



December 30, 2014

To: Alan Klein
Nancy McCord
Gregg Schwind
Milton W. Matthews

From: Russ Swatek, Board Chair

cc: Columbia Association Board of Directors
Rob Goldman, Governance Chief of Staff
Sheri Fanaroff

Subject: Board Operations Committee Meeting – Monday, January 5, 2015 at 7:30 p.m. – CA Board Room

AGENDA

1. Call to Order
2. Announcement of Closed/Special Meetings Held/To Be Held 1 min.
3. Approval of Agenda 1 min.
4. Resident Speakout
5. Approval of Minutes **December 1, 2014** 2 min.
6. Finalize Proposed Agendas for upcoming Board of Directors Meeting
 - a. Review Proposed Draft – January 22, 2015 15 min.
7. Administrative Items **40 min.**
 - a. Planning for the President/CEO's Reviews
 - i. Mid-Year Review (10 min.)
 - ii. Annual Review and Compensation Decision (10 min.)
 - b. Planning for the Proposed Goals and Objectives for the President/CEO for FY 16 (10 min.)
 - c. Proposed Orientation and Organizational Schedule for FY 16 (10 min.)
8. Tracking Forms **8 min.**
 - a. Board Operations Committee (2 min.)
 - b. External Relations Committee (2 min.)
 - c. Planning and Strategy Committee (2 min.)
 - d. Strategic Implementation Committee (2 min.)
9. Talking Points 2 min.
10. Adjournment – Approximately 9:00 p.m.

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DRAFT MINUTES
BOARD OPERATIONS COMMITTEE MEETING
HELD: DECEMBER 1, 2014

To be Approved: January 5, 2015

The regular meeting of the Board Operations Committee was held on Monday, December 1, 2014 at 8:17 p.m. at the Columbia Association Building. Present were BOC members Russ Swatek, Alan Klein, and Nancy McCord. Board member Jeanne Ketley attended on behalf of Gregg Schwind until he arrived at 8:34 p.m. Also present were Chief Staff Liaisons Susan Krabbe and Jane Dembner, Governance Chief of Staff Rob Goldman, and General Counsel Sheri Fanaroff. President/CEO Milton Matthews arrived at 9:08 p.m.

2. **Announcement of Closed/Special Meetings Held/To Be Held:** None.

3. **Approval of the Agenda:** Nancy McCord moved to approve the Agenda; Alan Klein seconded. The agenda was changed to have item 7 on the agenda discussed prior to item 6. **Action:** The BOC voted unanimously to approve the Agenda as amended.

4. **Resident Speakout:** No one spoke at resident speakout.

5. **Approval of the Minutes:** Alan Klein moved to approve the Minutes of the November 3, 2014 meeting; Jeanne Ketley seconded. The vote was 2-0-2.

For: Russ Swatek and Alan Klein

Against: None

Abstain: Nancy McCord and Jeanne Ketley

6. **Administrative Items (moved from number 7 to number 6):**

(a) **Discussion of Proposed Administrative Amendments to CA's Charter and By-Laws:**

Sheri Fanaroff reviewed the proposed changes to the Amended and Restated Charter and By-Laws of the Columbia Association, Inc. A few changes were suggested by the BOC to be incorporated into the proposed changes in both documents.

Action: Gregg Schwind moved that the CA Charter and By-laws with the administrative changes as discussed be sent to the Board of Directors for approval. Nancy McCord seconded. The BOC voted unanimously to send the amendments to the CA Charter and By-laws to the Board of Directors for approval.

(b) **Amendment to the Policy and Special Rules of Order re Procedures for Official**

Minutes-Resident Speakout: Rob Goldman reviewed the proposal for amending the way in which resident speakout is recorded in the minutes. Rob Goldman suggested that details of resident speakout be attached as an addendum and not part of the formal minutes. The BOC discussed the detail to be included in minutes with respect to resident speakout. It agreed to adhere to Section 6.2 in the Special Rules of Order and include only the name of the resident, village of residence and the topic discussed in the minutes.

47 Comments provided to the Recording Secretary by members of the public or Directors
48 will be made addenda to the official copy of the minutes.
49

50 Gregg Schwind suggested removing “nor record amendments to measure except as in the
51 final form of a measure that was adopted or failed” from Section 5.2. Milton Matthews
52 suggested that Section 6.3 be amended to read “Minutes will reflect (1) all motions made
53 and (2) Board Members votes on amendments as well as final motions.”
54

55 Alan Klein moved to accept Gregg Schwind’s suggestion to remove from Section 5.2 the
56 wording “nor record amendments to measure except as in the final form of a measure that
57 was adopted or failed.” Nancy McCord seconded. The BOC voted unanimously that the
58 wording in Section 5.2 be amended as set out above.
59

60 Nancy McCord moved to change Section 6.3 to read “Minutes will reflect (1) all motions
61 made and (2) Board Members Votes on amendments as well as final motions.” Russ
62 Swatek seconded. The BOC voted unanimously that the wording in Section 6.3 be
63 amended as set out above.
64

