



June 29, 2016

To: Dick Boulton
Janet Evans
Chao Wu
Milton W. Matthews

From: Andrew C. Stack, Board Chair

cc: Columbia Association Board of Directors
Sheri Fanaroff

Subject: **Board Operations Committee Meeting – Tuesday, July 5, 2016 at 7:30 p.m. – CA Board Room – 6310 Hillside Court, Suite 100, Columbia, MD**

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 **May 31, 2016** **2 min.**
6. Administrative Items **30 min.**
 - a. President/CEO's Proposed FY 17 Goals and Objectives
7. Finalize Proposed Agendas for upcoming Board of Directors Work Session and Meeting **30 min.**
 - a. Review Proposed Draft – July 14, 2016 BOD Work Session
 - b. Review Proposed Draft – July 28, 2016 BOD Meeting
8. Review BOC Tracking Form **5 min.**
9. Review Log of Items for Upcoming BOD Work Sessions and Meetings **5 min.**
10. Talking Points **2 min.**
11. Adjournment – Approximately 9:00 p.m.

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DRAFT MINUTES
BOARD OPERATIONS COMMITTEE MEETING
HELD: May, 31, 2016

To be approved July 5, 2016

The regular meeting of the Board Operations Committee was held on Tuesday, May 30, 2016 at 7:30 p.m. at Columbia Association headquarters. Present were BOC members Andrew Stack, Dick Boulton, Janet Evans, Milton W. Matthews, and Nancy McCord (in place of Mr. Chao Wu). Also present were VP and CFO Susan Krabbe; Chief Staff Liaison Janet Loughran; and General Counsel Sheri Fanaroff.

1. Call to Order: The meeting was called to order at 7:32 p.m. by the Chairman, Andrew Stack.

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

3. Approval of Agenda: April 4, 2016 18

Mr. Bolton moved to approve the agenda. Ms. McCord seconded. The motion was approved unanimously.

4. Resident Speakout: NONE

5. Approval of Minutes: April 4, 2016

It was noted that Mr. Boulton's name was spelled incorrectly in several places. Ms. Evans moved to approve the amended minutes (with corrections to Mr. Boulton's name) of the April 4, 2016 BOC meeting. Ms. McCord seconded. The vote to approve the amended minutes was 3-0-1.

For: Messrs. Boulton and Stack, and Ms. Evans

Against: None

Abstain: Ms. McCord

6. Administrative Items:

(a) Approval of the FY17 BOC Meeting Schedule

Action: Ms. McCord moved to approve the proposed schedule of Board Operations Committee meetings for FY 17. Ms. Evans seconded the motion, which was approved unanimously.

7. Finalize Proposed Agendas for Upcoming Board of Directors Work Session and Meeting:

(a) Review of Proposed Draft - June 9, 2016 Board Work Session

Action: Ms. McCord moved to approve the updated agenda for the June 9, 2016 Board Work Session. Ms. Evans seconded the motion, which was approved unanimously.

45 **(b) Review Proposed Draft Agenda - June 23, 2016 Board Meeting**

46 Mr. Stack asked that two items be added to the Board Votes section of the agenda –
47 Affordable Housing and the Five Year Capital Improvements Plan. The BOC agreed to
48 add both, with 45 minutes allocated to each topic. Realizing the discussion on the
49 easement requests for the Crescent Property may exceed the estimated time
50 allocation, plus noting the extra time needed for the two items added to the Board
51 Votes section, the BOC changed the meeting start time to 7:00 pm to avoid ending
52 the meeting beyond 10:00 p.m.

53 **Action:** Ms. Evans moved to approve the amended agenda with new start time, Ms.
54 McCord seconded. The BOC unanimously approved the amended agenda for the
55 June 23, 2016 Board Meeting.

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57 **8. BOC Tracking Form:** The BOC Tracking Form was reviewed. BOC members requested
58 that an item regarding the noise issue at Merriweather be added.

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60 **9. Review log of items upcoming BOD work Sessions/Meetings:** The log was reviewed.

