



April 19, 2018

To: Columbia Association Board of Directors  
Milton W. Matthews, President/CEO

From: Susan Krabbe, Vice President and Chief Financial Officer

Cc: Dan Burns, Director; Department of Sport and Fitness  
Paul Gleichauf, Acting Director; Department of Communications and Marketing  
Lynn Schwartz, Director of Finance/Treasurer

Re: Dashboard Metrics

The dashboard for the third quarter of FY 2018 is attached for your information. The table below describes the metrics, and notes the data source and date of the measurement.

	Metric	Description/Purpose	Data Source	Date of Measurement
1	Past Due Membership Accounts	To monitor collections by tracking the trend in the dollars/number of membership accounts over 90 days past due	Spectrum NG reports	As of January 31, 2018
2	Net Membership Changes	To monitor member retention/growth by major membership category over time	Spectrum NG reports and sales data collected by the Customer and Member Service Center	Data as of January 31, 2018 This was provided for the new membership plans with the financial reports in March 2018
3	CA People Productivity = personnel costs divided by non-annual charge revenue	To monitor the revenue production from CA's investment in the work force	Infor (Lawson) reports	Actual data through the third quarter of FY 18
4	Free Cash Flow	To monitor liquidity by tracking cash flow from operations less debt principal payments less paid capital expenditures	Infor (Lawson) reports	Actual data through the third quarter of FY 18
5	Net Assets to Debt Service (should be greater than 1.25:1.00)	To monitor CA's financial condition, in accordance with the terms of existing financing	Infor (Lawson) reports	Actual audited data through April 30, 2017
6	Total Liabilities to Total Net Assets (should be less than 1.30:1.00)	To monitor CA's financial condition, in accordance with the terms of existing financing	Infor (Lawson) reports	Actual audited data through April 30, 2017

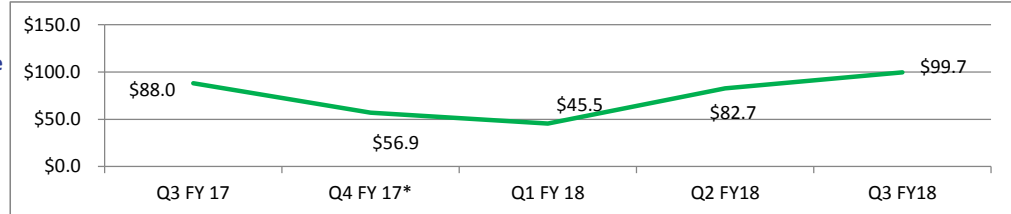
	Metric	Description/Purpose	Data Source	Date of Measurement
7	Return on Investment – Buildings, Major Amenities	To measure and monitor the cost of maintaining CA's major facilities by comparing annual repairs and maintenance costs to revenue and square footage	Infor (Lawson) reports	Actual data through the third quarter of FY 18
8	Market share for memberships and Columbia Cards	Per Board request – to track memberships per housing unit	Spectrum NG reports and Howard County data	Actual membership data through January 31, 2018. Housing data updated annually by Howard County.
9	Marketing Cost per Membership	To monitor marketing effectiveness	Spectrum NG reports and marketing expenditure data tracked by staff	Actual data as of January 31, 2018
10	Top 50 Associated Words by Volume	Indicates general satisfaction/dissatisfaction of program and facility users	Clarabridge surveys	Responses as of January 16, 2018
11	Survey results for various topics such as cleanliness, satisfaction with staff, facilities, classes, etc.	Provides more specific feedback from program and facility users to drive improvements	Clarabridge surveys	Responses as of January 16, 2018
12	Summarized Survey Results by Survey Source	Very high-level survey results by the source of the survey, such as the CA website, Facebook, etc.	Clarabridge surveys	Responses as of January 16, 2018
13	Net Promoter Score (“NPS”) – Overall CA (Sport & Fitness)	Numerical value that indicates survey responses as to the likelihood a customer will refer the program to someone else – overall CA. To be tracked over time.	Clarabridge surveys	Responses as of January 16, 2018
14	NPS – Pools	See above – pools	Clarabridge surveys	Responses as of January 16, 2018
15	NPS – Fitness Clubs	See above – fitness clubs	Clarabridge surveys	Responses as of January 16, 2018
16	NPS – Golf	See above – golf courses	Clarabridge surveys	Responses as of January 16, 2018
17	NPS – Haven on the Lake	See above – Haven on the Lake	Clarabridge surveys	Responses as of January 16, 2018
18	NPS - Tennis	See above – indoor and outdoor tennis	Clarabridge surveys	Responses as of January 16, 2018
19	Volume of Survey Results by Program or Facility	Provides more context for other metrics by showing how many surveys were received per program	Clarabridge surveys	Responses as of January 16, 2018

