

Strategic Plan Progress Report Appendix

Fiscal Year 2018



August, 2018

Introduction

This appendix provides a more detailed listing of a selection of FY18 Columbia Association (CA) activities that helped CA move forward towards meeting our Strategic Plan goals and objectives. Much progress has been made since the Strategic Plan became effective in May 2014. The impact of our efforts to date and in coming years will support our mission of “Working every day in hundreds of ways to make Columbia an even better place to live, work and play” and our vision of “Making Columbia the community of choice — today and for generations to come.”

Goal 1: Deliver programs and services that meet stakeholders’ expectations and enhance the quality of life in Columbia.

Objective A: Provide a wide array of programs and services that meet the needs of Columbia’s diverse community.

- Implemented an Intracultural Conversation on Aging with the Korean Senior Association and Columbia Community Exchange participants.
- Expanded golf programming by introducing a new Junior PGA League and high school golf leagues.
- Added new, innovative tennis programs, such as Tennis Whizz for three and four year olds with a guardian, Play Tennis Fast for new adult players, indoor Pickleball league play and daytime tennis leagues for players who work in the evening or night.
- Created and implemented new, Do-It-Yourself (DIY) birthday party packages to enhance current offerings and attract new consumers.
- Optimal Health for My Baby & Me program offered Health Department EMPOWER scholarships for pre-through post-natal women with health issues. The program includes Haven on the Lake, nutrition education and wellness coaching.
- Added music lessons to enrichment activities offered in the School Age Services program.
- Offered Wilde Lake Tennis Club to Wilde Lake High School for their matches and offered golf course access to community high school golf teams.
- Offered high school basketball training and coaching programs at Columbia Gym.

Objective B: Continue evaluating and adjusting programs and services to meet the changing needs of the entire Columbia community.

- Updated Excite Columbia to a shorter, three-session format to make the educational forum more attractive for residents, based on feedback received.
- The annual New Resident event was combined with an Open House and held at Haven on the Lake, resulting in greater turnout and membership sales.
- Modified intergenerational programming with Teen Center, Library and Bain Center to teach older adults how to better use technology.

- Added Art Classes at Laurel 50+ Center and at the Longwood Senior Center.
- Instituted Monday-through-Friday programming at a single location every day. This included Senior Swim at Hobbit's Glen, Adult Laps at Bryant Woods and Ultimate Recreation Swim at Thunder Hill Pool.
- Added a new ADA wading pool to River Hill Outdoor Pool.
- Fit Beginnings changed its offerings to give those just starting to exercise more one-on-one assistance with a personal trainer.
- Offered specific tennis programs for seniors, including Pickleball.

Objective C: Promote recreation, health, wellness and social connectivity.

- Increased awareness of the Senior Event Shuttle by promoting the service to Vantage House, The Village in Howard, at the 50 Plus Expo and at other older adult-focused outreach.
- Columbia Community Exchange hosted mini workshops, known as skillshare fairs, which are member-led and teach do-it-yourself skills. Several sessions focused on technology and how to use apps.
- Open Space hosted the “Exploring Columbia on Foot” outdoor walk series that provides an opportunity for exercise and highlights interesting environmental and historic information associated with many CA parks and pathways.
- Offered Group Fitness and Personal Training Sampler Sessions at the Fitness Clubs to promote health/wellness and group opportunities in the clubs, personal training programs, and to enhance a sense of belonging among members and non-members interested in club fitness opportunities.
- Personal training partnered with School Age Services to provide fitness programs in the different schools around Columbia.
- Partnered with Howard Community College support of their HCC 5K Challenge to raise money for scholarships while promoting health and wellness to the corporations in the Columbia community.
- Added activities such as table tennis and badminton at Columbia Gym.

Objective D: Create an exceptional customer service experience.

- Leveraged the feedback obtained from the community through the Clarabridge Member Experience Platform to implement changes large and small in our fitness clubs and other sport and fitness facilities to enhance the overall member experience.
- Modified camp offerings based on feedback from parents and youth participants and, as a result, camp enrollment increased.
- CA's Human Resources/Training team delivered Service Excellence classes to over 900 enrollments of team members throughout the year and rolled out Service Excellence Roundtables during this past year.

