



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.***

**Proposed Revision for Objective 1 (Addresses Strategy Goal 1)**

**By July 27, 2017, provide a plan and a schedule for producing a report with recommendations 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 Sports & Fitness programs and activities. Once the plan and schedule are adopted by the CA Board of Directors, provide bi-monthly status reports on progress toward creating these recommendations. The final report should be similar to the Comprehensive Plan for Serving the Older Adult Community.**

**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.**

**Proposed Revision for Objective 2 (Addresses Strategy Goal 2)**

**By March 31, 2018, provide the CA Board of Directors with a comprehensive review of the 14 CA neighborhood centers. The report to the Board should include the following information as well as recommendations regarding each neighborhood center.**

1. CA Neighborhood Center Name
2. Year built
3. Square footage
4. Year of last renovation (other than required maintenance)
5. Assessed building worth
6. Minimal amount of work required to maintain building and need-by date
7. Cost of Minimal work required
8. Optimal amount of work required to maintain building (particularly capital costs)
9. Cost of optimal work required
10. CA Operating Costs for center
11. Village Operating Costs for center
12. Revenue generated from center
13. Usage # 1- percent occupied by ongoing usage (e.g. day care facility, camp, etc.)
14. Usage # 2- percent occupied by periodic meetings (or number of meetings/month)

**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.**

**Proposed Revision for Objective 3 (Addresses Strategy Goal 3)**

**By February 15, 2018, provide the CA Board of Directors with a plan, including estimates of associated costs, highlighting next steps related for CA to assume responsibilities (including education and enforcement) for commercial covenants in the Columbia community. Provide bi-monthly status reports to the CA Board of Directors regarding progress on CA assuming responsibilities for these commercial covenants.**

**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.**