



SENIOR  
LEADERSHIP  
TEAM

**Milton W. Matthews**  
President/  
Chief Executive  
Officer

**Susan Krabbe**  
Vice President/  
Chief Financial Officer

**Dan Burns**  
Director of  
Sport and Fitness

**Jane Dembner**  
Director of Planning  
and Community Affairs

**Sheri Fanaroff**  
General Counsel

**Norma Heim**  
Director of  
Communications  
and Marketing

**Janet Loughran**  
Executive Assistant  
to the President/CEO

**Dennis Matthey**  
Director of Open Space  
and Facility Services

**Ron Meliker**  
Director of  
Human Resources

**Michelle Miller**  
Director of  
Community Services

**Chuck Thompson**  
Chief Information  
Officer

**Jackie Tuma**  
Director of  
Internal Audit

## December 2017 – The Year in Review

*“Appreciate the Past – Imagine the Future”*

### Office of the President/CEO

The President/CEO continued his outreach and commitment to community engagement via service on numerous local boards of directors, committees, and task forces within Columbia and Greater Howard County. These include:

- Boards of Directors
  - Columbia 50<sup>th</sup> Birthday Celebration, Inc.
  - Downtown Columbia Arts and Culture Commission
  - Downtown Columbia Partnership
  - Howard County Chamber (formerly Chamber of Commerce)
  - Howard County Economic Development Authority
  - Inner Arbor Trust
- Board of Advisors
  - Choose Civility Board of Advisors (Howard County Library System)
- Task Force
  - Howard Community College Commission on the Future for 2017
    - Chair, Sustainability Task Force
- Executive Leadership Team
  - Howard County Heart Ball

The President/CEO was nominated by Howard County Executive Allan Kittleman to join a select group of 50 government, business and non-profit leaders from the Greater Baltimore region for its 2017 *Chesapeake Connect* Trip to Cleveland, OH on November 5-7, 2017. Other attendees included Catherine Pugh, Mayor of Baltimore; Allan Kittleman, Howard County Executive; Steven Schuh, Anne Arundel County Executive; Stephen Wantz, Carroll County Commissioner; J. Thomas Sadowski, University System of Maryland; and others. The purpose of the trip was to explore and to learn from a peer metropolitan area.

This nomination attests to the President/CEO's outreach and involvement with organizations within the region, and also recognizes the importance of Columbia to the region's overall economic and social well-being.

## Department of Administrative Services

### Accounting

A cross-departmental team led by CA's Director of Finance/Treasurer implemented PowerPlan, the budgeting software selected in FY 2017. The implementation included setting up the application for CA, developing user roles and responsibilities, uploading prior year data and current year estimates, training several dozen users, and providing ongoing assistance to CA managers as they develop their FY 2019 and FY 2020 budgets, both operating and capital.

### Human Resources

During FY 2017, the Human Resources (HR) Division added several policies/programs that are typically found in high-performing and responsive organizations, including:

- Day of Community Service where we offer to all full time and part time team members, who work at least 30 hours per week, the opportunity to take one day off with pay to provide volunteer services within our Howard County community; thereby, further advancing CA's mission of "working every day in hundreds of ways to make Columbia an even better place to live, work and play;" and
- A "Walk in My Shoes" program, which takes CA headquarters staff out into the field for a partial day to meet with and learn more about other departments and divisions and build stronger ties throughout the organization.

HR implemented use of social media job search engine ([www.glassdoor.com](http://www.glassdoor.com)) for greater visibility of both CA and its job opportunities. Our current rating is 4.3 out of 5 and 91% of our team members would recommend CA as a place to work to their friends, plus the President/CEO has a current approval rating of 100%. An increasing amount of applicant traffic is coming through our Glassdoor portal, with over 2,000 visits to CA's page per month. We also recently posted a high quality video "Why work for CA" which was created in-house, together with team member testimonials.

### Information Technology

In response to February 2017 data loss/breach, IT has evaluated and acquired two tools to provide additional defense against attacks:

- KnowBe4 - Security Awareness Training that integrates baseline testing using mock attacks; engaging interactive web-based training; and continuous assessment through simulated phishing, vishing and smishing attacks to build a more resilient and secure organization. IT completed the baseline testing at CA in October.
- Virtru - Data loss prevention (DLP) and encryption for email and data files. Additionally, this tool provides information tracking and auditing features. IT is currently testing this solution within several areas of the organization, with plans to introduce Virtru to the entire organization prior to the end of the calendar year.

