



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 the 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) By March 31, 2017, 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) By March 31, 2017, 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. By March 31, 2017, prepare a report for the CA Board on the success/failure to meet the three identified Senior Leadership Team priorities and the benefit accruing to CA from these three priorities. (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, **Downtown Columbia Partnership, Downtown Columbia Arts and Culture Commission, community groups, and others. Report to be provided by March 31, 2017.**

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.