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# Minutes of the Board of Directors Meeting May 20, 2010

Approved: June 10, 2010

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A meeting of the Columbia Association Board of Directors was held on Thursday, May 20, 2010, at 7:35 p.m. at the Columbia Association building. Present were the Chair, Cynthia A.S.H. Coyle, and members Phil Kirsch, Russell Swatek, Alex Hekimian, Kathleen Dragovich, Andy Stack, Suzanne Waller, Shari Zaret, Michael Cornell, and Gregg Schwind (who arrived at 7:42); and President Phillip Nelson.

## 2. Approval of the Agenda

**Action:** Ms. Waller moved to approve the agenda and Mr. Hekimian seconded. Ms. Coyle requested two changes of the agenda: 1) that approximately 10 minutes be added after Resident Speakout to allow Mr. Nelson to brief the Board on the Symphony Woods Park plan, and 2) that the time allotted to discuss the President's goals be extended from 60 minutes to 90 minutes.

**Action:** Ms. Waller moved to allow the changes to the agenda and Mr. Hekimian seconded. The motion passed.

Vote: 6-3-0

For: Mses. Coyle, Dragovich, Waller, and Zaret; and Messrs. Stack and Hekimian.

Against: Messrs. Kirsch, Cornell, and Swatek

Abstain: None

**Action:** The agenda was approved as amended.

Vote: 8-1-0

For: Mses. Coyle, Dragovich, Waller, and Zaret; and Messrs. Kirsch, Swatek, Stack, and Hekimian.

Against: Mr. Cornell

Abstain: None

## 3. Resident Speakout

There were no residents who spoke during Resident Speakout.

**Briefing on Symphony Woods** Mr. Nelson informed the Board of a potential obstacle in developing Symphony Woods: both the County and GGP have told him that recently passed legislation requires that GGP submit a design plan before CA can develop Symphony Woods. The issue has been turned over to CA's counsel, Sheri Fanaroff.

Mr. Schwind arrived at 7:42 p.m.

## 4. Preparation of President's FY 11 Goals

46 **Action:** Mr. Schwind moved and Ms. Waller seconded that under CA Strategic Goal #1 a  
47 new bullet be added to read, “Propose initiatives to enhance public safety.” The motion  
48 passed unanimously.

49 Vote: 10-0-0

50 For: Mses. Coyle, Dragovich, Waller, and Zaret; and Messrs. Kirsch, Schwind,  
51 Swatek, Stack, Cornell, and Hekimian

52 Against: None

53 Abstain: None

54 **Action:** Mr. Swatek moved and Ms. Waller seconded that under CA Strategic Goal #2 a  
55 new bullet be added to read, “Propose initiatives to enhance public health.” The motion  
56 passed unanimously.

57 **Action:** Mr. Schwind moved and Mr. Cornell seconded that under CA Strategic Goal #4, on  
58 the second to last bullet, the phrase “Work to implement...” be replaced with “Develop a  
59 plan for...” The motion passed unanimously.

60 **Action:** Mr. Kirsch moved and Ms. Waller seconded that under CA Strategic Goal #2, on  
61 the second bullet, the words “provided it makes sense” be added to the end of the sentence.

62 **Action:** Ms. Zaret moved to amend Mr. Kirsch’s motion and Mr. Schwind  
63 seconded that the statement also be changed by replacing the word “include” with  
64 “explore adding.”

65 The motion passed unanimously.

66 **Action:** Ms. Dragovich moved and Mr. Cornell seconded that under CA Strategic Goal #4,  
67 the date in the last bullet be removed. The motion passed.

68 Vote: 7-3-0

69 For: Mses. Dragovich, Waller, and Zaret; and Messrs. Swatek, Stack, Cornell, and  
70 Hekimian.

71 Against: Ms. Coyle and Messrs. Kirsch and Schwind

72 Abstain: None

73 **Action:** Ms. Dragovich moved that that under CA Strategic Goal #2, on the first bullet, the  
74 word “Show” be replaced with “Demonstrate.” Mr. Cornell amended by moving the entire  
75 bulleted sentence be replaced with, “Evaluate the effectiveness and the need for continuing  
76 additional community organizer positions. Ms. Waller seconded, and the motion passed  
77 unanimously.

