



To: CA Board of Directors
From: Milton W. Matthews, President/CEO
Date: 1 June 2017
Re: Strategic Objectives for President/CEO for Fiscal Year 2018

STRATEGIC GOAL #1: *DELIVER PROGRAMS AND SERVICES THAT MEET STAKEHOLDERS' EXPECTATIONS AND ENHANCE THE QUALITY OF LIFE IN COLUMBIA.*

- ***BY 15 MARCH 2018, PRESENT RECOMMENDATIONS TO CA BOARD OF DIRECTORS, WITH A FOCUS ON INCREASING THE OPPORTUNITIES FOR THE YOUNG ADULT POPULATION (17 TO 30 AGE GROUPS) TO BECOME MORE ENGAGED IN THE COLUMBIA COMMUNITY, WITH A FOCUS ON CA'S SPORT & FITNESS PROGRAMS AND ACTIVITIES.***

STRATEGIC GOAL #2: *MAINTAIN AND ENHANCE COLUMBIA'S FACILITIES, OPEN SPACES, CONNECTIVITY AND ENVIRONMENTAL STEWARDSHIP.*

- ***BY 31 MARCH 2018, PROVIDE CA BOARD OF DIRECTORS WITH A COMPREHENSIVE REVIEW OF ONGOING OBLIGATIONS (USE FOR COMMUNITY SERVICES AND PROGRAMS, CAPITAL IMPROVEMENTS NEEDED, OPERATING EXPENSES, ETC.) RELATED TO CA'S 14 NEIGHBORHOOD CENTER BUILDINGS.***

STRATEGIC GOAL #3: *DEVELOP AND COMMUNICATE A SHARED COMMUNITY VISION FOR COLUMBIA, AND ADVANCE THE VISION THROUGH ADVOCACY, PARTNERSHIPS, AND ALIGNMENT OF CA PROGRAMS AND SERVICES.*

- ***BY 15 FEBRUARY 2018, PROVIDE CA BOARD OF DIRECTORS WITH A PLAN, INCLUDING ESTIMATES OF ASSOCIATED COSTS, HIGHLIGHTING NEXT STEPS RELATED TO RESPONSIBILITIES (EDUCATION AND ENFORCEMENT) FOR COMMERCIAL COVENANTS IN COLUMBIA COMMUNITY.***

STRATEGIC GOAL #4: STRENGTHEN COMMUNICATION AND COMMUNITY ENGAGEMENT IN CA.

- **MONTHLY, BY WAY OF THE REPORT FROM THE OFFICE OF PRESIDENT/CEO AND PERIODICALLY THROUGH OTHER COMMUNICATION CHANNELS, UPDATE THE CA BOARD OF DIRECTORS ON MY WORK WITH VARIOUS BOARDS, COMMITTEES AND TASK FORCES IN COLUMBIA AND GREATER HOWARD COUNTY, AND HOW MY EFFORTS ARE STRENGTHENING COMMUNICATION AND COMMUNITY ENGAGEMENT.**

STRATEGIC GOAL #5: DEMONSTRATE THE PRACTICES OF A HIGH-PERFORMING AND RESPONSIVE ORGANIZATION.

- **NOTE: THERE IS NOT A SPECIFIC STRATEGIC OBJECTIVE TIED TO THIS STRATEGIC GOAL FOR FISCAL YEAR 2018; HOWEVER, INITIATIVES ARE ONGOING IN THE AREAS OF:**
 - **MAINTAINING STRONG FISCAL DISCIPLINE;**
 - **PROVIDING CONTINUOUS PROFESSIONAL DEVELOPMENT FOR STAFF, INCLUDING PRESIDENT/CEO AND OTHER MEMBERS OF SENIOR LEADERSHIP TEAM; AND**
 - **PROMOTING INNOVATION IN TECHNOLOGY AND PROCESSES TO ADVANCE ORGANIZATIONAL EFFICIENCIES.**