# Dashboard - Metrics 1, 3-7

As of January 31, 2018 (\$'000)

## METRIC 1

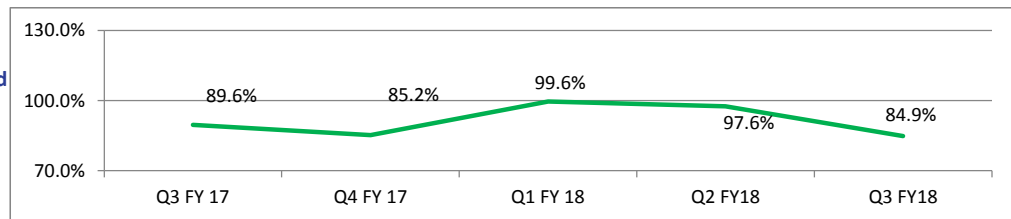
Net Change in Past Due Membership Accounts over 90 Days



\*Excludes write-off in Q4 of balances > 42 months old

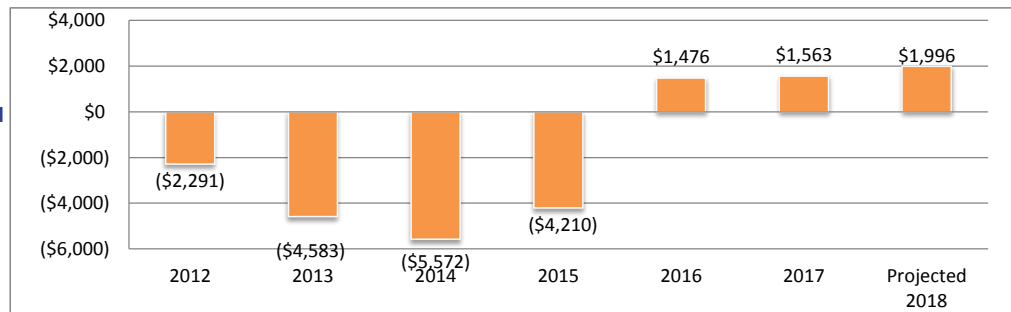
## METRIC 3

People Productivity (personnel costs divided by non-annual charge revenue)



## METRIC 4

Free Cash Flow (cash flow from operations less debt repayments and capital expenditures)



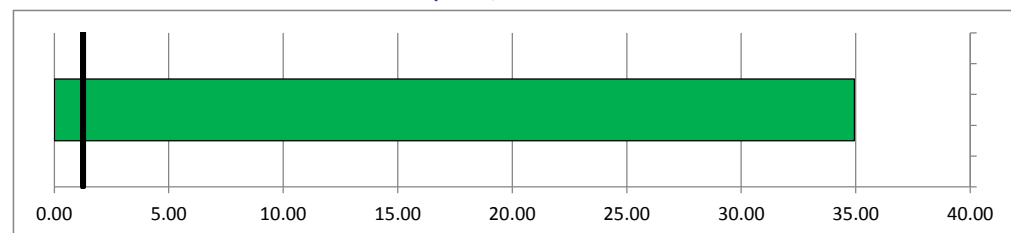
## METRIC 5

Net Assets to Debt Service (debt service equals principal payments on long-term debt plus interest expense)

