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# Minutes of the Board of Directors Meeting April 8, 2010

Approved: April 22, 2010

14 The regular meeting of the Columbia Association Board of Directors was held on Wednesday,  
15 April 8, 2010, at 7:36 p.m. at the Columbia Association building. Present were the Vice Chair,  
16 Cynthia A.S.H. Coyle, and members Gregg Schwind, Russell Swatek, Alex Hekimian, Kathleen  
17 Dragovich, Pearl Atkinson-Stewart, Suzanne Waller, Shari Zaret, and Michael Cornell (via  
18 telephone); Staff Liaisons Steve Sattler, Chick Rhodehamel, and Rafia Siddiqui; and President  
19 Phillip Nelson.

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2. **Board Monitoring Form** The Chair reminded the Board members to complete the Board  
Monitoring Form.

3. **Closed Meetings**

a. The Board Operations Committee held a closed meeting on Thursday, March 25, 2010.  
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. The vote to close was 4-0-0, with members Phil Kirsch, Cynthia A.S.H.  
Coyle, Suzanne Waller, and Alex Hekimian all voting for closure. The meeting was  
closed from 6:05 p.m. until 7:15 p.m. Other Board members present were Gregg  
Schwind, Russell Swatek, and Shari Zaret, as well as President Phil Nelson.

b. The Board Operations Committee held a closed meeting on Thursday, April 8, 2010. 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.  
The vote to close was 3-0-0, with members Cynthia A.S.H. Coyle, Suzanne Waller, and  
Alex Hekimian all voting for closure. The meeting was closed from 6:05 p.m. until 6:53  
p.m. Other Board members present were Russell Swatek, Kathleen Dragovich, and Shari  
Zaret.

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4. **Approval of the Agenda**

**Action:** Ms. Waller moved to approve the agenda and Mr. Hekimian seconded. The Board  
unanimously approved the agenda as presented.

Vote: 9-0-0

For: Mses. Coyle, Atkinson-Stewart, Dragovich, Waller, and Zaret; and Messrs.  
Schwind, Cornell, Swatek, and Hekimian.

Against: None

Abstain: None

5. **Approval of the Minutes**

45 **March 25, 2010**

46 **Action:** Ms. Waller moved to approve the agenda and Mr. Hekimian seconded. The Board  
47 unanimously approved the minutes as presented.

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49 **6. Resident Speakout** There were two residents who spoke during Resident Speakout.

50 a. Thomas Stanton of Oakland Mills spoke about the Route 29 widening State Highway  
51 Administration (SHA) project, and asked about documentation of the options that the  
52 SHA is considering.

53 b. Barbara Russell of Oakland Mills spoke about the SHA project and informed the Board  
54 that SHA's Mr. Peterson will have a neighborhood meeting to discuss the options the  
55 SHA is considering.

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57 **7. Chairman's Remarks** The Chair was absent so this item was not addressed. But President  
58 Phil Nelson gave some information on the reasons for giving the Board laptops and also  
59 spoke briefly about his meeting with the SHA.

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61 **8. Committee Agendas**

62 **(a) Planning and Strategy Committee**

63 **1. Infrastructure Analysis**

64 **Action:** After discussing President Phil Nelson's report on infrastructure analysis, the  
65 committee agreed to send it back to the staff for more action on the items discussed.

66 **2. Strategy Sketch—Pathway Enhancements** By consensus, the committee agreed  
67 that this item was "dead."

68 **3. New Strategic Issue—Alternative Modes of Transportation and Pedestrian**

69 **Accessibility** This item had been recommended to the Board, so it was moved to 9.(d)  
70 for a second reading.

71 **(b) Performance Oversight Committee**

72 **1. Friends of Columbia—501(c)(3)** Rafia Siddiqui gave a briefing on the actions taken  
73 thus far in creating the Friends of Columbia 501(c)(3) and Mr. Hekimian explained  
74 the items that still need to be addressed.

75 **Action:** The committee asked staff to address the questions raised during the  
76 discussion.

77 **(c) External Relations Committee**

78 **1. Chair's Report** The Chair, Ms. Waller, gave a report on the ERC's work with the  
79 Howard County Police Department on public safety education issues.

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81 At 9:51 p.m., Mr. Cornell hung up to board a plane.

