



September 20, 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
Laura Sitler, Chief Marketing Officer
Lynn Schwartz, Director of Finance/Treasurer

Re: Dashboard Metrics

The dashboard for the first quarter of FY 2019 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 July 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 July 31, 2018 This was provided with the FY 19 Q1 financial reports.
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 first quarter of FY 19
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 first quarter of FY 19
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, 2018
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, 2018

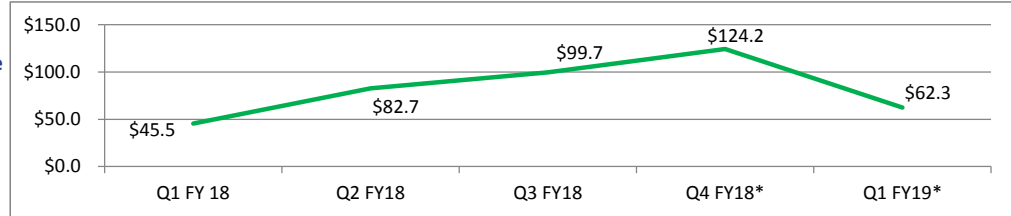
	Metric	Description/Purpose	Data Source	Date of Measurement
7	Return on Investment – Buildings, Major Amenities	To measure and monitor the cost of maintaining CA's major facilities by comparing annual repairs and maintenance costs to revenue and square footage	Infor (Lawson) reports	Actual data through the first quarter of FY 19
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 July 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 July 31, 2018
10	Top 50 Associated Words by Volume	Indicates general satisfaction/dissatisfaction of program and facility users	Clarabridge surveys	Responses as of July 31, 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 July 31, 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 July 31, 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 July 31, 2018
14	NPS – Pools	See above – pools	Clarabridge surveys	Responses as of July 31, 2018
15	NPS – Fitness Clubs	See above – fitness clubs	Clarabridge surveys	Responses as of July 31, 2018
16	NPS – Golf	See above – golf courses	Clarabridge surveys	Responses as of July 31, 2018
17	NPS – Haven on the Lake	See above – Haven on the Lake	Clarabridge surveys	Responses as of July 31, 2018
18	NPS - Tennis	See above – indoor and outdoor tennis	Clarabridge surveys	Responses as of July 31, 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 July 31, 2018

Dashboard - Metrics 1, 3-7

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

METRIC 1

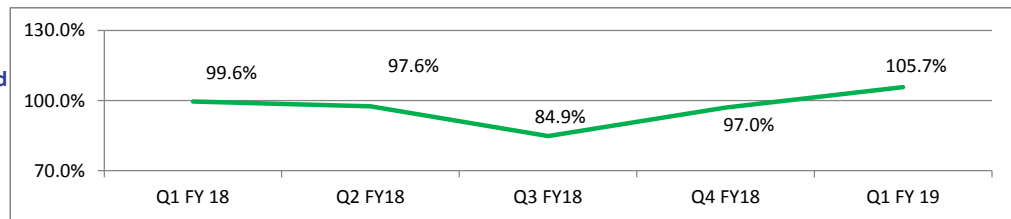
Net Change in Past Due Membership Accounts over 90 Days



*Excludes write-off of balances >120 days in Q4 FY18 and Q1 FY19

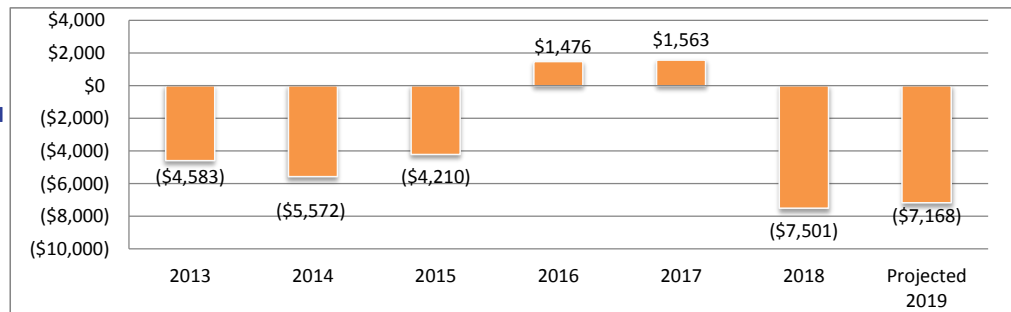
METRIC 3

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)