Goal 2: Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship.

Objective A: Enhance the connectivity, walkability and bikeability of Columbia

- Designed pathway wayfinding signs for Kendall Ridge (19 signs) and for the Lake Elkhorn to Hopewell Pool pathways (seven signs), which will be implemented in early FY19.
- Renovated 18,000 feet (3.4 miles) of pathways Columbia-wide.
- Repaired the Columbia Road pedestrian overpass.
- Continued implementation of "Connecting Columbia, CA's Active Transportation Action Agenda," including major pathway improvements in Wilde Lake and Oakland Mills.

Objective B: Maintain facilities, open spaces, watersheds and environmental stewardship, incorporating innovative technology and conservation practices.

- Installed more than a dozen ENERGY STAR® HVAC units throughout the building portfolio.
- Reduced energy usage intensity by more than 20 percent relative to FY12.
- Undertook major facility renovations that incorporated state-of-the-art energy management techniques.
- Completed three new solar photovoltaic installations on CA property.
- Completed a three-year electricity procurement that included 100% offset with wind credits.
- Continued to replace legacy computer networks with additional ICBN services along with FiOS and Comcast services for pools.
- Implemented the Energy Smart Community program with quarterly energy meetings and support for residents to install solar photovoltaic systems or undertake energy efficiency upgrades.
- Completed maintenance dredging at Wilde Lake.
- Completed stream restoration project at Dobbin Road.
- Successfully partnered with Ecotone Inc. and won a State Highway Association award for major stream restoration project in the villages of Town Center, Wilde Lake and Harpers Choice.

Objective C: Continue to evaluate the needs for facilities to change based on current and future community needs and best practices, and manage community expectations in regard to changes.

- Completed construction of the Long Reach Indoor Tennis Facility.
- Completed major improvements to the Columbia Swim Center including new ADA-compliant locker rooms and upgraded Program Pool HVAC.

- Completed interior renovations at the Fairway Hills Golf course clubhouse, as well as a new Fairway Hills outdoor event staging space.
- Renovated the lower level locker rooms at the Supreme Sports Center to provide a more comfortable and welcoming environment.
- Upgraded a significant portion of fitness equipment at the clubs.
- Began a re-evaluation of the 2014 ADA Accessibility Report to survey additional ADA work completed and reassess priorities regarding future ADA accessibility improvements.

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.

Objective A: Facilitate inclusive processes that develop shared visions and plans for the future of Columbia.

- Implemented the Columbia 50th Birthday celebration. The goals of the event were to generate awareness of Columbia's history and values, serve as a catalyst for imagination, spark innovation in creating community, and promote the original values of Columbia in addressing the needs of people.
- Established a new Climate Change and Sustainability Advisory Committee.

Objective B: Advocate for programs and services that are important to CA residents and customers.

- Joined with the Horizon Foundation and over 30 business, health, environment and transportation organizations, as well as thousands of individuals, to support and advocate for funding and implementation of the Bikeway, a core network of the Bicycle Master Plan, which will create a more bikeable Howard County that can benefit everyone.
- Added information and links to sites pertaining to airport noise to CA's website for residents who wish to participate in conversations with lawmakers.
- Added "Helpful Links for Older Adults" to the CA website.

Objective C: Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia.

- Led HCC's Commission on the Future Sustainability Task Force; coordinated committee meetings from August through December and prepared three recommendations to advance Howard Community College's sustainability position.

- Grants and partnerships continue with the Howard County Community Foundation, the Downtown Partnership, Inner Arbor Trust, Columbia Festival of Arts and other non-profits.
- Sponsored Movie Nights at Merriweather produced by the Downtown Arts and Cultural Commission.
- Held events at the Chrysalis, Merriweather Post Pavilion, Howard Community College and the Villages during the 50th Birthday Celebration.
- Sport and Fitness Department's Community Health division worked with many Howard County organizations on health advocacy including the Health Department, Howard County General Hospital, The Horizon Foundation and the Community Action Council.
- Partnered with the Red Cross to offer Bloodmobile, with Princeton Review to offer SAT prep courses and with HillTop Childcare to offer weekly field trips to facilities.
- Worked closely with Inner Arbor Trust, the Howard County Council, the County Delegation to the General Assembly and Merriweather to draft legislation allowing the Trust and Merriweather to both hold liquor licenses for events in Symphony Woods.
- Completed a joint CA and Howard County Government 700-foot-long stream restoration project at the intersection of Dobbin Road and Oakland Mills Road.