\$91,112/\$2,608

Actual 34.94

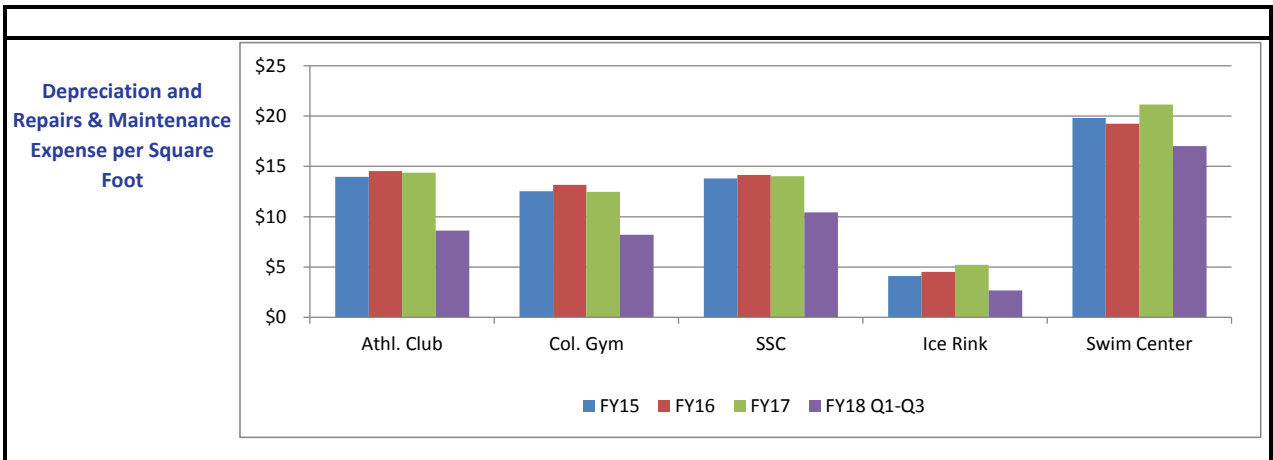
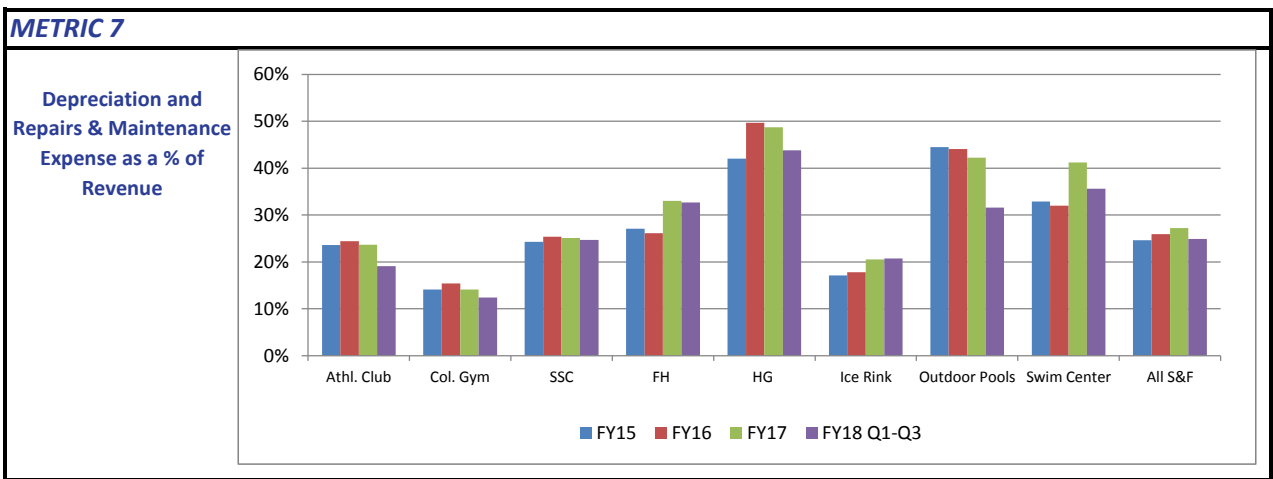
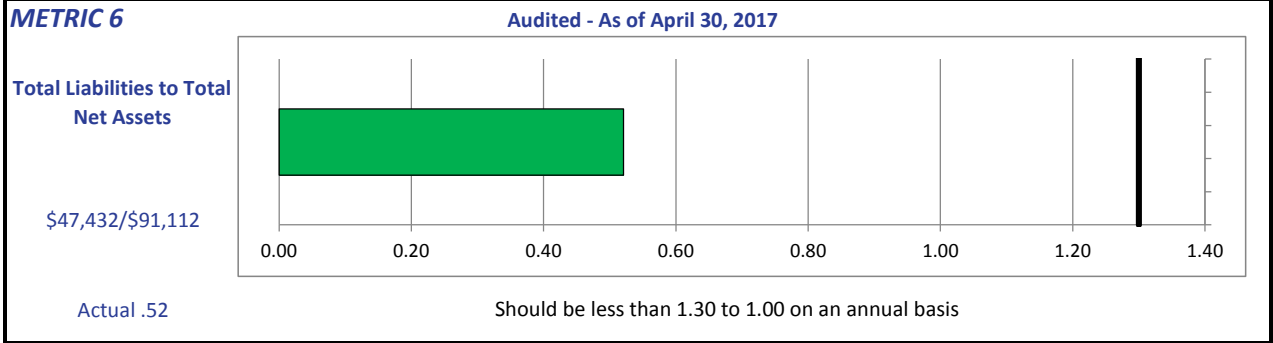
Audited - As of April 30, 2017