65 **7. Finalize Proposed Agendas for upcoming Board of Directors Meetings (formerly #6):**
66

67 **(a) Approval of the Agenda for the December 11, 2014 BOD Meeting:** Discussion of the
68 proposed Agenda and changes suggested. Gregg Schwind moved to approve the agenda
69 as amended. Nancy McCord seconded. The BOC voted unanimously to approve the
70 agenda as amended.
71

72 **(b) Approval of the Agenda for the January 8, 2014 BOD Meeting:** Discussion of the
73 proposed agenda and changes suggested. Gregg Schwind moved to approve the agenda
74 as amended. Alan Klein seconded. The BOC voted unanimously to approve the agenda
75 as amended.
76

77 **8. Tracking Forms:** The BOC review the tracking logs for the Board Operations Committee,
78 the External Relations Committee, the Planning and Strategy Committee, and the Strategic
79 Implementation Committee.
80

81 **9. Talking Points:** Presented by Alison Mathieson.
82

83 **10. Adjournment:** The meeting adjourned at 10:35 p.m.
84

85 Respectfully submitted,
86

87 Alison Mathieson
88 Recording Secretary



Draft – As of 12-17-14

January 16, 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, January 22, 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) 1 min.
2. Announcement of Closed/Special Meetings Held/To Be Held 1 min.
3. Approval of Agenda 1 min.
4. Disclosure of Conflicts of Interest 1 min.
5. Resident Speakout
6. Approval of Minutes **January 8, 2015** 2 min.
7. Chairman's Remarks 3 min.
8. President's Report – See written report – Follow-Up Questions from the BOD 10 min.
9. Committee Chairs' Remarks **10 min.**
 - (a) Board Operations Committee (2 min.)
 - (b) External Relations Committee (2 min.)
 - (c) Planning and Strategy Committee (2 min.)
 - (d) Strategic Implementation Committee (2 min.)
 - (e) CA Representatives to the Inner Arbor Trust Board of Directors (2 min.)
10. Recommendations for Board Action
 - (a) Consent Agenda
 1. Ratify Adjustment to the FY 15 Budget to Reflect Board-Approved Personnel Changes (5 min.)
 - 2.
 - 3.
 - 4.
 - (b) Recommendations for Action
 - 1.
 - 2.
 - 3.
 - 4.

- 11. Special Topics and Presentations – None
- 12. Committee Agendas
 - (a) External Relations Committee **34 min.**
 - 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 *(30 min.)*
 - (b) Update – Upcoming Stakeholders’ Dinners
 - i. January 26, 2015 – Howard County Executive and Howard County Council *(1 min.)*
 - ii. March 2015 – Howard County Fire and Rescue and Howard County Police *(1 min.)*
 - (c) Committee Tracking Form *(2 min.)*
 - (b) Planning and Strategy Committee
 - 1. Discussion
 - (a) Second Deliberation on the Conditional FY 16 Budget – PSC formulates recommendation to the CA Board **45 min.**
 - (c) Strategic Implementation Committee **27 min.**
 - 1. Discussion
 - (a) Lake Water Quality Monitoring *(15 min.)*
 - (b) Purchasing Exception-Generator Powered by Natural Gas *(10 min.)*
 - (c) Committee Tracking Form *(2 min.)*
- 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 10:30 p.m.)

Next Board Meeting: Thursday, February 12, 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.



DATE: December 30, 2014
TO: Board Operations Committee
FROM: Janet F. Loughran
SUBJECT: Planning the President/CEO's Mid-Year Review

The Board Operations Committee (BOC) is charged with “annually negotiating President/CEO performance targets, annually or semi-annually evaluating the President/CEO’s progress toward achieving those targets, and recommending CEO compensation.” While it is past the midpoint in the fiscal year, the BOC has indicated it wishes to hold a mid-year review of the President/CEO’s progress against FY 15 goals.

In past years, the Board Operations Committee used the following process in conducting the mid-year review:

- (1) The President/CEO prepared a document detailing progress-to-date in meeting the goals adopted by the Board. This mid-year evaluation material is shared with all Board members.
- (2) The Board Operations Committee hosts the following meeting:
 - a. Closed meeting of the Board of Directors at which time the mid-year evaluation material sent to the Board of Directors by the President/CEO is discussed with the President/CEO.

This process worked well for the President/CEO and the Board of Directors in previous years, and the BOC may wish to continue its use this year. If so, the BOC might wish to discuss:

- (1) Any changes needed in the process,
- (2) The specific date on which the mid-year evaluation material from the President/CEO is to be delivered to all members of the Board of Directors, and
- (3) The specific date on which to hold the closed meeting in 2015.