### Purchasing

CA's purchasing team participated in the Meet the Primes minority business enterprise (MBE) event held on 18 October 2017 at the Maryland State Fairgrounds. CA had a table at the event,

which was organized by Baltimore County and the Baltimore Metro Council, and drew over 900 MBE representatives. The team shared information about CA and its procurement needs, and provided contact information to numerous MBE representatives.

## **Department of Sport and Fitness**

The divisions within Sport & Fitness hosted or participated in activities available to both the community and members during 2017.

- Public events were hosted by Haven on the Lake and the Group Fitness division for either no charge or a small fee. They included Fountain Plaza Yoga at the Downtown Lakefront for Mother's & Father's day; Yoga and Pilates at the Mall (summer); Dancing under the People Tree (summer); and Wine & Chocolate shopping and tasting (April).
- The Sport & Fitness Department held two open houses in 2017 to invite the community to explore CA's Fit and Play offerings. The events included Play the CA Way (spring), and Fitness Fun and Friends (fall). The Fit side of CA's Fit&Play membership was showcased with special activities, including free classes, arts and crafts activities, demonstrations of personal training, and more. The Play side was highlighted with drop-in basketball, free roller-skating admission during the open houses, outdoor pool and SplashDown access, mini-golf, and more. More than 500 guests participated in the two events.
- Haven on the Lake hosted an informal breakfast for new residents in November. More than 20 residents and visitors gathered to meet CA President/CEO Milton W. Matthews and learn more about the community.
- Hobbit's Glen held quarterly Guest Days, which permitted each member to bring three guests for a complimentary round of golf. One of the largest turnouts occurred in September, when 31 members and their 93 guests participated in the event.
- Sport & Fitness led CA's partnership with Howard Community College (HCC) in the HCC Corporate Challenge. The event raised \$85,000 to provide scholarships for students in need and to promote health and wellness in the community.
- Hobbit's Glen Golf launched a PGA Junior League Team consisting of boys and girls ages 9-13 this year. The team goal was to play in the finals, which were scheduled to be held at The Gauntlet Golf Club in Fredericksburg, VA in November. The team won the "Maryland West" League consisting of Cattail Creek, Musket Ridge and Holly Hills. The team from Hobbit's Glen then advanced to the Middle Atlantic Professional Golf Association (MAPGA) Playoffs, where it was one of 12 remaining teams. The MAPGA consists of golf clubs from Maryland and Virginia. A victory on October 28 over Queenstown advanced the team to the semifinals/finals in Fredericksburg. The team finished in third place at the MAPGA Junior League Final Four.
- Significant work was completed at several facilities, resulting in an improved experience for our members and guests:

- At the Ice Rink, the chillers responsible for making the ice were replaced, ensuring that we continue to have “the best ice around” according to many participants. Work was also done on the roof and the lobby restrooms were upgraded to be ADA compliant.
- At the Swim Center, renovations included the addition of new family changing rooms, upgrades to both locker rooms, and a new lobby.
- The Athletic Club was closed in August for Phase I of planned renovations. Improvements included replacement of mechanical systems, raised ceilings, and removal of walls to create a more open and inviting experience.
- The new Long Reach Tennis Club broke ground in March. By the end of November, the parking lot and curbing were completed, and inside wall and court finishing were well underway.

## **Office of Planning and Community Affairs**

### **Community Building Speakers Series**

Columbia’s Community Building Speakers Series hosts thought-provoking speakers on topics that stimulate us to discuss, engage, and build our sense of community in Columbia. CA’s intent in using the “community building” moniker is to include, in the broadest sense possible, a wide range of speakers and topics that help to sustain and build the social, physical, and economic capital and cohesion of the community of Columbia. This year, we hosted two speakers to address the community on “Enhancing Columbia’s Neighborhoods: Learning from Best Practice.” Paul Brophy and Mark Sissman spoke to the community about best practices, policies and tools to help older neighborhoods remain attractive and economically vibrant. The event was well-attended and well-received by the community.