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62 **10. Talking Points:** The Talking Points were read by Recording Secretary, Fenise Dunson

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64 **11. Adjournment:** The meeting adjourned at 8:28 p.m.

65
66 Respectfully submitted,

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68 Fenise Dunson,
69 Recording Secretary



DATE: 30 June 2016

TO: Columbia Association Board of Directors

FROM: Milton W. Matthews, President/CEO

SUBJECT: Goals for Fiscal Year 2017 (May 2016 to April 2017)

On 2 June 2016, I began my third year as President/CEO of the Columbia Association (CA). The time has passed quickly and the pace has been hectic, but the same can be said for all that is happening at CA and in the Columbia community.

Given the times we are experiencing, including the approaching 50th birthday of Columbia, the opportunities for CA and the community are numerous. And, I strongly believe that CA should be among the lead organizations (from all sectors) working every day to ensure that these opportunities materialize and will serve as the foundation for a strong and vibrant Columbia for years to come.

With the assistance of CA's Board of Directors and staff at all levels of the organization, I will focus on accomplishing the following goals during Fiscal Year 2017.

- 1) Plan and position the organization for implementation (May 2017) of all component parts and aspects of CA's new membership and pricing structure (Goal #1 of CA's Strategic Plan – *Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia*).
- 2) By December 2016, provide the Board of Directors with a more comprehensive view of CA's ongoing obligations – legal, financial, ownership, etc. – related to the existence of more than 100 ponds in the Columbia community (Goal #2 of CA's Strategic Plan – *Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship*).
- 3) Work with the Board of Directors to evaluate and develop new performance measurements/organizational metrics, which will be incorporated into a new digital dashboard and presented to the Board, at least twice during a fiscal year, starting with Fiscal Year 2018 (Goal #5 of CA's Strategic Plan – *Demonstrate the practices of a high-performing and responsive organization*).
- 4) With the assistance of the designated department director, address, including the achievement of measurable outcomes, the three priorities (Internal Communications; Organizational Branding Campaign; and Learning and Professional Development) identified by the Senior Leadership Team during a half-day session in May 2016 (Goal #5 of CA's Strategic Plan – *Demonstrate the practice of a high-performing and responsive organization*).

- 5) In line with Goal #3 of CA's Strategic Plan (***Develop and communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships, and alignment of CA programs and services***) and Goal #4 of CA's Strategic Plan (***Strengthen communication and community engagement in CA***), I will continue my efforts to further develop CA's community partnerships with Howard County Government, the village associations, Howard Hughes Corporation, Howard County Community College, Howard County General Hospital, the Horizon Foundation, and others.

Additionally, I will continue my active involvement on the boards of directors of the following organizations:

- Downtown Columbia Partnership
- Downtown Columbia Arts and Culture Commission
- Columbia 50th Birthday Celebration, Inc.
- Inner Arbor Trust
- Howard County Chamber of Commerce
- Howard County Economic Development Authority

On a final note, I want to say "thank you" and express my appreciation for the vote of confidence extended to me with the new employment agreement in April. I did not accept the position as CA's President/CEO with any thoughts related to how long I would like to remain in the position. Yet, before I arrived in the community, I was sold on the founding principles, values and reputation of Columbia.

I like what is happening in Columbia.

And, I believe I will continue to be an asset (...still learning and growing) to CA, the Columbia community and, in general, Howard County.



Draft Agenda – July 14, 2016 BOD Work Session
As of 6-27-16

July 8, 2016

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

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors Work Session will be held on Thursday, July 14, 2016 at 7:30 p.m. at the Columbia Association Building, 6310 Hillside Court, Suite 100, Columbia, MD 21046.