DATE: December 30, 2014

TO: Board Operations Committee

FROM: Janet F. Loughran

SUBJECT: Forms for President/CEO Annual Review and Bonus Decision

Following are the forms used in FY 14 for the President/CEO's annual review and bonus decision. Members of the Board Operations Committee are asked to review the forms and to forward any comments and/or suggestions they may have for possible revisions to the Board Chair.

President's Evaluation Form—FY14

Background:

It is the responsibility of the CA Board of Directors to review and approve the CA President's Goals and objectives each year, and to evaluate the President's performance in light of those goals and objectives. The goals are directly related to the Board's Strategic Initiatives, and the work of setting the goals is a part of the public process.

The Board communicates the organization's most significant issues, projects, and strategic goals to the President at the beginning of each fiscal year (May). Some are clearly long term goals that take multiple years to implement. The President will be rated on "progress" towards these goals. Others are projects, programs or services that the Board considers most important to implement during the current fiscal year. The President will be rated on completion, or the milestones met towards achievement, of these short-term goals.

Instructions:

The President's Evaluation Form contains three parts. Part I focuses on the specific strategic goals and objectives set annually by the Board. Part II focuses on the President's Performance Objectives in areas related to Administration, Interpersonal Skills, Individual Assets, Leadership, and Financial Operations. This part rates the President's capabilities, skills and management characteristics related to accomplishing the work of CA as an organization. Part III contains summary comments that will provide specific feedback and guidance to the President, and help the Board develop its list of strategic priorities for the coming year.

In **Part I**, you are asked to rate the President on specific strategic goals and objectives using the Likert scale, 1—5, which is a continuum from high "Exceeds Expectations" (5) to low "Very Dissatisfied" (1). If you think that the most accurate score is somewhere between two numbers, you may use a numerical designation with a decimal point, for example, "3.5" between the median "Satisfied" (3) and "Very Satisfied" (4). Place your numerical score in the space on the right.

In **Part II**, you are asked to rate the President on his skills, abilities and management characteristics in five areas (see Appendix 1, *Performance Objective Factors*). Enter your score for each item in the space on the right. In addition, you may want to include written comments on both strengths and areas for improvement in each category.

In **Part III**, you are asked to provide summary comments that focus on highlights, lessons learned, and ongoing needs. Please indicate what you think the future strategic goals and objectives should be, and which priority issues the President and Board should be focusing on in the next fiscal year.

Please review and complete the President's Evaluation Form by **March 21, 2014** and return it to the *Chair of the Board*.

This is a CONFIDENTIAL process, as are all performance reviews. If you have any questions, please contact Andrew C. Stack, Chair of the CA Board 2013-14.

President's Evaluation Form—FY2014

Part I: President's Goals & Objectives—FY2014

President's Goals for FY2014:

1. Through our amenities CA provides the highest caliber services and the maximum rate of return on their investment in CA to residents, customers and users.
2. CA's services, programs and amenities provide enjoyment, wellness, education and opportunities for involvement that add value to community members.
3. CA's facilities and programs are continually evaluated, enhanced and improved to reduce Columbia's overall carbon footprint while providing a comprehensive environmentally viable platform for the future.
4. CA utilizes available financial resources and partnerships to offer residents, users and customers the highest quality facilities, services and programs at the most reasonable price possible.
5. CA explores and implements innovative initiatives that continue the vision and mission of James Rouse while preparing for the future's uncertainties and possibilities.

These five goals will be achieved through 5 program elements that will serve as CA's focus for FY-2014.

- A. Community Service Element
- B. Value Added Element (Life & Property)
- C. Enhanced Environment Element
- D. Community Sustainability Element
- E. Financial Stewardship Element

How well has the President accomplished the goals and objectives set for him by the CA Board? Please rate the completion of the performance measures of the President's Goals & Objectives for FY2014 using the Likert performance appraisal scale below:

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

5 = Exceeded Expectations

4 = Very Satisfied

3 = Satisfied

2 = Dissatisfied

1 = Very Dissatisfied

Community Service Element:

1. Develop new communications tools and improve CA web site to foster better communications with residents and users.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

2. Focus on generational diversity; improved volunteer culture in Columbia to help others empower change and assist neighbors.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

3. Develop a unified communications strategy

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

4. Focus on adding developing measurable benchmarks for value to life and property.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

5. Implement software that measures community reaction to programs or projects.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

6. Update Strategic Plan.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

Value Added Element (Life & Property):

1. Economic impact analysis.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

2. Determine fitness levels via health programs/projects.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

3. Determine a baseline to enable future measuring of items such as increased participation at our facilities, memberships, participation by seniors, etc.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

4. Determine generational programs that are based on quantifiable standards. Address the challenge of social isolation with a special emphasis on older adults.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

5. Using our school-age services, work with school district to develop anti-childhood obesity programs.

5 _____ 4 _____ 3 _____ 2 _____ 1 Score _____

Enhanced Environment Element:

1. Reduce natural resource use and overall carbon footprint of CA and assist Columbia homeowners to reduce energy usage.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