### **Open Space Assessment**

Chaired by the Director of Planning and Community Affairs, this interdepartmental work group compiled for the first time ever, existing open space related-plans, followed by a review of them, and related programs and stewardship protocols. The assessment produced documents identifying what CA has in place, what was achieved in recent years, and recommendations related to CA’s management and stewardship of its open space resources. The report and the companion set of new maps can be found on CA’s webpage featuring plans and studies at: <https://www.columbiaassociation.org/about-us/planning-development/>

### **ColumbiaDialogues**

CA’s Director of Planning and Community Affairs brought together a diverse group of representatives from community and government organizations to organize, convene and facilitate small group conversations on the intersections of race, class, and culture. The goal of *ColumbiaDialogues* was to foster a personal commitment by participants to better understand their own perspectives, which may include biases, and take action to help our community become more inclusive.

The spring sessions of *ColumbiaDialogues* were completed in early June. CA helped organize these sessions in collaboration with the Howard County Public School System's Cultural Proficiency Coordinator and other interested community members representing various organizations. The program was well-received and participants found it valuable and recommended that it be continued. The program is being replicated by the Howard County Library System.

## **Office of General Counsel**

The Office of General Counsel ("Office") drafted, reviewed, revised, negotiated and finalized approximately 180 contracts and other legal agreements.

The Office handled 70 covenant enforcement cases (23 in litigation, 47 pre-litigation), opened 31 new cases, closed 57 cases, and held monthly Architectural Resource Committee (ARC) meetings to consider acceptance of new cases and review developments in existing cases. The Office also:

- Developed new wording for resolutions used by villages to open, change status of, and close covenant cases;
- Provided guidance to villages regarding lack of obligation and authority to enforce individual HOAs' covenants, rules and guidelines, and worked with villages to delete wording in exterior alteration applications that might imply villages would enforce individual HOAs' rules;
- Began working with covenant advisors to develop a new architectural guideline for ramps and other accessibility structures; and
- Provided a covenant legal training session for village board and architectural committee members, village managers and covenant advisors. The two-hour session was well-attended (53 attendees) and feedback has been positive.

The Office investigated, made, and reported findings and recommendations on two ethics complaints and continued to make extensive revisions to, and obtained Board approval of, CA's ethics policies.

The Office analyzed the impact of, and determined appropriate CA positions on, 28 pieces of state legislation, and prepared statements/testimony regarding certain bills.

The General Counsel was recognized by First Chair, a national legal association, as Top General Counsel.

## **Department of Communications and Marketing**

### **CA Website**

A comparison of website traffic from 2016 to 2017 shows that visitors have increased 3%; web visitors are spending more time on the site; organic searches leading to the website are up 4%; direct traffic is up 8%; and traffic from email broadcasts is up about 308%. Traffic from mobile platforms has grown 10%.

### **Haven on the Lake Website**

Website traffic comparison from 2016 to 2017 shows that visitors are down but those who are visiting are spending more time on the pages. The majority of visitors find the site through organic searches, followed by direct traffic.

### **Customer & Member Service Center**

The Customer & Member Service Center (CMSC) welcomed and serviced 33% more visitors at the Welcome Desk and CMSC in 2017 compared to 2016. During the period May-November 2017, 6% more renewal notices were mailed, compared to the same months in 2016. There was 60% growth in CA Columbia Cards issued to residents in 2017 compared to 2016.

The CMSC launched online chat on the membership portion of the CA website, providing another platform through which to engage residents.

### **Email Broadcasts**

New initiatives in 2017 were the CA Community Focus eNewsletter, club guest outreach, and member birthday emails.

### **PR and Media Interactions**

Columbia was frequently covered in local, regional, specialty and trade publications in 2017 as a result of the community's 50th birthday as well as the recognition it had received over the years, including being named the No. 1 small city in America in late 2016 by *Money Magazine*. There were articles in the *Baltimore Business Journal*, *Baltimore Jewish Times*, *Baltimore Magazine*, *Baltimore Style*, the *Baltimore Sun*, *BisNow* (which focused on the construction side) *Business Monthly* (which ran a 12-part series and also produced a separate special section for the celebration), the *Columbia Flier*, *Common Ground Magazine*, *Greater Washington*, *Her Mind Magazine* (which dedicated an issue to Columbia at 50), *Howard Magazine* (which dedicated an issue to Columbia at 50), *NextCity*, *The Washington Post* (which ran multiple pieces), and on television on WBAL TV-11, WTOP.com, and WYPR radio.

