



April 7, 2017

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, April 13, 2017 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 | 135 min. |
| (a) Review Changes to Board Governance System (continued from March) | <i>(30 min.)</i> |
| (b) Board Strategic Issues for CY 2017 | <i>(60 min.)</i> |
| (c) Open Space Assessment | <i>(45 min.)</i> |
| 7. Adjournment – Anticipated Ending Time: Approximately 10:15 p.m. | |

Next Board Meeting: April 27, 2017

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.

Proposed Changes to Board Governance

Changes to Governance Documents:

Recommendation 1: Add the following section regarding the CA President/CEO

CA President/CEO

- For each regularly scheduled CA Board meeting, the CA President/CEO will submit a written report concerning CA activities and activities of other organizations' boards on which the President/CEO sits.
- Each year, at the June Board Work Session, the President/CEO will submit up to 5 objectives to be achieved by 31 March of the following year. At the June Board Meeting, the Board will approve, with amendments if necessary, the CA President's objectives, which will then be used to determine the amount of the President/CEO's bonus.
- At a closed meeting of the CA Board in November, the CA Board will discuss with the CA President/CEO his/her progress on achieving the approved objectives.
- In April, the CA Board will evaluate the CA President/CEO regarding his/her achievement of each of the approved objectives, using the following ratings:
 - 4 = Greatly exceeded objective
 - 3 = Exceeded objective
 - 2 = Met objective
 - 1 = Partially met objective
 - 0 = Did not meet objective
- The sum of all the ratings (points) scored by all the Directors will form the percentage of the bonus. Assuming there are 5 objectives with a score of 2 meaning that the CA President/CEO met the objective, and there are 10 Directors, 100 points (5 x 2 x 10) means that the President/CEO will receive 100% of the bonus amount. As an example if the sum total of all the ratings is 87, then the actual bonus awarded to the CA President/CEO will be 87% of the total bonus amount. If the total is more than 100, the amount is still just 100% of bonus amount.
- The Chair of the CA Board will prepare the Evaluation form (see example in appendix) and is responsible for tallying the evaluations.
- Once the bonus amount has been determined, the Chair of the CA Board will inform the President/CEO and the Chief Financial Officer.

Recommendation 2: Add the following to the Agendas section

As the CA Board has similar topics which carry over from year to year, the Yearly Standard Agendas Listing (see appendix) will be the basis upon which all regularly scheduled CA Board meetings/work sessions agendas are built. The Listing contains the schedule of all regularly scheduled CA Board meetings and work sessions for the year.

Recommendation 3: Add the following section regarding Stakeholder Dinners

CA Board Stakeholder Dinners:

- Each year, the CA Board will hold the following Community Stakeholder Dinners
 - November – State/County officials
 - December – Village Chairs & Managers
 - March – Executive Board of the Howard County Chamber of Commerce
 - April - TBD
- At the January CA Board Meeting, the CA Board will decide which organization(s) to invite for the April Stakeholder Dinner.
- The purpose of the Board Stakeholder Dinners is to foster an improved working relationship between the CA Board, CA staff and various community stakeholders.
- In addition to the CA Board, CA staff, at the discretion of the CA President/CEO, may be invited to attend.

Recommendation 4: Add the following section regarding Constructing Agendas

Constructing Agendas for Regularly Scheduled Meetings and Work Sessions:

- Through the CA President/CEO, the Executive Assistant to the President/CEO will maintain a log (called Agenda Topics Log) of all items proposed as topics for regularly scheduled CA Board work sessions and meetings.
- The Agenda Topics Log will start fresh at the beginning of each fiscal year.
- The Agenda Topics Log will be available online (in read-only format) to all CA Board Directors.
- The Agenda Log will contain the following information:
 - Brief description of the topic
 - Date topic submitted
 - Person submitting topic
 - Priority
 - Projected date topic may appear on an agenda
 - Actual date topic is placed on an agenda
 - Topic Resolution (what did the Board do concerning the topic)
- Each topic on the Agenda Topics Log will be assigned a priority as follows:
 - Priority 1 Required of the Board
 - This is the highest priority
 - These are items which are the obligation of the Board
 - Includes items such as budget, financial, easements, etc.