2. Reduce storm water flow and velocity, work with County and State to reduce upstream flows, and implement Lake and Pond sustainability program.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

3. Recycling will be implemented in all CA-owned facilities and in outdoor spaces where the community gathers, such as the Lakefront, picnic areas, etc. and CA will engage in outreach activities to encourage other community leaders, businesses, etc. to recycle.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

4. Develop guidelines/policies/processes to provide avenues for making decisions to reduce carbon footprint.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

Community Sustainability Element:

1. Determine criteria for how future venues/facilities can provide benefit to “current” users, and can be changed or repurposed to meet future uses.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

2. Developing investment protocol for capital projects that focus on CA’s preparation for the future.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

3. Develop fitness facilities master plan.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

4. Implement/complete Category I and II projects (examples: HG Clubhouse, dog park, indoor tennis club, etc.).

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

5. Develop and begin implementing program to address ADA concerns.

5 _____ 4 _____ 3 _____ 2 _____ 1 _____ Score _____

Financial Stewardship Element:

1.Meet fiscal targets.

5_____4_____3_____2_____1 Score_____

2.Look at partnerships that could inject operational expertise or capital into new ventures or repurposing existing venues.

5_____4_____3_____2_____1 Score_____

3.Meet or exceed MBE and Local Business targets.

5_____4_____3_____2_____1 Score_____

4. Determine logical and achievable income totals based on review of membership totals, demographic impact on memberships or use of programs and other related data.

5_____4_____3_____2_____1 Score_____

5. Develop new services and facility investments based upon industry innovations from other places.

5_____4_____3_____2_____1 Score_____

Part II: President/CEO Management Performance Objectives

There are five sections that evaluate the President's skills and abilities in the day to day operations of the Columbia Association. They describe characteristics and tasks of high performing managers. How would you rate the President's job performance in FY2014? Please review the skill sets listed below, and provide a score for each. There is also space for any comments a board member wishes to make. Comments are not required.

Administration:

Planning	5___ 4___ 3___ 2___ 1	Score_____
Organization of work	5___ 4___ 3___ 2___ 1	Score_____
Compliance	5___ 4___ 3___ 2___ 1	Score_____
Problem-solving & Decision-making	5___ 4___ 3___ 2___ 1	Score_____
Evaluation & Control	5___ 4___ 3___ 2___ 1	Score_____
Responsiveness to Board Member requests	5___ 4___ 3___ 2___ 1	Score_____
Responsiveness to Residents' & Stakeholder Requests	5___ 4___ 3___ 2___ 1	Score_____

Board Member Comments:

Interpersonal:

Oral Communication	5	4	3	2	1	Score	_____
Written Communication	5	4	3	2	1	Score	_____
Coordination/Collaboration	5	4	3	2	1	Score	_____
Supervisory Control	5	4	3	2	1	Score	_____
Leadership	5	4	3	2	1	Score	_____
Staff Appraisal and Development	5	4	3	2	1	Score	_____
Influence with the Community	5	4	3	2	1	Score	_____

Board Member Comments:

Individual:

Effort and Initiative	5	4	3	2	1	Score	_____
Professional and Technical Competence	5	4	3	2	1	Score	_____
Innovation	5	4	3	2	1	Score	_____
Objectivity	5	4	3	2	1	Score	_____
Credibility	5	4	3	2	1	Score	_____
Flexibility	5	4	3	2	1	Score	_____

Board Member Comments:

Leadership:

Coaching	5	4	3	2	1	Score_____
Empowering	5	4	3	2	1	Score_____
Modeling	5	4	3	2	1	Score_____
Team Building	5	4	3	2	1	Score_____
Visioning	5	4	3	2	1	Score_____
Self-Development	5	4	3	2	1	Score_____
Directing	5	4	3	2	1	Score_____

Board Member Comments:

Finance:

Budgeting and Economic Management	5	4	3	2	1	Score_____
Risk (Liability Management)	5	4	3	2	1	Score_____

Board Member Comments:

APPENDIX: PERFORMANCE OBJECTIVE FACTORS

1. ADMINISTRATION

1a. **PLANNING:** Develops short and long range plans and goals to meet department objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided; anticipates and prepares for future requirements and devises contingencies; devises realistic plans.

1b. **ORGANIZATION OF WORK:** Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness, and delivers work on time. Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1c. **COMPLIANCE:** Complies with established policies, procedures and directives; conducts department functions in accordance with applicable laws, statutes, and regulations.

1d. **PROBLEM SOLVING AND DECISION-MAKING:** Identifies problem and acts to rectify them by employing analytical thinking and sound judgment.

1e. **EVALUATION AND CONTROL:** Practices regular and systematic review of department operations to evaluate progress towards established goals; evaluates strategies employed in seeking those goals; implements remedial measures when necessary. This includes quality improvement measures.

1f. **RESPONSIVE TO BOARD MEMBER REQUESTS:** Provides thorough, accurate and targeted information to Board members in a timely manner; Ensures that Board members have all pertinent information for decision-making and committee meetings.