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87 **(d) Board Operations Committee**

88 **1. Recommendation to Approve Revisions to By-laws, Policy, and Special Rules of**  
89 **Order Related to Minimal Meeting Minutes**

90 Since there was no recommendation on this item, it was sent back to the committee.  
91

92 **9. Recommendations from Committees to the Board for Action**

93 **(a) Consent Agenda**

94 **1. Quarterly Report and Financials** There being no objections, the Quarterly Report  
95 and Financials were accepted and filed.

96 **2. Special Board Meeting Request** There being no objections, the Special Board  
97 Meeting Request was approved for April 29, 2010 at 7:30 p.m. However, as Ms.  
98 Atkinson-Stewart asked a question, this lead to a discussion on consent agenda  
99 procedure.

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101 **Point of Order** Mr. Hekimian asked for a ruling on why there is discussion on a consent agenda  
102 item that was not pulled during the approval of the agenda. Ms. Coyle stated that due to the  
103 confusion generated by the new format, she was going to exercise flexibility in the explanation  
104 of the procedure so that it was clear to everyone.  
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106 **Point of Order** At 10:20 p.m., Mr. Hekimian moved and Mr. Swatek seconded the extension of  
107 the meeting until 11 p.m. The motion passed.

108 Vote: 5-2-1

109 For: Mses. Coyle, Dragovich, and Waller; and Messrs. Swatek and Hekimian

110 Against: Ms. Atkinson-Stewart and Mr. Schwind

111 Abstain: Ms. Zaret  
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113 **(b) Revisions to Purchasing Policy (POC)**

114 **Action:** The Board asked that staff address questions raised about the distinction  
115 between an IFB (Invitation for Bid) and an RFP (Request for Proposal), and bring the  
116 information back for the discussion at the third reading on the next agenda.

117 **(c) Leadership Development Plan (BOC)**

118 **Action:** The Board unanimously approved the CA Board and Staff Leadership  
119 Development plan as presented.

120 Vote: 8-0-0

121 For: Mses. Coyle, Atkinson-Stewart, Dragovich, Waller, and Zaret; and Messrs.  
122 Schwind, Swatek, and Hekimian.

123 Against: None

124 Abstain: None

125 **(d) PSC New Strategic Issue—Alternative Modes of Transportation and Pedestrian**  
126 **Accessibility**

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128 **Point of Order** Ms. Atkinson-Stewart pointed out that this was the second reading as it had  
129 just been put forward to the Board. Ms. Coyle asked for a vote to override the requirement  
130 for a third reading so that the Board could take action on the item.

131 Vote: 6-2-0

132 For: Mses. Coyle, Dragovich, and Waller; and Messrs. Schwind, Swatek, and  
133 Hekimian.

134 Against: Mses. Atkinson-Stewart and Zaret

135 Abstain: None

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137 **PSC New Strategic Issue—Alternative Modes of Transportation and Pedestrian**  
138 **Accessibility** The Board discussed the pros and cons of proceeding with this issue as a  
139 new strategic issue as opposed to being part of another strategic issue. The motion to  
140 approve a new Strategic Issue on Alternative Modes of Transportation and Pedestrian  
141 Accessibility failed.

142 Vote: 4-4-0

143 For: Mses. Coyle and Waller; and Messrs. Schwind and Swatek

144 Against: Mses. Atkinson-Stewart, Dragovich, and Zaret; and Mr. Hekimian

145 Abstain: None

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## 147 **10. Tracking Forms**

148 **(a) Tracking Form for Board Requests** Ms. Atkinson-Stewart asked what happened to the  
149 change on the Board Monitoring Form adding a question as to whether CA policies and  
150 procedures were followed during the meeting. This item was added to the tracking Form.

151 **(b) Tracking Form for Residents' Requests** There was nothing to add.

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153 **11. Complete Board Monitoring Form** The Chair reminded the Board members to complete  
154 the Board Monitoring Form.

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156 **12. Talking Points** The recording secretary, Erin Gilland Roby, iterated the following  
157 Talking Points:

158 **(a) Infrastructure Analysis** The Planning and Strategy Committee asked staff to bring  
159 back to the next meeting more information on the infrastructure analysis.

160 **(b) Friends of Columbia 501(c)(3)** The Performance Oversight Committee asked staff to  
161 give them feedback on issues raised regarding the Friends of Columbia 501(c)(3).

162 **(c) Leadership Development Plan** The Board unanimously approved the Board/Staff  
163 Leadership Development Plan.