CA sent more than 30 press releases in 2017, including releases about CA's new membership structure; CA's support for the Paris Climate Accord; and the return of the carillon bells to Lake Kittamaquundi.

### **Other News in 2017**

Live streaming of Board of Director meetings launched in May. Recent traction showed 62 page views on the web page the week of November 9 and 30 page views the evening of the BOD meeting.

The first phase of digital signage was installed at CA headquarters, the Athletic Club, Columbia Gym, Swim Center and Supreme Sports Club. Environmental graphics were installed at the Columbia Gym.

A Digital Asset Management system was acquired and content (photos, graphics) is being added by C&M users for extended use within CA.

The 50<sup>th</sup> Birthday Brick Program concluded with approximately 400 bricks installed at the Downtown Columbia Lakefront, primarily in the special section dedicated to the Birthday.

## **Department of Open Space and Facility Services**

### **Long Reach Tennis Club**

Construction continues with the tennis club. The main building structure is substantially complete and interior finishes and mechanical systems are being installed. Paving and other site work were completed in October, and the project continues on schedule for opening in spring 2018.

### **Columbia Swim Center**

Phase II of the Swim center construction, including renovation of the lobby, new family changing areas, HVAC upgrades, offices, and new locker rooms, was completed and the facility has reopened to our members and guests. Punch List work to close out Phase II construction is nearing completion. Planning for Phase III work, anticipated to take place in summer 2018, is underway.

### **Columbia Athletic Club**

Phase I renovations were completed at the end of August and the club has reopened to our members and guests. Punch list work to close out Phase I work is nearing completion. Phase II work, among other major improvements, includes expansion of fitness areas and locker room upgrades, is currently in the design and permitting stage, and construction is scheduled to start in May 2018.

### **Wilde Lake Dredging**

The mass grading and preparation of the Murray Hill Sediment Receiving Site are complete. Contractors working for CA have started to move sediments from Wilde Lake to the Murray Hill receiving site.

## **Department of Community Services**

### **Columbia 50<sup>th</sup> Birthday Celebration**

A community celebration honoring Columbia's 50<sup>th</sup> Birthday took place between March-October 2017. Over 80 organizations planned and implemented activities or events during the seven-month celebration.

Divisions within Community Services participating in the Celebration included:

- *Columbia Art Center*, which offered the first Color Columbia Plein Air Paint Out, with over 60 artists painting al fresco capturing wildlife, nature, architectural gems, and historical places.
- *Volunteer Center Serving Howard County*, which, in celebration of 15 years of promoting volunteering and Columbia's 50th Birthday, challenged volunteers and organizations to

pledge 15, 25 or 50 hours of service opportunities in 2017. Twenty organizations and more than 30 volunteers completed the challenge.

- *Columbia Archives*, which collaborated with Howard Community College and the Columbia 50th Birthday Celebration, Inc., to present Founder's Day in May 2017.
- *School Age Services*, which partnered with Columbia Archives to complete a city planning activity to coincide with Columbia's 50th Birthday. The students learned the history of Columbia and then planned their own city. The projects created were displayed during Lakefest, part of the Columbia Festival of the Arts.

### **Older Adult / International Exchange and Multicultural Programs**

CA's Older Adult Programs and The International Exchange and Multicultural Programs collaborated with Howard County Office on Aging and Independence and the Korean American Senior Association to present an "Intercultural Conversation on Aging in Community." The event featured a round table discussion between seniors of Korean and non-Korean ancestry about their experiences of aging in the community.

The International Exchange and Multicultural program had a successful youth exchange between its sister cities in France, Spain, and Ghana. Local multicultural events such as the monthly International Book Club and World Languages Café, as well as an Oceania Culture Fest, were held in FY 2018.

### **Camps Division**

The Camps Division offered new camps targeting middle school and elementary youth including Junior Trek, Senior Trek and Camp Extra. Sixty-four families, who otherwise may not have participated, were offered the opportunity to experience summer camp.

### **Youth and Teen Center**

Youth and Teen Center formed a partnership with the Maryland Food Bank and piloted a Summer Community Food Pantry that served over 1,000 people by providing food on a weekly basis.

### **Columbia Community Exchange**

Columbia Community Exchange added a new Skill Share sessions and a Tool Swap to facilitate neighbors assisting neighbors.

*Happy Holidays from CA*