Objective D: Communicate the vision widely and use the vision to promote Columbia as a community of choice.

- CA contracted with national leading website for recruitment (Glassdoor) and developed a "Why Come to Work for CA" video on the Glassdoor website page for CA which highlights the benefits and values of the community and CA.
- CA's Community Building Speakers Series hosted two speakers to address the community on best practices, policies and tools to help older neighborhoods remain attractive and economically vibrant.

Goal 4: Strengthen communication and community engagement in CA.

Objective A: Effectively communicate the programs and services CA has to offer to the community.

- Updated CA Camps website page to make it easier for the community to learn about camp program offerings.
- Added links to "Helpful Resources for Older Adults" on CA's website.
- Sport and Fitness held three open houses to invite the public into our facilities to experience what we have to offer.
- Sport & Fitness used several different avenues such as digital signage, direct mail, social media, event calendars and email blasts to market all the different programs and services to the community.

- Sent a monthly E-Newsletter to Sport and Fitness members, focused on a monthly health topic, shared group fitness, personal training, and community health/wellness news, programs and ongoing events.

Objective B: Demonstrate transparency and openness of information and decision-making processes.

- Provide updates on Older Adult Plan implementation at monthly Senior Advisory Committee.
- Regularly meet with all advisory committees to keep them apprised of our programs and services and to gain their advice and guidance. Meeting notes and agendas posted on CA website.

Objective C: Strengthen partnerships with villages to ensure programs and services are well aligned, effective and efficient.

- Worked with villages on enforcement of architectural covenants and began development of new guidelines regarding installation of accessibility features, such as ramps.
- Worked with villages on planning and implementing programs (art exhibits, informational workshops) for the Columbia 50th Birthday Celebration.
- Met with villages to review benefits and other programs of mutual interest, including introducing Howard County's Department of Health programs to address the opioid crisis and encouraging villages to hold informational meetings on what we all can do.
- Worked with the villages to review and produce a new annual share formula to be used between CA and the 10 village associations.

Objective D: Strengthen processes for gaining community input, evaluating community needs, and involving advisory committees and other stakeholders.

- At the request of community members, convened advisory committee to explore the possibility of developing a Sister City in China.
- The Medical Advisory Board, a group of 17 area medical practitioners, provides guidance for CA programs, particularly for Sport and Fitness Department's Community Health division.
- Continued to expand the use of Clarabridge, the member experience platform, to gain feedback from customers and use that to enhance our facilities and customer service.

Objective E: Strengthen relationships with businesses and other employers to engage their employees in CA programs and services.

- Partnered with Howard County General Hospital on the Dazzle Dash 5K to raise awareness of the services provided by the hospital and CA.
- Worked with Howard County Public School System to provide a special membership offer to the employees of HCPSS through their Employee Incentive Program.

- Continued our partnership with Howard County Tourism to promote CA programs and facilities to both residents and businesses in Howard County through our web pages on their site, and participation in events such as the Golf Expo held in March 2018.
- Continued to promote our facilities and services to the business community. Examples include a full-page advertisement in the *Baltimore Business Journal's* special section in the September 29, 2017 issue, focused on the Howard County business climate. Our advertisement promoted CA's corporate memberships. And a full-page advertisement in the 2018 Howard County Chamber of Commerce's *Business Directory & Buyer's Guide* promoted ways to entertain clients and provide incentives for employees. It mentioned golf, tennis, swimming, mini-golf, fitness clubs and Haven on the Lake. It also promoted group outings, event packages and corporate memberships.
- Discounted corporate membership programs were launched with 12 Howard County businesses.

Goal 5: Demonstrate the practices of a high-performing and responsive organization.

Objective A: Improve CA's governance structure and performance to guide the organization's future.