Should be greater than 1.25 to 1.00 on an annual basis

# Dashboard - Metrics 1, 3-7

As of January 31, 2018 (\$'000)



# Advertising Effectiveness Report *FY17 & FY18 Q3*

## “New Membership” Acquisition

Goal: \$150-\$250 Marketing Cost Per New Membership

	FY17Q1	FY17Q2	FY17Q3	FY17Q4	FY18Q1	FY18Q2	FY18Q3
<b>Investment</b>	\$161,662.86*	\$153,660.71*	\$151,245.65*	\$156,589.32*	\$162,295.31*	\$148,223.40*	\$148,041.71*
<b>Total Page Views: Buy-a-Membership</b>	N/A	14,623	16,080	13,427	22,143	16,158	16,080
<b>Total Form Submissions</b>	N/A	124	122	120	342	70	122
<b>New Memberships**</b>							
PP and PPP Memberships for FY17 CA Fit&Play Memberships beginning for FY18	651	449	384	292	448	213	173
<b>Other Memberships</b>	907	235	253	499	1523	482	504
<b>Total New Memberships</b>	1558	684	637	791	1971	695	677
<b>Cost of New Membership Acquisition</b>							
100%	\$104	\$225	\$237	\$198	\$82	\$213	\$219
90%	\$115	\$250	\$264	\$220	\$91	\$237	\$243
80%	\$130	\$281	\$297	\$247	\$103	\$267	\$273
70%	\$148	\$321	\$339	\$283	\$118	\$305	\$312
60%	\$173	\$374	\$396	\$330	\$137	\$355	\$364
<b>FY17: Average Cost of New Membership Acquisition</b>							
100%	\$197.34						
90%	\$219.27						
80%	\$246.68						
70%	\$281.92						
60%	\$328.90						

1. The cost of new membership acquisition is presented at various percentage rates to analyze effectiveness assuming 100% of new memberships were driven by advertising tactics or 90% of new memberships were driven by advertising tactics or 80%...70%...60%.
2. Total leads does not include those who go directly to the site and purchase a membership or those who call or walk in.
3. In January 2017, changes were made to ColumbiaFit.org to direct people to the Buy a Membership Online Page.
4. As of January 2017, no longer selling Package Plan Memberships.
5. March 2017 ColumbiaFit.org web views and lead submissions also included the numbers from ColumbiaFit.org/golf because most of March's print/direct mail/digital advertising was for golf memberships using the URL ColumbiaFit.org/golf.
6. Projected costs for FY18 will be higher based on extra marketing for the new membership structure.
7. Form submissions are a request to be contacted about membership. People may opt to call, come in person, or purchase a membership online.

\*Includes print, digital, broadcast and social media.

\*\*New memberships include those who have purchased 1Fit, CA Fit&Play, Play, 5Day Golf&Play, 7Day Golf, Golf Fit&Play.

## Membership Market Share (CA Residents Only)

*FY13-FY18 Q3*

Fiscal Year	Columbia Cards A	Columbia Resident Membership B	CA Residential Units C	Market Share (Including Columbia Cards) D=(A+B)/C	Market Share (Excluding Columbia Cards) E=B/C
2013	1,714	14,607	35,439	46.1%	41.2%
2014	1,218	13,311	35,439	41.0%	37.8%
2015	1,903	13,169	35,439	42.5%	38.4%
2016	2,590	13,021	36,171	43.2%	37.4%
2017	3,336	12,743	36,401	44.2%	36.8%
FY 2018 Q1	3,676	12,700	36,401	45.0%	34.9%
FY 2018 Q2	3,751	12,469	36,401	44.6%	34.3%
FY 2018 Q3	3,741	12,315	36,401	44.1%	33.8%

1. “Columbia Resident Membership” (column B) assumes only one membership per household with approximately 34 known exceptions as of FY 2018 Q3.
2. Market share percentages use Columbia housing units as the unit of measure, including housing units of employees. This information is updated by the Howard County Department of Planning and Zoning.
3. Beginning FY 2014, “Columbia Resident Membership” (column B) does not include employee memberships.

