town zoning task force. Given that the county executive only took office late last year, it is understandable that the details of the New Town zoning review and update process and its specific timeframe have not yet been established. We will continue our conversations with the Howard County Administration and will keep the board apprised of the results.

# Draft Guiding Principles for the 21st Century Planned Community of Columbia, Maryland



## Introduction

James Rouse established four goals for Columbia. These goals are often cited when the history and framework of Columbia is discussed. The goals are: *to build a complete city; to respect the land; to provide for the growth of people; and to make a profit.*

When Wilde Lake was dedicated in 1967, James Rouse remarked that he hoped Columbia would never be finished, that the community would continue to develop and that the residents who would come to call Columbia home would be actively engaged in the process. That has proven to be true and the development and evolution of Columbia is ongoing.

As we look to the future, 48 years after Columbia's founding, Columbia Association acknowledges the continued relevance of those early goals. Columbia Association establishes the following guiding principles, which we believe to be fundamental to the continued evolution and growth of Columbia as a planned community of choice in the 21st Century.

## Managing Columbia's Growth and Change – Guiding Principles

**Population Diversity.** Diversity in Columbia's population in all respects (age, race, ethnicity, religion, economic, etc.) is important.

**Mix of Housing Types.** Housing should accommodate households of different sizes and ages/stages of life including families, singles, couples, and older adults.

**Permanent Open Space.** Columbia's permanent open space areas must be maintained. The distinctive tight weave of these open spaces, residential neighborhoods and other development is a distinguishing feature of the community. These open space areas provide health, recreation, aesthetic and ecological benefits that contribute to Columbia's quality of life.

**Environmental Stewardship.** The land, water and air resources of Columbia must be protected and there should be ongoing efforts to enhance remediation of these resources. Reforestation and conservation of tree cover should be emphasized including the replacement of trees removed on a one-for-one basis.

**Balanced Transportation System.** Increased connectivity in and around Columbia is important to serve the community's diverse resident and employee populations. Investments in transportation should focus on systems that connect people of all ages with the places and activities they need to reach, and expand safety for all users, including drivers, transit riders, pedestrians, and cyclists.

**Public Safety.** As Columbia continues to develop and change, it is important that public safety services be responsive to these changes. Public safety is vital to the quality of life in the community.

**Redevelopment.** Accommodating new residents and jobs in Columbia is important to create the critical mass needed to support desired services, amenities, and multi-modal transportation opportunities. Future growth in Columbia will be predominantly through redevelopment, a key component of reinvigorating and enhancing the community.

**Land Use Mix.** Residential, shopping, recreational/leisure, and employment choices in Columbia must continue to evolve to meet the desires of its diverse population and changing regional and national economic trends. Residential options will range from the more urban Downtown Columbia setting to traditional suburban neighborhoods. The addition of new housing is vital to the viability and attractiveness of Columbia for existing and new residents. Columbia should continue to be Howard County's employment center.

- **Downtown Columbia.** The redevelopment of Downtown Columbia as a mixed use and walkable, urban center should reinforce the downtown area as the county's primary location for specialty/destination retail stores, places of employment, multi-family residential properties, and entertainment uses.
- **Village Centers.** To maintain the vitality of Columbia's village centers as important local destinations and service and social hubs, village centers within highly competitive grocery store environments should be repositioned with alternatives to an anchor grocery store and with the potential addition of residential uses. For the other village centers, incremental change should include enhancements to the mix of retail and food and beverage offerings, and the potential addition of residential uses. It is important to maintain the village centers as the building blocks of Columbia.
- **Corridors.** Both a vision and development guidelines are needed for some of Columbia's commercial/industrial corridors. Without a planned development approach, these areas may present a host of economic, safety, environmental, aesthetic and (re)development challenges.

- ***Neighborhood Enhancement.*** In neighborhoods where the housing stock has outlived its useful life or is in poor condition, existing housing should be enhanced through rehabilitation assistance where possible. However, when rehabilitation is not possible or feasible, these properties present opportunities for redevelopment and residential infill that can improve the attractiveness and desirability of the neighborhood.
- ***Neighborhood Conservation.*** Additions and alterations to existing properties in neighborhoods with positive physical and economic characteristics should be consistent in scale and architectural character with what is already developed.

**Tracking Form - FY 15  
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	The rate study is underway and scheduled to be completed by April 30, 2015. Interviews with the consultants will be scheduled with board members.				
	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 (Final report completed Nov 2014)
	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.	Presentation on benefits study scheduled for 2/26/15 Board Meeting					
	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).	Currently on-going					
		Host public hearing to gather input on proposed changes to FY 16 budget	Held 11/13/14	N/A		N/A		
		Initial deliberations by PSC on proposed additions and deletions.	12/11/14; 1/8/15 carry-over if needed	N/A		N/A		
		Additional deliberations by PSC on proposed adjustments to FY 16 budget. Make recommendation to the CA Board.	1/22/2015			1/22/2015	Approve	
		Review timeline for and approach to CA's facilities assessment.	Anticipated in February 2015					
		Consider guiding principles for the 21st Century planned community of Columbia	Anticipated 2/12/15					



To: Columbia Association Board of Directors  
From: Milton W. Matthews, President/CEO  
Date: 6 February 2015  
Re: Policy Regarding Severance Payments that Exceed Guidelines

In the course of overseeing the day-to-day business of the Columbia Association (CA), the President/CEO may find that upon the termination of an employee and under certain circumstances, it may be in the best interest of the Association to grant a severance payment to the employee.