1g. **RESPONSIVE TO RESIDENTS' AND STAKEHOLDERS' REQUESTS:** Provides thorough, accurate and targeted information to residents and other stakeholders in a timely manner.

2. INTERPERSONAL

2a. **ORAL COMMUNICATION:** Effectively communicates orally with Board members, individuals and groups, including public presentations; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

2b. **WRITTEN COMMUNICATION:** Prepares organized, clear, concise, accurate and informative letters, memos, reports and other documents that effectively fulfill content and timeliness requirements.

2c. **COORDINATION/COLLABORATION:** Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.

2d. SUPERVISORY CONTROL: Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

2e. LEADERSHIP: Promotes cooperation and team work among employees; establishes high standards of conduct and job performance for subordinates; maintains open communication channels; delegates work; leads by example.

2f. STAFF APPRAISAL AND DEVELOPMENT: Provides good record of subordinate performance; reviews appraisal information with subordinates; aides subordinates in improving performance on current job; helps subordinates in setting up and implementing development plans and objectives; cross-trains employees; encourages subordinates to participate in training.

2g. INFLUENCE IN THE COMMUNITY: Capable of effecting Columbia Association outcomes in a positive way through relationships in the community; such relationships include, but are not limited to the Village Boards, Village Managers, County Executive, County Council, state and local legislators, residents, business-owners and the Columbia General Manager.

3. INDIVIDUAL

3a. EFFORT AND INITIATIVE: Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of department functions.

3b. PROFESSIONAL/TECHNICAL COMPETENCE: Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the department; acts as a resource person upon whom others can draw; professional demeanor maintained on a consistent basis.

3c. INNOVATION: Displays original and novel thought in creative efforts to improve on the status quo.

3d. OBJECTIVITY: Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence department decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

3e. CREDIBILITY: Through successful performance, instills the feeling of trust and dependability.

3f. FLEXIBILITY: Adapts well to change, both internally and externally

4. LEADERSHIP

4a. COACHING: Communicates a positive attitude; serves as a catalyst for action and encourages employees to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness; creates an environment for success; teaches and guides employees rather than controls.

4b. EMPOWERING: Creates an awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c. MODELING: Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problems as opportunities; uses powers in a positive way; keeps one's work: accepts responsibility for mistakes; insists on excellence (not perfection); communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

4d. TEAM BUILDING: Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

4e. VISIONING: Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f. SELF-DEVELOPMENT: Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement manages personal stress in positive ways.

4g. DIRECTING: Determines and then causes the direction or course the staff will take to achieve the goals of the organization.

5. FINANCE

5a. BUDGETING AND ECONOMIC MANAGEMENT: Prepares an appropriate budget and subsequently adheres to it; utilizes finances, budgets, facilities, equipment, materials and products to minimize costs; actively practices cost containment.

5b. RISK (LIABILITY) MANAGEMENT: Ensures that liability risk exposures are identified and treated when proposing new programs and services; evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience; manages employee safety program, including appropriate training and corrective action when necessary.



Process Steps for Determining President's Bonus, 2014

Background:

The 2011 AD HOC COMMITTEE on Strategic Goals & President's Evaluation recommended to the Board Operations Committee that it address the issue of the President's Bonus as a separate process. In order to more effectively focus on creating a set of annual Strategic Goals & Objectives for the CA President, the BOC agreed that the President's evaluation and bonus would be separated from the goal-setting process, and would be handled by a simplified process.

The 2011 Committee recommended that BOD members complete the revised President's Evaluation Form as a means of providing useful feedback about the level of accomplishment of strategic initiatives set by the Board under the President's Goals & Objectives. They recommended that the yearly bonus be determined at a separate closed meeting of the BOD, where each member could present, and have the option to discuss, their final score for the President for the year.

The Committee further recommended that the *means of calculating* the final dollar figure should be simple, easy to determine, and accessible to all Board members.

The maximum bonus available to the President is set by annual contract.

Recommended Bonus Process:

1. Each Board member would grade the President's performance on a scale of 0-100 and submit a numerical score to the BOC Chair in an attached self-addressed, stamped envelope by March 31, 2014.
2. The numerical scores will be compiled and then divided by the number of voting board members to obtain an average score.
3. The Board's *numerical average* would then serve as the basis for calculating the dollar amount of the bonus for that year (for example, if the Board average is 85, it would be ".85" of the maximum bonus per contract).

Performance evaluations naturally reflect both objective and subjective measures. Each Board member may be operating under a different set of assumptions regarding the definition and demonstration of “excellence”. In reality, some may view the accomplishment of one specific objective as more important than another. By allowing such subjective weighted analysis and opinion, but tempering it by averaging out the responses, a balanced determination can be made.