# Advertising Tactics

## Print/DM

- Columbia Flier back page and internal ads
- Columbia Flier front page sticky notes
- Howard County Times back page
- Special insert sections in the Columbia Flier, Howard County Times, Laurel Leader, Arbutus Times, Catonsville Times (if ad is membership related)
- Membership direct mail pieces
- Howard Magazine ads (that are membership related and not part of the CA Today insert)
- Activities Guide insertion in Columbia Flier
- Howard County Public Schools student folders and book covers ads
- Howard County Chamber of Commerce's Business Directory and Buyer's Guide 2017 ad for corporate memberships

## TV/Radio

- Comcast television commercial for CA Memberships
- Comcast television commercial for Golf Memberships (through Ho Co Tourism)
- Comcast SportsNet/MASN television commercial for golf
- WYPR Radio

## Email Broadcasts

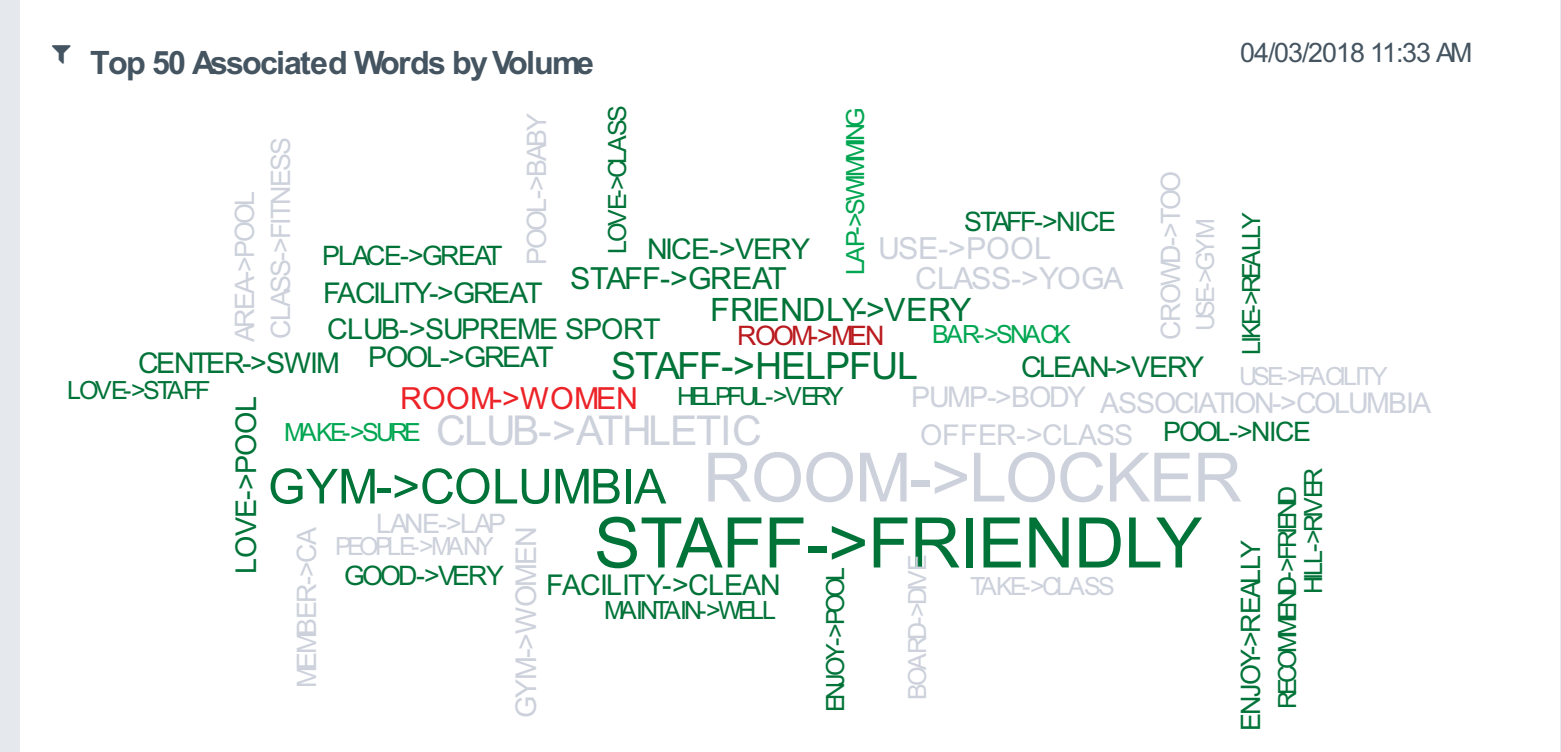
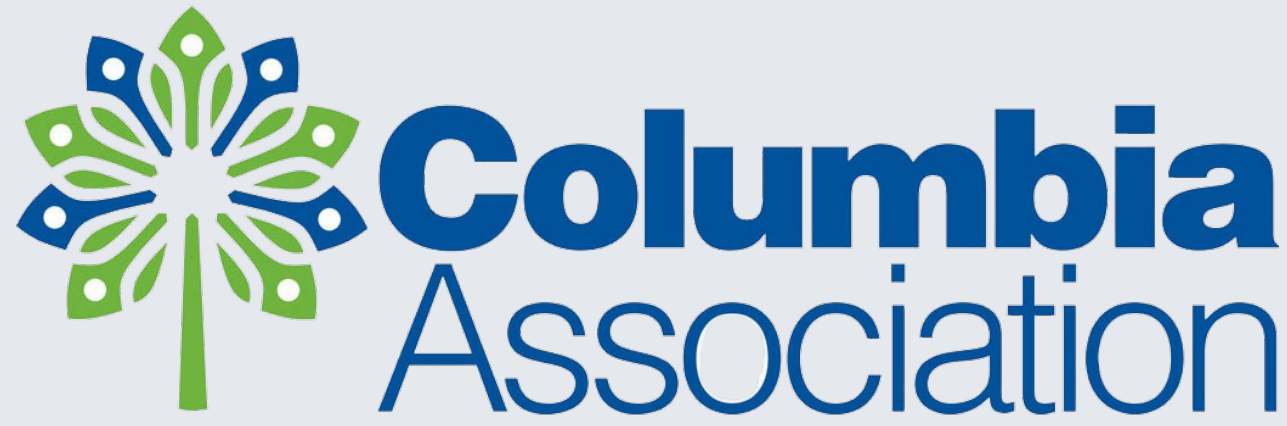
*Purchased lists to specifically targeted audiences.*