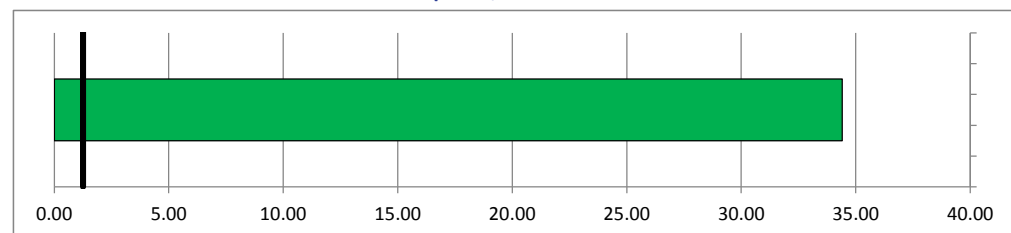
METRIC 5

Audited - As of April 30, 2018

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

\$95,370/\$2,772

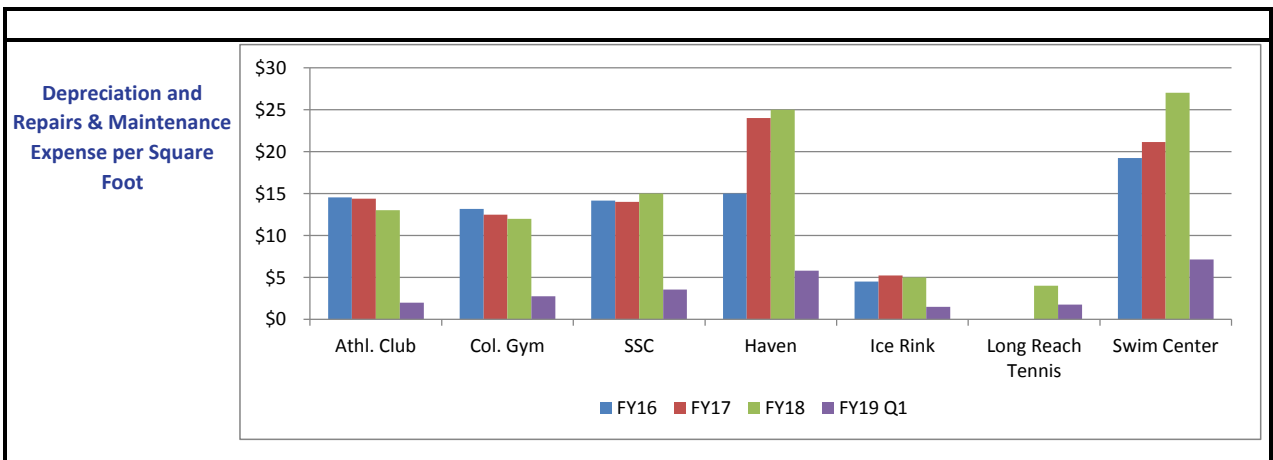
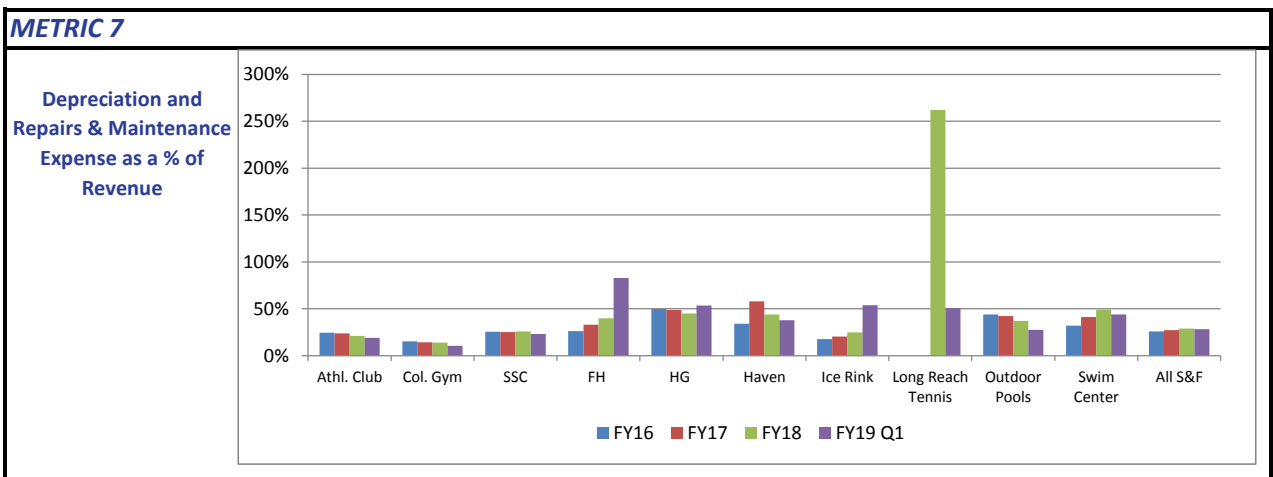
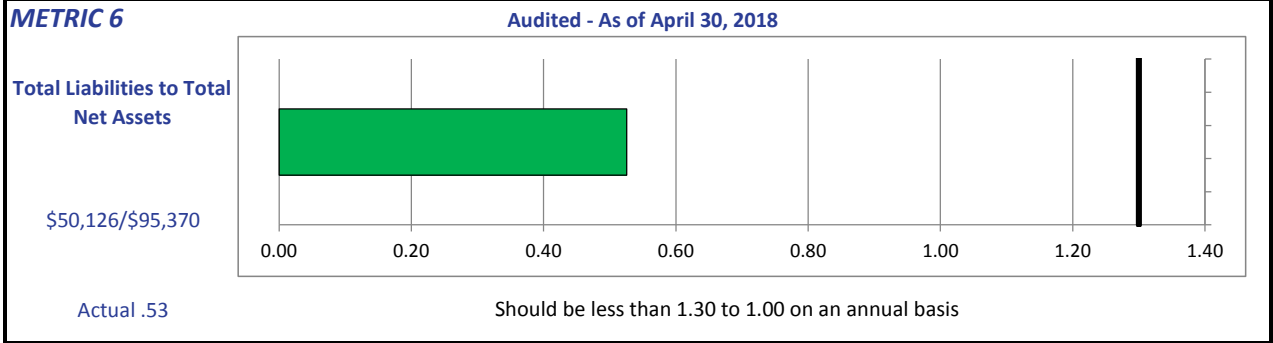
Actual 34.40