The advantages of a simplified evaluation system are many. Board members will have already gone through the objective evaluation feedback process, using a well-known and well-established performance appraisal tool. All Board members will have an opportunity to present their “composite” (objective and subjective) evaluation within a collaborative meeting process. Finally, the numerical results are easy to determine, are shared with the group, and parallel the kind of process used by many of the local Columbia village boards.

Numerical Equivalent: _____

Signature: _____



DATE: December 30, 2014

TO: Board Operations Committee

FROM: Janet F. Loughran

SUBJECT: Process for Planning the Proposed Goals and Objectives for The President/CEO for FY 16

The Board Operations Committee is being asked to discuss the process for planning for the Proposed Goals and Objectives for the President/CEO for FY 16.

Prior to Mr. Matthews' appointment as President/CEO, planning the proposed goals and objectives for the CA President/CEO for the upcoming fiscal year was initiated by the current-year Board of Directors. The Board of Directors compiled a list of suggested goals and objectives for consideration by the Board of Directors which was seated in May. The seated Board of Directors discussed the suggested goals and objectives, made any revisions it considered appropriate, and approved them in June.

A different process was used for FY 15. The FY 15 Board of Directors asked Mr. Matthews to develop his goals and submit them for approval. Mr. Matthews submitted his goals, aligned with CA's strategic plan, to the Board Operations Committee in September 2015. The goals were approved.

Mr. Matthews would like to discuss the process for planning the FY 16 Goals and Objectives with the Board Operations Committee.

Orientation and Organizational Schedule for FY 16
Columbia Council/CA Board of Directors
Draft – As of December 22, 2014

1st Quarter = May 2015 to July 2015
2nd Quarter = August 2015 to October 2015
3rd Quarter = November 2015 to January 2016
4th Quarter = February 2016 to April 2016

Mth	Date	Time	Event
1st QUARTER			
May	Monday, May 4, 2015	7:30p.m. – 10:00 p.m.	New CA Board of Directors Orientation (Department Directors’ presentations).
May	Thursday, May 14, 2015	7:30p.m. – 8:30p.m.	<ul style="list-style-type: none"> ➤ <u>Annual Members Meeting</u> Annual meeting of the members of CA to elect the CA Board of Directors. Set time and date of Organizational Meeting of the CA Board (usually immediately following the Annual Members Meeting). ➤ <u>Organizational Meeting of the CA Board</u> Elect the Chair and Vice Chair of the Board. Discuss Committee Assignments. ➤ <u>Annual Meeting of the Columbia Council</u> Organizational Meeting of the Columbia Council to elect the Chair and Vice Chair.
		8:30 p.m. – 9:30 p.m.	Reception Hosted by the CA President/CEO. Social time for Members of the Board of Directors and Members of the Senior Staff.
May	<i>Saturday, May 16, 2015</i>	<i>9:00 a.m. – 4:00 p.m.</i>	<i>Board/Staff Retreat – 9:00 a.m. to 4:00 p.m. – Location TBD</i>
May	Thursday, May 28, 2015	7:30 p.m.	CA Board of Directors Meeting. Agenda includes (i) Election of Chair and Vice Chair by Board Committees and (ii) Approval of schedule for regular Board meetings for the fiscal year.
Jun	<i>Thursday, June 18, 2015</i>	<i>7:30 p.m. – 10:00 p.m.</i>	<i>CA Board of Directors Financial, Marketing, and Legal Briefing.</i>
Jul	July 2015		Note: CA Board approves the Budget Schedule in July each year. The schedule includes a series of meetings and work sessions that may not be listed on this calendar.
2nd QUARTER			
Aug	August 2015	Time TBD	<i>Planning and Strategy Committee begins work on the Draft FY 17 and Conditional FY 18 budgets.</i>
Sep	<i>September 2015</i>	7:30 p.m.	<i>Planning and Strategy Committee (Hosting CA Board) holds Work Sessions on draft budget/rates.</i>
Sep	<i>September 2015</i>	6:00 p.m.	<i>External Relations Committee hosts Stakeholders Dinner – Guest Stakeholders Group TBD</i>
Oct	<i>October 2015</i>	7:30 p.m.	<i>Planning and Strategy Committee (Hosting CA Board) Budget Work Sessions on major capital projects, operating initiatives, and Village Association and Advisory Committee requests.</i>

Orientation and Organizational Schedule for FY 16
Columbia Council/CA Board of Directors
Draft – As of December 22, 2014