AGENDA

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| 1. Call to Order (Announce Directors/Staff in Attendance) | 1 min. |
| 2. Approval of Agenda | 1 min. |
| 3. Resident Speakout
(Limited to the topics of the work session only, per the “Policy on Conduct of Work Sessions of Board of Directors and Board Committees” adopted by the CA Board of Directors on August 28, 2008) | |
| 4. Chairman’s Remarks | 3 min. |
| 5. President’s Remarks; Follow-Up Questions from the Board Members | 10 min. |
| 6. Work Session Topics | 110 min. |
| (a) Downtown Columbia Partnership | <i>(45 min.)</i> |
| (b) Bell Tower Construction Presentation | <i>(15 min.)</i> |
| (c) Village Identification Signage Design Guidelines | <i>(30 min.)</i> |
| (d) Affordable Housing | <i>(20 min.)</i> |
| 7. Adjournment – Anticipated Ending Time: Approximately 9:45 p.m. | |

Upcoming Board Meetings and Work Session
Thursday, July 28 – Board Meeting
No work session and meeting in August 2016
Thursday, September 8 – Board Work Session
Thursday, September 22, 2016 – Board Meeting

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.



Draft Agenda – July 28, 2016 BOD Meeting
As of 6-29-16

July 22, 2016

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

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors Meeting will be held on Thursday, July 28, 2016 at 7:00 p.m. at Columbia Association Headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046

AGENDA

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| 1. Call to Order (Announce Directors/Staff in Attendance) | 1 min. |
| 2. Vote to hold a Closed Meeting of the CA Board of Directors | 1 min. |
| 3. Closed Meeting of the CA Board of Directors | 30 min. |
| 4. Announcement of Closed/Special Meetings Held/To Be Held | 1 min. |
| 5. Approval of Agenda | 1 min. |
| 6. Disclosure of Conflicts of Interest | 1 min. |
| 7. Resident Speakout | |
| 8. Approval of Minutes | June 23, 2016 |
| 9. Chairman's Remarks | 3 min. |
| 10. Reports Submitted | |
| (a) President's Report – See written report – Follow-up questions from the BOD | 15 min. |
| (b) Financial Reports | 10 min. |
| 1. FY 2016 Financial Statements and Independent Auditor's Report – Columbia Association, Inc. | |
| 2. December 31, 2015 Financial Statements and Independent Auditor's Report – Columbia Association, Inc. Incentive Savings Plan and Trust | |
| (c) Other Reports | 5 min. |
| 1. Report from the CA Representatives to the Inner Arbor Trust Board of Directors | |
| 11. Board Action | |
| (a) Consent Agenda | |
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| (b) Board Votes | 35 min. |
| 1. FY 2018 Budget Schedule | <i>(5 min.)</i> |
| 2. Bell Tower Construction Funding Request | <i>(10 min.)</i> |
| 3. Village Identification Signage Guidelines | <i>(10 min.)</i> |
| 4. Affordable Housing | <i>(10 min.)</i> |
| 12. For Your Information | |
| 13. Tracking Forms | 2 min. |
| (a) Tracking Form for Board Requests | |
| (b) Tracking Form for Resident Requests | |
| 14. Talking Points | 2 min. |
| 15. Adjournment – Anticipated Ending Time: Approximately 9:05 p.m. | |

Next Board Work Session and Meeting
No Board Work Session and Meeting in August
Thursday, September 8, 2016 – Board Work Session
Thursday, September 22, 2016 – Board Meeting

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.

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**FY 17 Tracking Form
Board Operations Committee
June 29, 2016**

	A	B	C	D	E	F	G	H	I
1	Submitted to Committee by (name):	Date sent to Committee	Description of Topic	1st Discussion	Date Due to Board	Extensions	Date sent to CA Board	Recommendation of the Committee	Board Action
2	BOC	5/1/2016	Discuss President/CEO's Proposed Goals and Objectives for FY 17	To be placed on the 7/5/16 agenda.					
3	BOC	5/1/2016	Planning for the President/CEO Mid-Year Review	To be placed on the 10/03/16 agenda.					
4	BOC	5/1/2016	Planning for the President/CEO Annual Review and Compensation Decision	To be placed on the 1/30/17 agenda.					
5	BOC	5/1/2016	Review General Counsel's recommendations re: Release of Closed Meeting minutes	To be placed on the 4/3/17 agenda.					
6	Chao Wu	5/26/2016	Proposed amendment to the current Board election process to including "counting and announcing the votes" when there is a contested election						
7	BOC	5/31/2016	Noise Issue at Merriweather Post Pavilion						
8	BOD	6/9/2016	Discussion re: establishing an Open Space Advisory Committee						