- Priority 2 Emergency Items
 - Rather rare, but they occur
 - Proposed by the CA President/CEO
- Priority 3 Board Mandates
 - These are items as to which the CA Board mandated some action be taken and reported back to the Board
 - Examples include the objectives set by the Board for the CA President/CEO; Board mandated reports/plans (such as Pond Maintenance Plan), etc.
- Priority 4 Board Work Plan
 - These items relate to the goals/objectives which the CA Board set during its discussion and approval of the yearly work plan; i.e., which the CA Board as a whole wanted to address.
- Priority 5 Informational
 - These are items to keep the CA Board informed such as briefings, reports, etc.
- Priority 6 Individual Request
 - This is the lowest priority
 - These are items requested by an individual Board member
- As agendas are created, high priority topics should be considered first.
- Higher priority topics can bump lower priority topics as agendas are created or modified.
- In creating specific agendas, the CA President/CEO and Board Chair will draw from the Agenda Topics Log.
- Priority 3, 4, 5, and 6 topics must appear on a CA Board Work Session agenda before appearing on a CA Board Meeting agenda. The Work Session and the Meeting must be on separate days.
- Individual CA Board members can propose Priority 6 topics by sending a request to the Executive Assistant to the President/CEO with a copy to the Board Chair.
- Through the CA President/CEO, the Executive Assistant to the President/CEO will update the information in the Agenda Topics Log.

Recommendation 5: Make the following modification.

Have the Board Operating Committee (BOC) meet on a quarterly basis (end of May/beginning of June, end of August/beginning of September, end of November/beginning of December, and end of February/beginning of March).

Recommendation 6: Make the following change to our Policy.

Increase Purchasing Exception threshold from \$25,000 to \$50,000.

FY-xxxx CA President/CEO's Evaluation

Name: _____

Date: _____

For FY-xxxx, the BOC adopted xxxx objectives for the President/CEO. You are asked to rate the President/CEO on how he did on each goal/objective on a scale of 0 to 4:

4 = Greatly exceeded goal

3 = Exceeded goal

2 = Met goal

1 = Partially met goal

0 = Did not meet goal

The ratings will be used to determine the President/CEO's bonus. The sum of all the ratings (points) scored by all the Directors will form the percentage of the bonus. Assuming there are 5 objectives with a score of 2 meaning that the CA President/CEO met the objective, and there are 10 Directors, 100 points (5 x 2 x 10) means that the President/CEO will receive 100% of the bonus amount. As an example if the sum total of all the ratings is 87, then the actual bonus awarded to the CA President/CEO will be 87% of the total bonus amount. If the total is more than 100, the amount is still just 100% of bonus amount.

It is important that each Director carefully consider each objective individually and fairly evaluate the President/CEO on that objective and only on that objective. In setting objectives, the Board is telling the President/CEO that these are the items on which his bonus depends. You can provide comments regarding each rating. Comments are very important. They will be shared with the CA President/CEO and will help him/her understand how well he/she met his goal or where he/she fell short.

After the ratings, there is space for you to provide comments to the President/CEO on any other area/activity. This Part does not impact the President/CEO's bonus.

Please review and complete the CA President/CEO's Evaluation Form by April xxxx and return it to the Chair of the Board. If you don't return the survey on time, the rating of the goals will **default to 2** (Met the goal).

This is a CONFIDENTIAL process, as are all performance reviews. Only the Chair of the CA Board knows how a particular Director rated the President/CEO. If you have any questions, please contact the Chair. Thank you for completing the evaluation.

OBJECTIVE #1: By March 31st,

Rating for #1	Choose ONLY one rating by placing an X in the appropriate box
4	
3	
2 (Met)	
1	
0	

Comments on #1:

OBJECTIVE #2: By March 31st,

Rating for #2	Choose ONLY one rating by placing an X in the appropriate box
4	
3	
2 (Met)	
1	
0	

Comments on #2:

OBJECTIVE #3: By March 31st,

Rating for #3	Choose ONLY one rating by placing an X in the appropriate box
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4	
3	
2 (Met)	
1	
0	

Comments on #3:

OBJECTIVE #4: By March 31st,

Rating for #4	Choose ONLY one rating by placing an X in the appropriate box
4	
3	
2 (Met)	
1	
0	

Comments on #4:

OBJECTIVE #5: By March 31st,

Rating for #5	Choose ONLY one rating by placing an X in the appropriate box
4	
3	
2 (Met)	

1	
0	

Comments on #5:

Please Provide any other comments regarding the President/CEO's performance

Comments:

Yearly Standard Agendas Listing

- May Organizational Meeting (60 min)
- Administrative Items
 - Elect Chair & Vice-Chair
 - Choose IAT representatives and committee members
 - Choose representatives to Advisory Committees
 - Appoint Officers of CA
- May Meeting (150 min)
- Administrative Items
 - President's Report
 - Architectural Appointments
- June Work session (150 min)
- Administrative Items
 - CA Dashboard
 - President's Goals
- June Meeting (150 min)
- Administrative Items
 - President's Report
 - Architectural Appointments
 - President's Goals
- July Work session (150 min)
- Administrative Items
 - Advisory Committees
 - Set Budget Parameters
- July Meeting (150 min)
- Administrative Items
 - Financials from 4th Quarter of previous Fiscal Year
 - Independent Audit Results
 - Advisory Committees
 - Set Budget Parameters
- September Work session (150 min)
- Administrative Items
 - Annual Village Financials Update

- September Meeting (150 min)
- Administrative Items
 - President's Report
 - 1st Quarter Financials
 - IRS 990 and 990T Forms
- October Work session (150 min)
- Administrative Items
 - CA Dashboard
 - Budget Hearing
- October Meeting (150 min)
- Administrative Items
 - President's Report
 - Budget Discussion
- November Work session/Meeting (150 min)
- Administrative Items
 - President's Report
 - Budget Hearing/Discussion
- November Closed Meeting (60 min)
- CA President/CEO Mid-term Review
- December Work session/Meeting (150 min)
- Administrative Items
 - President's Report
 - 2nd Quarter Financials
- January Work session (150 min)
- Administrative Items
 - CA Dashboard
 - Budget Hearing/Discussion
- January Meeting (150 min)
- Administrative Items
 - President's Report
 - Budget Discussion
- February Work session (150 min)
- Administrative Items
 - Budget Hearing/Discussion
 - CA Board Work Plan

- February Meeting (150 min)
- Administrative Items
 - President's Report
 - Budget Vote
- March Work session (150 min)
- Administrative Items
 - CA Board Work Plan
- March Meeting (150 min)
- Administrative Items
 - President's Report
 - 3rd Quarter Financials
 - CA Board Work Plan
 - Closed Meeting Minutes Approval
- April Work session (150 min)
- Administrative Items
 - CA Dashboard
- April Meeting (150 min)
- Administrative Items
 - President's Report
 - Closed Meeting Minutes Release Decision
- April Closed Meeting (30 min)
- CA President/CEO Evaluation Review



Date: April 7, 2017

To: Columbia Association Board of Directors (Board)

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

Subject: Identification of Board Strategic Issues for Calendar Year 2017

On March 23, 2017, the Board had a preliminary discussion on its strategic issues for calendar year (CY) 2017. At that meeting, the Board discussed a number of potential areas of focus and honed that list to three for further discussion at its April 13, 2017 meeting. It is anticipated that following that discussion, the Board would agree on a few top strategic issues and approve those at the April 27th Board meeting. Once they are approved, staff will then prepare a work plan for each item and report on progress throughout the year.

The three issues identified for further discussion are listed below.

1. Assessing how CA can better serve and attract young adults
2. Continuing to enhance CA's influence in the planning and development of Columbia:
 - Define CA's role regarding commercial covenants
 - Participate in the county's land use regulation review and revision process
 - Closely monitor and engage in Downtown Columbia and village center redevelopment
3. Assessing CA's services and programs to meet the needs of Columbia today and in the next 5-10 years.



Date: April 7, 2017
To: Columbia Association Board of Directors (CA Board)
From: Jane Dembner, AICP, Director of Planning and Community Affairs
Subject: Open Space Assessment

At the April 13, 2017 CA Board meeting, CA staff will present the Open Space Assessment and its findings.

Open space is a fundamental development characteristic built into the fabric of Columbia. All residential areas and most employment and mixed- use areas are in close proximity to open and natural areas. This development pattern — and the extent of the open space holdings — distinguish Columbia from other communities. These lands provide health, recreation, aesthetic, ecological and community cohesion benefits that contribute to Columbia’s quality of life.

As part of achieving one of CA’s strategic goals to “Maintain and enhance Columbia’s facilities, open spaces, connectivity and environmental stewardship”, CA President and CEO Milton Mathews convened an interdepartmental work group charged with the review of existing open space related plans, policies, programs and management protocols. In addition, the work group was responsible for identifying recommendations for how CA should update, enhance or change its open space planning and stewardship framework.

The Open Space Assessment report is the result of the work team’s efforts. It documents what CA has in place, describes recent achievements, draws upon the interviews CA conducted with other stewardship and parks organizations, and includes recommended implementation items related to the management and stewardship of CA’s open space resources. The assessment also includes a series of newly created maps that display the many features and assets of the open space system.