3 rd QUARTER			
Nov	November 2015		Board meets with President/CEO to discuss his progress toward the FY16 goals. Mid-year informal evaluation of President/CEO.
Nov	<i>November 2015</i>		<i>External Relations Committee hosts Stakeholders Dinner with the Howard County State Delegation.</i>
Dec			
Jan	<i>January 2016</i>	7:30p.m.	<i>Planning and Strategy Committee (hosting CA Board) holds Public Hearings/Work Sessions on the Proposed Draft FY 17 and Conditional FY 18 Budgets.</i>
Jan	<i>January 2016</i>		<i>External Relations Committee hosts Stakeholders Dinner with the Howard County Executive and the Howard County Council.</i>
4 th QUARTER			
Feb	February 2016	7:30p.m.	<i>Planning and Strategy Committee (hosting CA Board) holds Work Sessions on the Proposed Draft FY 17 and Conditional FY 18 Budgets. Board votes to approve the Draft FY 17 and Conditional FY 18 Budgets, and annual charge rates.</i>
Mar	March 2016		CA Board Prepares President/CEO's Evaluation for FY 16 and may begin discussions of the President/CEO Goals for FY17. These require the President/CEO's input and several meetings to complete the process.
Mar	<i>March 2016</i>		<i>External Relations Committee hosts Stakeholders Dinner – Guest Stakeholders Group TBD</i>
Apr	<i>April 2016</i>		<i>CA Board approves tentative goals for the President/CEO for FY17. The newly elected Board will need to formally accept and approve them.</i>
Apr	Thursday, April 28, 2016	7:30p.m.	Final CA Board of Directors Meeting of the fiscal year.

Orientation and Organizational Schedule for FY 16
Columbia Council/CA Board of Directors
Draft – As of December 22, 2014

NOTE 1: This calendar does not reflect the regularly scheduled Board and Committee meetings throughout the year, which are generally held the 2nd and 4th Thursday of the month. The Board Operations Committee generally meets the first Monday of the month, unless otherwise arranged.

NOTE 2: *Italicized text indicates tentative meetings/events based upon prior year meetings/events. Tentative meetings are subject to change and/or cancellation.*

**FY 15 Tracking Form
Board Operations Committee
December 19, 2014**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
BOC	5/1/2014	Planning for the President/CEO Mid-Year Review	Will be placed on the 1/5/15 BOC meeting agenda.					
BOC	5/1/2014	Planning for the President/CEO Annual Review and Compensation Decision	Will be placed on the 1/5/15 BOC meeting agenda.					
BOC	5/1/2014	Planning for the Proposed Goals and Objectives for the President/CEO for FY 16	Will be placed on the 1/5/15 BOC meeting agenda.					
Alan Klein	6/2/2014	Discuss Board Self-Evaluation Process	6/30/2014				Discussed at the 6/30/14 BOC meeting. Will appear on the agenda for the 8/14/14 BOD meeting. Postponed until 9/11/14 BOD Meeting.	At the 9/11/14 BOD meeting, the BOD decided to discontinue the use of the Board self-evaluation process.
Milton Matthews	6/30/2014	Process for Handling Information Requests from Board Members	6/30/2014				Discussed at the 6/30/14 BOC meeting. Will appear on the agenda for the 2/2/15 BOC meeting.	
BOC	6/30/2014	Guidelines for Closing a Meeting	8/4/2014				Deferred until the 9/2/14 BOC meeting.	At the 9/2/14 BOC meeting, the BOC voted to table this item for four months.

**FY 15 Tracking Form
Board Operations Committee
December 19, 2014**

	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
8	BOC	6/30/2014	Board Member Use of CA-Issued E-Mail Addresses	8/4/2014				Staff will provide instructions and/or training for accessing and using CA-issued e-mail addresses.	Instructions on Gmail and Google Drive were sent to BOD members, and training was provided on September 11 and 14. As of 12/1/14, CA BOD members must use CA-issued e-mail addresses for all business conducted on behalf of the Columbia Association.

**FY 15 Tracking Form
Board Operations Committee
December 19, 2014**

	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
9	BOD	7/10/2014	CA staff to work with the BOC to recommend strategies for reviewing CA's charter and by-laws	Will be placed on the 9/29/14 BOC meeting agenda.				On 9/29/14 the BOC voted to have the General Counsel propose administrative amendments to the Charter and By-Laws. The General Counsel shared the proposed amendments with the BOC on December 1, 2014, and the BOC voted to recommend the administrative amendments to the Board at the 1-8-15 Board meeting. The BOC also voted to form a Governance Review Committee with membership approved by the BOD.	
10	Reg Avery	11/3/2014	Amend policy, Special Rules of Order to include more details on topics discussed at Resident Speakout.	Will be placed on the 12/1/14 BOC meeting agenda.			Will be on the agenda for approval at the 1-8-15 Board meeting.		

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC	Carry over from FY14	Staff will develop options for re-introduction of the carillon bells (where and in what context) and will then share those options with the Columbia 50th Birthday, ERC and the public. ERC to make a recommendation to the Board on a preferred option.				on 10/23/2014 agenda		
ERC	Carry over from FY14	Responsibility for oversight and facilitation of the entire Advisory Committee program as well as insuring that all Advisory Committees are visited at least once annually by a Board member.	6/26/2014		ongoing	on 10/23/2014 agenda		
ERC	6/26/2014	Plan FY 2015 Stakeholders Dinners	6/26/2014		ongoing		BOD approved four meetings, September, 2014 thru March, 2015 and asked staff to explore having a work session meeting in addition to a social dinner. November 24, 2014 dinner with Howard County State Delegation has been scheduled	9/22/2014 event with Chamber of Commerce held successfully. 11/24/2014 event with Howard County Delegation to Annapolis held successfully.