- Researched commercial covenants in Columbia, explored possible assignment of commercial covenant enforcement authority by HRD to CA, made presentations and recommendations to Board regarding same.
- Implemented the Business/Technology Steering Committee to advise CA's President and provide leadership in strategic business/technology planning, project prioritization/management, and project approval, as well as direction on long-term technology strategies for CA.
- Enhanced annual performance review process to improve on the quality of goal setting tied to CA mission and values.
- HR/Learning and Organizational Development created new online compliance course taken by over 1,400 team members during the year.
- HR/Learning and Organizational Development taught 83 instructor-led courses during the year, including a new Management Essentials Course, a 12-hour course delivered in four modules over a four-week period, designed to improve the management skills of our CA Team Leaders.

Objective B: Maintain strong fiscal discipline, control costs and ensure a high value for CA customers and annual charge payers.

- The Director of Finance/Treasurer undertook a review of CA's banking and cash management processes. The results eliminated four bank accounts (and a corresponding 48 reconciliations, annually) and improved investment earnings while

reducing interest expense based on an actual-to-budget comparison for FY18 through the third quarter.

- The Purchasing team led their colleagues in Sport and Fitness through several procurement processes designed to standardize materials and pricing for snack bar items, towels, uniforms, janitorial supplies and services. The results have been terrific, including improved customer service, as now all items for sale at CA are the same price and quality. Expenses for these items have been reduced; and ease of ordering and stocking has been improved.

Objective C: Provide continuous professional development for staff to ensure high standards of performance.

- The Accounting and Finance team developed and conducted learning sessions for CA managers on the use of Infor reports and other tools to help them better understand their financial statements and manage the finances of their programs and facilities.
- All team members in the Accounting and Finance Division were charged with taking at least one course from CA Learns in FY18 as part of the goal-setting process in their annual reviews.
- Sport and Fitness team members attended conferences this year, including: MACMA, IHRSA, CEO Summit, REX Roundtable, Clarabridge, Tennis Owners/Managers conference, PGA conferences and the International Aquatics Safety School. These were in addition to in-house trainings on SNG, tennis coaching, PT delivery, Birthday Parties and Service Excellence.
- Two of CA's team members graduated from Leadership Howard County's Premier program, and one graduated from the Essentials program.
- Participated in and occupied leadership roles in professional associations, such as Association of Corporate Counsel.
- Planning and Community Affairs staff attended the national conference of the American Planning Association.
- IT Engineers completed certification exams for a wide variety of concentrations, including Amazon Web Services management, Cisco routing/switching and database management.
- HR/Learning & Organizational Development added additional focus on individual and career professional development with over 300 available courses, resulting in over 4,700 unique logins to CA Learns during the year and over 200 online professional development courses completed.

Objective D: Promote innovation in technology and processes to advance efficiency, support communications and deliver value to customers.

- In FY 18, an inter-departmental team led by CA's Director of Finance/Treasurer, implemented Power Plan, a cloud-based budgeting application. The FY 19 and Conditional FY 20 operating and capital budgets were developed using this application. This tool allowed for much more detailed analysis and budget review, and provided

managers with more historical and transactional data within one application for their use as they developed their budgets.

- Under the leadership of CA's Controller, the Accounts Payable team set up a dedicated email address for vendors to submit invoices, electronically. The use of that address is growing, reducing the need to scan, save and shred paper invoices.
- An inter-departmental team co-led by the Director of Community Services and the Vice President/CFO finalized the process and communication materials that will enable School Age Services customers to view their statement electronically and make online payments. Subsequently, School Age Services implemented on-line registration and had appointments for participants to turn in their paperwork for the 2017/2018 school year, which eliminated customers waiting in line outside of headquarters for available spots.
- Implemented a new online reservation system at Hobbit's Glen — Golf Genius.
- Introduced live scoring for tournaments.
- Introduced an online coaching and communication platform in tennis called Tenicity that links the player, coach and parent as part of player development for competitive juniors in the program. Launched PlaySight Smart Court Pro Technology at Long Reach Tennis Club, which can call lines, keep track of the score and be used for coaching.
- Implemented Security Awareness Training program.
- Implemented Data Loss Prevention software.
- HR/Learning and Organizational Development implemented "Webinar Wednesdays," held the last Wednesday of each month, designed for CA team leaders to provide them with the education and tools to perform their jobs at a higher level.