78 **Action:** Mr. Schwind moved and Mr. Cornell seconded that under CA Strategic Goal #4, a  
79 bullet be added to read, “Propose reducing Open Space spending by 10%.”

80 Vote: 1-9-0

81 For: Mr. Schwind

82 Against: Mses. Coyle, Dragovich, Waller, and Zaret; and Messrs. Kirsch, Swatek, Stack,  
83 Cornell, and Hekimian.

84 Abstain: None

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86 At 8:52, the Recording Secretary realized that the mics had not been turned on previously and  
87 turned them on.

88 **Action:** Mr. Schwind moved and Ms. Waller seconded that under CA Strategic Goal #5,  
89 after the fourth bullet, a new bullet be added to read, “Assess future needs of residents with  
90 respect to aquatics and propose a plan to meet those needs.”

91 Mr. Hekimian moved that “and golf” be added after the word “aquatics.” There was no  
92 second.

93 Mr. Kirsch proposed to amend the motion by removing the word “aquatics,” and Mr.  
94 Hekimian seconded. Mr. Cornell moved that the word “comprehensive” be added  
95 before the word “plan,” and the Board agreed by consensus. Mr. Kirsch’s motion failed.

96 Vote: 5-5-0

97 For: Mses. Zaret and Waller; and Messrs. Kirsch, Hekimian and Cornell

98 Against: Mses. Coyle and Dragovich, and Waller and Messrs. Schwind, Stack, and

99 Swatek

100 Abstain: None

101 Mr. Cornell called the question on the adoption of a new fifth bullet that would read, “Assess  
102 future needs of residents with respect to aquatics and propose a comprehensive plan to meet  
103 those needs.” The motion passed.

104 Vote: 6-4-0

105 For: Mses. Coyle, Dragovich, and Waller and Messrs. Schwind,  
106 Stack, and Cornell.

107 Against: Ms. Zaret and Messrs. Kirsch, Swatek, Hekimian.

108 Abstain: None

109 Action: Mr. Hekimian moved and Mr. Cornell seconded that the President’s Goals for FY 11  
110 be approved as amended. The motion passed unanimously.

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112 **Talking Points** As Talking Points were not on the agenda, the Chair suggested they cover Phil  
113 Nelson’s update on the Symphony Woods Park plan, and a general statement covering the  
114 Board’s work on the President’s Goals for FY 11.

## 115 116 **5. Adjournment**

117 There being no other business, the meeting adjourned at 9:20 p.m.

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120 Respectfully submitted,

121 Erin Gilland Roby

122 Recording Secretary

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APPROVED 20 MAY 2010  
PRESIDENT/CEO GOALS FOR FY11

These goals will be inserted into the President’s Goal Setting and Evaluation form.