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
ERC	6/26/2014	Community Input Meeting Planning (Columbia Speaks, CA Listens)	6/26/2014		ongoing	7/10/2014 8/14/2014 9/11/2014 10/23/2014	ERC will meet with facilitator Don Edwards on August 7, 2014 to develop ways to design and publicize October 18, 2014 meeting	complete
ERC	9/11/2014	Approve appointment of the At-Large Representative to the Watershed Advisory Committee	9/11/2014			9/11/2014	recommended	approved
ERC		Invite Howard County School Superintendent Renee Foose to an open CA work session to discuss ways to further partner with the school system	TBA					
ERC	10/23/2014	Discussion regarding CA Practices for Annexations	10/23/2014					presentation on annexation made to Board. No action required
		Invite Todd Olsen, Columbia Festival of the Arts, to an open work session	TBA					
		Advisory Committee Charges due January 15, 2015		1/15/2015				
		Columbia Speaks, CA Listens Report to Board		1/15/2015				

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action

**Tracking Form
External Relations Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action

**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	CA released an RFP, received proposals, requested Best and Final Offers and is currently reviewing those final offers from two potential vendors.				
	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.	Awaiting completion of benefits study.					
	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 FY16 budget	Held 11/13/14	N/A				
		Initial deliberations by PSC on proposed additions and deletions.	12/11/14; 1/8/15 carry-over if needed	N/A				
		Additional deliberations by PSC on proposed adjustments to FY 16 budget. Make recommendation to the CA Board.	Planned for 1/22/2015	1/22/2015				
		Review timeline for and approach to CA's facilities assessment.	Anticipated February 2015					

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC		Update - Inner Arbor Plan and Organization			ongoing		included as an item on each Board meeting agenda	
SIC		Update - Key Performance Indicators Dashboard			ongoing		to be included in the President's Report on a schedule staff is developing	
SIC		Update - Progress of significant capital projects			ongoing		to be included monthly in the President's Report	
SIC		Update - Watershed Program			ongoing		reported in November 2014, February 2015	
SIC		Update - Hobbit's Glen Clubhouse Project			ongoing		to be included monthly in the President's Report	
SIC	3/13/2014	SHA Easement Request - Gales Lane	3/13/2014		3/27/2014 4/10/2014 4/24/2014 5/22/2014		recommended	approved
SIC	5/22/2014	Haven on the Lake - Transfer of Capital Budget Funds	5/22/2014			6/12/2014	recommended	approved
SIC	5/22/2014	Howard Hughes Corporation Easement - Broken Land Parkway to Banneker Road Pathway	5/22/2014			6/12/2014	recommended	approved
SIC	6/26/2014	Howard County Easement Request - Stormwater Management Pond, Huntington Neighborhood	6/26/2014		7/10/2014	7/24/2014	recommended	approved
SIC	6/26/2014	Howard County Easement Request - Water Main Crossing, Fairway Hills Golf Course along Rt. 29	6/26/2014		7/10/2014	7/24/2014	recommended	approved

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	8/14/2014	Update - On-Line Membership Enrollment	8/14/2014					completed
SIC	9/11/2014	Update - Spectrum NG Status	9/11/2014		ongoing			
SIC	10/9/2014	Borrowing Resolution for Revolving Credit Note	10/9/2014			10/9/2014	recommended	approved
SIC	10/23/2014	On-Line Membership Enrollment Plan and Timeline - Next Steps	10/23/2014					no action required
SIC	11/13/2014	Deer Tick and Lyme Disease	11/13/2014					no action required
SIC	11/13/2014	Corporate Resolution for Brokerage Account	11/13/2014			11/13/2014		approved
SIC		Friends of Bridge Columbia to present their responses to County report	TBA					
SIC		Periodic update on CA's Comprehensive Sustainability Plan efforts	TBA					
SIC	12/11/2014	Request to Purchase One Piece of Equipment with FY15 Capital Funds	12/11/2014			12/11/2014	recommended	approved
SIC	12/11/2014	Easement Request from Owen Brown (Emergency Exit from Addition to Interfaith Center)	12/11/2014			12/11/2014	recommended	approved
SIC	1/22/2015	Policy on CA's role regarding abandoned properties	1/22/2015					
SIC	1/22/2015	Discussion of Water Quality Monitoring	1/22/2015					

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC	1/22/2015	Purchasing Exception - Generator Powered by Natural Gas	1/22/2015					
SIC	1/22/2015	Discussion on the use of pesticides	1/22/2015					
SIC								
PSC								
SIC								
SIC								
SIC								
SIC								
SIC								
SIC								

**Tracking Form
Strategic Implementation Committee FY15**

Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Reading	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
SIC								
SIC								
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SIC								