## Social Media

*Paid advertising is on Facebook, Twitter, and Instagram.*

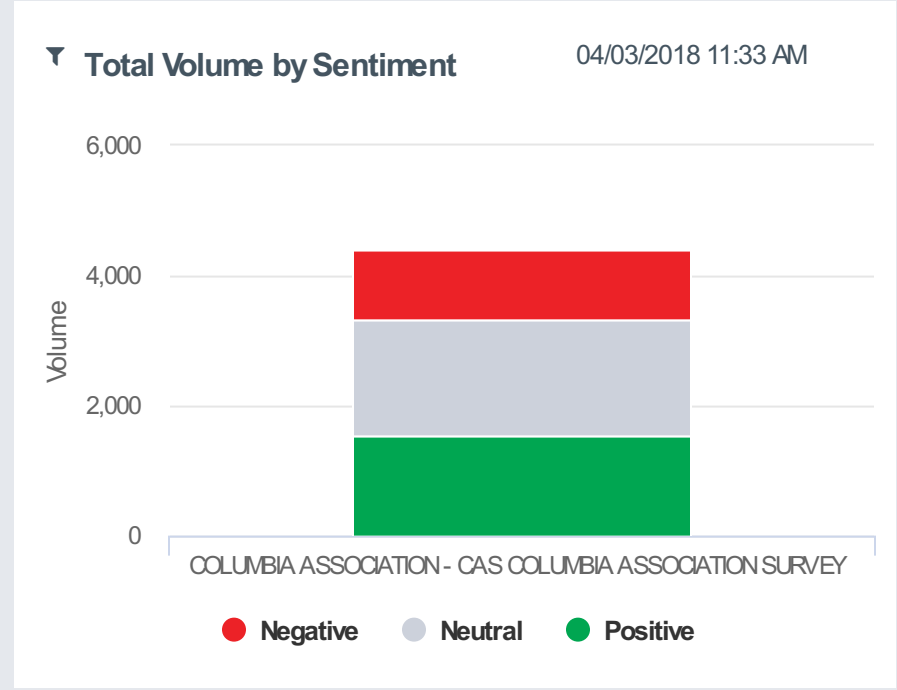
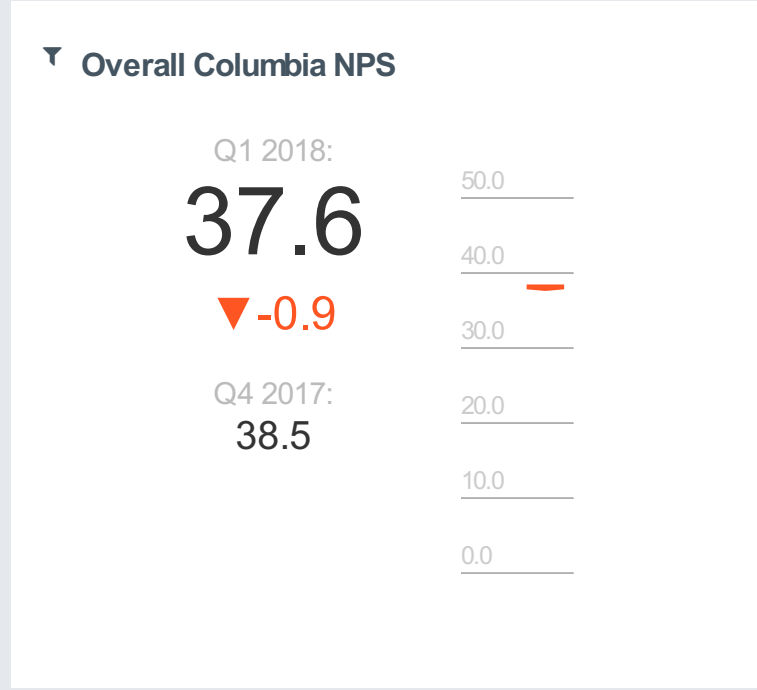
## Online/Digital