COLUMBIA ASSOCIATION’S STRATEGIC GOALS	DRAFT PRESIDENT’S GOALS FOR FY11
<p><b>CA STRATEGIC GOAL #1</b> ENSURE VALUE TO COLUMBIA ASSOCIATION RESIDENTS</p>	<ul style="list-style-type: none"> <li>✓ Show significant progress in improving accessibility and affordability of programs for all age groups in Columbia.</li> <li>✓ Further develop and strengthen CA’s product lines and services to meet and serve the needs of the residents of Columbia based on collected data.</li> <li>✓ Develop customer measures for customer satisfaction and future needs in support of customers.</li> <li>✓ Propose initiatives to enhance public safety.</li> </ul>
<p><b>CA STRATEGIC GOAL #2</b> FOSTER GROWTH OF INDIVIDUALS</p>	<ul style="list-style-type: none"> <li>✓ Evaluate the effectiveness and the need for continuing additional community organizer positions.</li> <li>✓ Run the before and after school program to in such a way as to minimize the waiting lists and to explore adding an additional Columbia middle school in the SAS program.</li> <li>✓ Engage and support the Village Boards and Managers to determine and assist in the development of programs that build community experiences.</li> <li>✓ Propose initiatives to enhance public health.</li> </ul>
<p><b>CA STRATEGIC GOAL #3</b> SUPPORT COLUMBIA’S ECONOMIC ENVIRONMENT</p>	<ul style="list-style-type: none"> <li>✓ Show that the CA Urban Planner is effectively engaging Village managers and boards to help determine their needs in planning for the future, including village revitalization and master planning.</li> <li>✓ Increase the President’s visibility in working with Columbia “stakeholders” to develop relationships, increase CA’s presence in the community and improve information exchange. This should include regularly scheduled visits to the Village Associations.</li> <li>✓ Show progress in persuading Howard County and the State of Maryland to share responsibility and funding for programs that are responsive to inevitable changes i.e. demographic, environmental, and advocacy that will directly impact the Columbia community.</li> </ul>
<p><b>CA STRATEGIC GOAL #4</b> COMMIT TO ENVIRONMENTAL SUSTAINABILITY</p>	<ul style="list-style-type: none"> <li>✓ Implement the approved Symphony Woods Concept Plans and provide a timetable for financing and construction phasing of the plan. Plan a groundbreaking event with political dignitaries and the public.</li> <li>✓ Make CA a leader in implementing green initiatives by preparing and implementing an enhanced sustainability plan with a strong metrics.</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Show progress in initiating and strategically implementing the recommendations of the Watershed Management Plan, including obtaining grants from outside sources to the maximum level possible.</li> <li>✓ Fully implement recycling programs for all CA facilities and outdoor spaces where people gather. This includes those spaces leased by CA, but owned by outside firms. Further advocate recycling with the County, GGP and other business owners to get every organization in Columbia involved.</li> <li>✓ Ensure that the Watershed Manager designs and implements Watershed-related programs.</li> <li>✓ Advocate with the County and other related agencies to recommend that new subdivisions in or within the watershed follow regulations that prohibit sediment flow or other agents that are harmful to the environment.</li> <li>✓ Develop a plan for a Columbia-wide connectivity system of pathways and roads for cyclists, pedestrians and non-motorized vehicles.</li> <li>✓ Develop a proposed Lakefront Master Plan.</li> </ul>
<p><b>CA STRATEGIC GOAL #5</b>  <b>ENSURE ORGANIZATIONAL SUSTAINABILITY</b></p>	<ul style="list-style-type: none"> <li>✓ Update the multi-year business plan to provide greater explanation and coordination of resources. Incorporate the use of “best practices” and equipment and prioritize needs.</li> <li>✓ Update the short-range capital improvements program based on the Board’s goals and objectives.</li> <li>✓ Further improve structural reorganization that coordinates resources with the highest priority needs of the community, both current and future.</li> <li>✓ Make CA more cost-effective, productive, and responsive to changing demographics, and right-size CA in a competitive environment by focusing CA’s services on Columbia’s residents.</li> <li>✓ Assess future needs of residents with respect to aquatics and propose a comprehensive plan to meet those needs.</li> <li>✓ Achieve or exceed budgetary goals with spending levels that are realistic, and show how CA can improve quality of services, minimize costs, practicing cost containment, and making services for Columbia’s residents more affordable.</li> <li>✓ Prepare a successor to CA’s long-range Financial Management Program.</li> <li>✓ Provide support to the Board in setting budget policies, such as re-evaluating appropriateness of Package Plan allocations, distinguishing between budget centers that should be subsidized versus unsubsidized by the annual charge and rate structures .</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Initiate for Board review short and mid-range fiscal documents that will provide the Board with the realities of CA's capabilities for financing and programming.</li> <li>✓ Seek and secure the anticipated budgeted grants prior to FY12.</li> <li>✓ Update and publish all CA policies and procedures and ensure ease of use and access.</li> </ul>
<p><b>CA STRATEGIC GOAL #6</b>  <b>BUILD AN INFORMED AND CONNECTED COMMUNITY</b></p>	<ul style="list-style-type: none"> <li>✓ Utilize community intelligence including the development of focus groups, citizen roundtables and other surveying tools to plan for the future.</li> <li>✓ Implement the CSS software system no later than July 1, 2010.</li> <li>✓ Show on a quarterly basis results that demonstrate the effectiveness of the Residents Solution Coordinator Program.</li> <li>✓ Further improve the Communications Plan to provide general project and/or program information to the community at initiation of any CA program or project and during life of the project.</li> <li>✓ Implement a communication plan using available resources to let Columbians know what they get for the assessment dollars.</li> <li>✓ Implement a process that encourages transparency in all CA operations.</li> <li>✓ On-line publication of policies, procedures, contract documents, Board and Organization policies and procedures.</li> </ul>