It is the expectation that in most circumstances involving such cases, the President/CEO will adhere to the guidelines in the applicable section of the Team Member Handbook. However, given that there may be many factors under consideration for granting a severance payment to a terminated employee and the potential need in a particular circumstance to expedite a severance agreement, the President/CEO should have the discretion to finalize a severance agreement that includes a payment which exceeds the amount outlined in the guidelines in the Team Member Handbook.

If the President/CEO does choose to finalize a severance agreement that includes a payment exceeding the amount outlined in the guidelines, the payment cannot exceed the amount in the guidelines by more than \$10,000 or 25%, whichever is greater. Additionally, at the next regularly scheduled meeting of the Association's Board of Directors, the President/CEO, in a closed session, must present to the Board his/her reasons for the need to finalize a severance agreement that included a payment exceeding the amount outlined in the guidelines.

Notwithstanding the language above, the President/CEO also should retain the option to present to the Board of Directors, in advance of finalizing a specific severance agreement, his/her reasons and other related information supporting the need for a severance payment in an amount greater than that stipulated in the preceding paragraph.

## Severance Policy from the Existing Team Member Handbook

There is no "governing document" that controls the payment of severance to a terminated team member. Guidance on this issue is provided in the Team Member Handbook, which states:

"It is the policy of the Columbia Association that severance pay may be granted to terminated team members under certain circumstances at its sole discretion. No terminated team member, regardless of the nature of the termination of the employment relationship, will be entitled to severance pay, without first signing a release provided by the Columbia Association.

1. Team members may be eligible for severance pay if they are permanently terminated after one year of full-time service because of (a) a reduction of the Columbia Association's work force; (b) elimination of the job or position, or (c) a reason other than violation of a Columbia Association policy or other disciplinary action.

2. Team members may not be eligible for severance pay if they (a) leave employment with the Columbia Association voluntarily; (b) are terminated for misconduct; (c) are laid off for a period of short duration; or (d) retire from the Columbia Association under conditions not involving elimination or termination of the job.

3. Loss of a particular job under any circumstances will not entitle the team member to severance pay if the team member refuses to accept other suitable employment that is offered by the Columbia Association.

4. The amount of severance pay will normally be one week's regular straight-time pay for each full year of continuous service. Severance pay will, unless paid in a lump sum, be paid on regular paydays during the period the terminated team member would have been eligible to receive pay. Severance pay is subject to all required federal, state, and local tax deductions and withholdings.

5. Severance pay may be granted to eligible team members in addition to pay for any unused accrued vacation for which the team member may be eligible.

The Columbia Association reserves the right to modify unilaterally any severance pay provision."

Board Request Tracking Log  
 FY 15  
 As of February 6, 2015

	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>
							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.
2	1	Michael Cornell	Full Compensation Study	2/20/2014	HR	8/20/2014	
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	11/14/2014
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 February 6, 2015

	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 February 6, 2015

	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 February 6, 2015

	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 neonicotonoids.	9/22/2014	Community Building and Open Space	10/22/2014	10/21/2014
22	18	Alan Klein	Include Inner Arbor reports in each month's President's Report, as required.	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	11/20/2014
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	12/19/2014
25	21	Alan Klein	Legal Opinion re: request to post Team Member Handbook on the website	11/1/2014	General Counsel	12/1/2014	11/24/2014

Board Request Tracking Log  
 FY 15  
 As of February 6, 2015

	A	B	C	D	E	F	G
<u>1</u>	<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>
26	22	Gregg Schwind/ Reg Avery	Question about indemnification and insurance requirements for organizations such as PTA renting CA's sports facilities	1/20/2015	General Counsel	2/20/2015	1/29/2015

Resident Request Tracking Log  
 FY 15  
 As of February 6, 2015

	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	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
3	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
4	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
5	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
6	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 February 6, 2015

	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	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
8	6	Joel Hurewitz	Please provide a copy of the Attorney General Opinion from 2008 re: the "leave, sell or donate" language of the CA Charter in FIFTH (3).	1/13/2015	General Counsel	2/13/2015	2/2/2015
9	7	Joel Hurewitz	Does the Board ever pass resolutions or has the Board in the past given any approval regarding the sale of investments including, but not limited to, U.S. Government mortgage bonds and treasuries or the sale or donation of any equipment?	1/16/2015	CFO's Office	2/16/2015	
10	8						
11	9						
12	10						
13	11						
14	12						
15	13						
16	14						
17	15						
18	16						
19	17						
20	18						
21	19						
22	20						