- Baltimore Sun/Explore Howard digital ads
- Baltimore Sun ad network digital ads
- Comcast Sports Net/MASN online streaming video and digital ads for golf
- CountySportsZone website ads
- Xfinity.com streaming video and digital ads (part of Comcast Package)
- Comcast spotlight ad network streaming video and digital ads (part of Comcast Package)
- Online Activities Guide
- CBS geo-targeted mobile campaigns



Survey Metrics 04/03/2018 11:33 AM

Attribute Name	Average S...	Volume	Volume %	Sentiment	Sentiment Breakdown
CAR: Staff Satisfaction(15721)	93.25	3126	98.8	0.43	
CAR: Facilities Cleanliness(15252)	89.62	3064	96.84	0.42	
CAR: Facilities Quality(11511)	89.35	3105	98.14	0.43	
CAR: Programs/Classes Satisfac...	89.09	1996	63.08	0.45	
CAR: Columbia Association Satisf...	89.05	3050	96.4	0.43	
CAR: Likely to Recommend	8.13	3121	98.64	0.43	

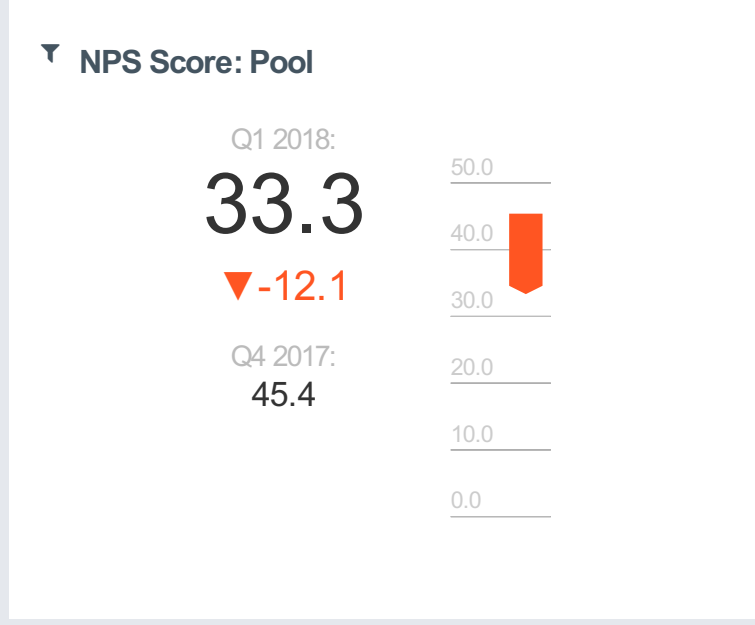


## POOL NPS

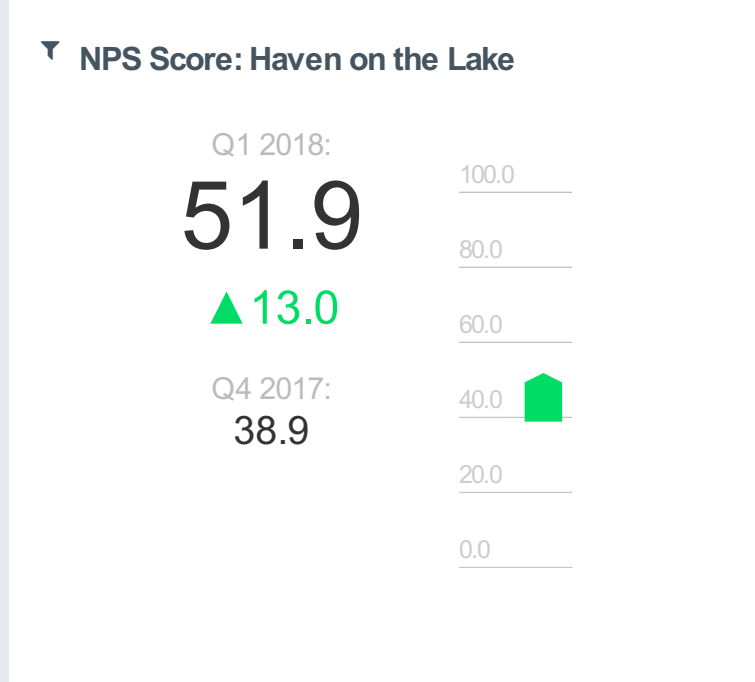
## FITNESS CENTER NPS

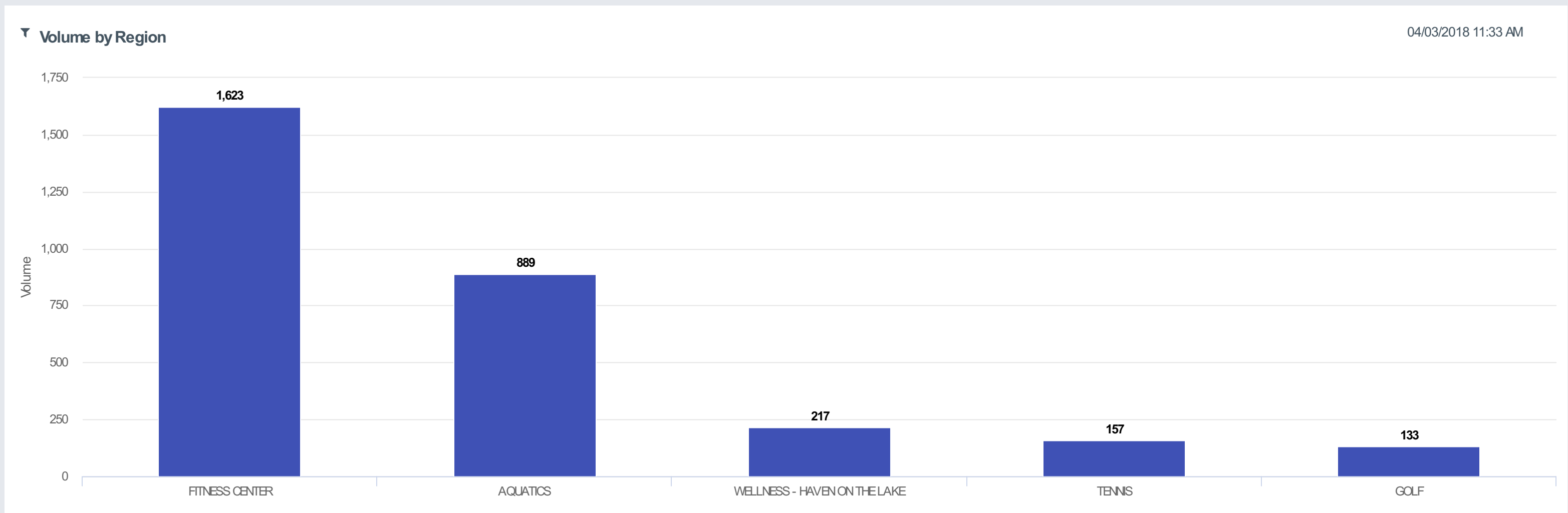
## GOLF NPS

## TENNIS NPS



## Haven on the Lake NPS





Leveraging the LTR question we can identify areas that members **praise** such as:

- Staff:** Members have high praise for the Staff Attitude/Demeanor and Quality
- Haven on the Lake:** Members appreciate the expanding class schedule
- Classes:** Members enjoy the quality and availability of classes in general
- Facility:** Members are encouraged by the updates to the facilities
- Supreme:** Members expressed pleasure with changes at Supreme
- Columbia Gym:** Members praised the friendliness of staff

Leveraging the LTR question we can identify areas that members **want improvements on:**

- All:** Members feel all fees are too high
- Facilities:** Cleanliness is better but can still improve
- Tennis:** Members continue to express extreme dissatisfaction with Owen Brown Bubble
- Locker Rooms:** Members express need for updates at Athletic Club and Columbia Gym
- Swim Center:** Positive feedback on renovation in general but feel women's locker room could be improved
- Classes:** Sentiment that all members should be able to make advance reservations for classes