**Topics for Upcoming BOD
Work Sessions and Meetings - FY 17
As of June 29, 2016**

	A	B	C	D	E	F	G	H
1	Originator	Topic	Date Discussed by BOC	Decision of BOC	Proposed Date for Discussion at BOD Work Session	Result of Discussion at Work Session	Proposed Date for Further Discussion/ Guidance by BOD	Proposed Date for Final Decision by BOD
2	CA Staff (PSC)	New Membership Structure	N/A	N/A	03/10/16	Continue work on proposed changes to membership structures	3/24/16-Guidance	4/28/2016 - Structure approved with the exception of the Recreation Plus and Senior Aqua Pass proposed plans. Recreation Plus and Senior Aqua Pass Plans to be discussed on 5-26-16. On 5-26-16 BOD did not vote to approve the Req Plus option. Senior Aqua Pass was approved.
3	CA Staff (PSC)	New Rate Structure	N/A	N/A	04/14/16			4/28/2016 - No vote taken. On the agenda for the 5-26-16 BOD mtg. Approved on 5-26-16.
4	CA President/CEO	Demonstration of Live Streaming of BOD Meetings	N/A	N/A	4/14/2016 - Postponed to a future date. To be discussed in October 2016.			

**Topics for Upcoming BOD
Work Sessions and Meetings - FY 17
As of June 29, 2016**

	A	B	C	D	E	F	G	H
1	Originator	Topic	Date Discussed by BOC	Decision of BOC	Proposed Date for Discussion at BOD Work Session	Result of Discussion at Work Session	Proposed Date for Further Discussion/ Guidance by BOD	Proposed Date for Final Decision by BOD
5	BOD	Proposed Guidance to CA Representatives on the Inner Arbor Trust Board of Directors	10/25/15; 1/4/16	Sent to BOD and discussed on 1/14/16. Revised guidelines to be brought back to BOD for further discussion.	04/14/16			4/28/2016 - Approved
6	Alan Klein	Discussion re: Advisory Committees	02/01/16	Discuss further	10/31/2016			
7	BOC	Board Work Plan for Calendar Year 2016	01/14/16	Develop work plan for BOD for CY 16	03/10/16	Send suggested work plan to BOD for vote		3/24/2016 - Amended Work Plan Approved
8	BOD	Change current BOD committee structure and format of BOD meetings	N/A	N/A	02/04/16	BOD to vote on 2/25/16 to approve a trial suspension of operating committees for 2 months. Trial suspension approved. BOC to discuss permanent adoption on 4/4/16 and make recommendation to BOD.		4/24/2016 - Approved
9	Open Space	Howard County Plan to Extend the Managed Deer Hunt Program to CA Open Space	N/A	N/A	N/A			5/26/2016 - Approved
10	Open Space	Discuss Eight Reports from the Facilities Assessment Survey	N/A	N/A	06/09/16			N/A
11	CA President/CEO	Discuss Five Year Rolling Capital Plan	N/A	N/A	06/09/16			N/A

**Topics for Upcoming BOD
Work Sessions and Meetings - FY 17
As of June 29, 2016**

	A	B	C	D	E	F	G	H
1	Originator	Topic	Date Discussed by BOC	Decision of BOC	Proposed Date for Discussion at BOD Work Session	Result of Discussion at Work Session	Proposed Date for Further Discussion/ Guidance by BOD	Proposed Date for Final Decision by BOD
12	Open Space	Howard Hughes Easement Requests	N/A	N/A	06/09/16			6/23/2016 - Approved
13	CA President/CEO	Downtown Columbia Partnership	N/A	N/A	07/14/16			
14	Open Space	Bell Tower Construction Funding Request	N/A	N/A	07/14/16			7/28/2016
15	Open Space	Village Identification Signage Design Guidelines	N/A	N/A	07/14/16			7/28/2006
16	CA President/CEO	Pond Management Strategy	N/A	N/A	09/08/16			9/22/2016
17	CA President/CEO	CA Dashboard	N/A	N/A	10/03/16			