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## 165 **13. Adjournment**

166 With no other business, the meeting adjourned at 10:50 p.m.

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168

169 Respectfully submitted,

170 Erin Gilland Roby

171 Recording Secretary

**CA BOD & Staff Leadership Development Plan (LDP)**  
**Proposed Content/Calendar**  
**March 2010**

**April – The “Welcome Month”**

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- New BOD members announced

**May – “Transition Month”**

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- 1<sup>st</sup> BOD meeting – May 13<sup>th</sup>
    1. BOD Business
      - Meeting of Members of CA, in which they elect themselves as members of the CA BOD
      - Meeting of the CA BOD and election of Char/Vice Chair
      - Meeting of Columbia Council
    2. Rapport Building
      - Opportunity for BOD and Staff to get to know each other
    3. Overviews
      - Governance structure and process
      - Overview of CA Service Bureau structure
  - CA Facility Tours/Overviews – TBD at the request of BOD members
  - BOD/Staff Retreat – May 15<sup>th</sup> facilitated by OD&T – full-day session specific time TBD
    - Team Session
      1. Discussion of leadership
      2. Role clarity
      3. Team rapport
      4. Development of norms/rules of engagement
      5. Discussion of assessments (assessments to be completed after BOD meetings and periodically otherwise to assess adherence to rules of engagement, progress, productivity, and interpersonal dynamics)
      6. Discussion of BOD Chair, Committee Chair, and Senior Staff Liaison coaching program
    - Operations Overview
      1. Video tour of facilities and community amenities
      2. Intro to progression plan/operating plan
      3. Legal overview
      4. Financial overview (budgeting, reading P&Ls and financial statements, history, economic model, etc.)
      5. Other pertinent overviews
      6. Recap and next steps discussion from May 14<sup>th</sup> Village Roundtable/Stakeholders Event
  - 2<sup>nd</sup> BOD Meeting – May 27<sup>th</sup>
    1. Appoint committee members
    2. Other BOD Business
    3. Strategy Making Process
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**CA BOD & Staff Leadership Development Plan (LDP)  
Proposed Content/Calendar  
March 2010**

**June – Educational/Skill-Building Workshop & Introduction to Coaching**

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- First BOC Meeting to set agendas for the Month – June 1<sup>st</sup> (Tuesday)
  1. OD&T attends to discuss the coaching process with BOD Chair, Committee Chairs, and Senior Staff Liaisons
- Conflict Resolution/Negotiation Workshop – June 3<sup>rd</sup> - led by external facilitator/expert in partnership with OD&T

**July – 1<sup>st</sup> BOD Meeting Observation/Feedback**

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- OD&T attends/observes BOD meeting; engages in 1-on-1 coaching following the meeting with each of the following: BOD Chair, Committee Chairs, and Senior Staff Liaisons

**September – Educational/Skill-Building Workshop**

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- Budget process workshop – led by Phil Nelson, et.al.

**October - Mid-Year Assessment & 2<sup>nd</sup> BOD Meeting Observation/Feedback**

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- OD&T administers survey to determine successes, opportunity areas, satisfaction, and concerns
- OD&T attends/observes BOD meeting; engages in 1-on-1 coaching following the meeting with each of the following: BOD Chair, Committee Chairs, and Senior Staff Liaisons

**November - Mid-Year Retreat & Educational/Skill-Building Workshop**

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Note: Educational/Skill-Building component TBD based on November feedback

1. Discussion of feedback from October survey
2. Determine successes/opportunities
3. Identify mid-course corrections needed
4. Facilitated by the OD&T

**January – 3<sup>rd</sup> BOD Meeting Observation/Feedback**

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- OD&T attends/observes BOD meeting; engages in 1-on-1 coaching following the meeting with each of the following: BOD Chair, Committee Chairs, and Senior Staff Liaisons

**Late March/Early April – End of Year Review**

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1. Lessons learned
2. Possible SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to be shared w/new BOD
3. Discuss LDP for FY12
4. Facilitated by OD&T

**Resources needed**

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- Conflict/Negotiation co-facilitator (see June)

**CA BOD & Staff Leadership Development Plan (LDP)  
Proposed Content/Calendar  
March 2010**

**Additional components of LDP to be implemented in April/May 2011**

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- April: BODs receive welcome letter/LDP brochure, which illustrates LDP components for the year; BODs & Staff receive assessment (DiSC, MBTI, SDI, etc.)
- Early May: assessments due to OD&T
- May Retreat: debriefing of assessment that was sent out in April (discussion of individual styles, team type, and ways to maximize synergy based on styles)