Should be greater than 1.25 to 1.00 on an annual basis

Dashboard - Metrics 1, 3-7

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



Advertising Effectiveness Report *FY17, FY18 & FY19*

“New Membership” Acquisition

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

	FY17 Q2	FY17 Q3	FY17 Q4	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4	FY19 Q1
Investment¹	\$153,661	\$151,246	\$156,589	\$162,295	\$148,223	\$148,042	\$136,054	\$74,424
Total Page Views: “Buy-a-Membership”	14,623	16,080	13,427	22,143	16,158	16,080	18,168	23,432
Total Form Submissions	124	122	120	342	70	122	285	229
New Memberships²								
PP and PPP Memberships for FY17 CA Fit&Play Memberships beginning FY18	449	384	292	448	213	173	251	416
Other Memberships	235	253	499	1523	482	504	587	1262
Total New Memberships	684	637	791	1971	695	677	838	1678
Cost of New Membership Acquisition³								
100%	\$225	\$237	\$198	\$82	\$213	\$219	\$162	\$44
90%	\$250	\$264	\$220	\$91	\$237	\$243	\$180	\$49
80%	\$281	\$297	\$247	\$103	\$267	\$273	\$203	\$55
70%	\$321	\$339	\$283	\$118	\$305	\$312	\$232	\$63
60%	\$374	\$396	\$330	\$137	\$355	\$364	\$271	\$74
Average Cost of New Membership Acquisition³			FY17⁴				FY18⁴	
100%			\$170				\$142	
90%			\$189				\$158	
80%			\$212				\$178	
70%			\$243				\$203	
60%			\$283				\$237	

¹Includes print, digital, broadcast and social media.

²New memberships include those who have purchased 1Fit, CA Fit&Play, Play, 5Day Golf&Play, 7Day Golf, GolfFit&Play. Excludes Haven memberships.

³The 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%.

⁴Average cost for full year calculated from quarterly costs.

Membership Market Share (CA Residents Only)

FY13-FY19 Q1

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%
2018	3,745	12,253	36,401	43.9%	33.7%
2019 Q1	4,074	12,239	36,401	44.8%	33.6%

1. “Columbia Resident Membership” (column B) assumes only one membership per household.
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

- 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 (*Ceased after June 2018.*)
- 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 (*Running on sports channels only after May 2018.*)
- Comcast television commercial for Golf Memberships (through Ho Co Tourism) (*Ceased after April 2018.*)
- Comcast SportsNet/MASN television commercial for golf (*Ceased after April 2018.*)

Email Broadcasts

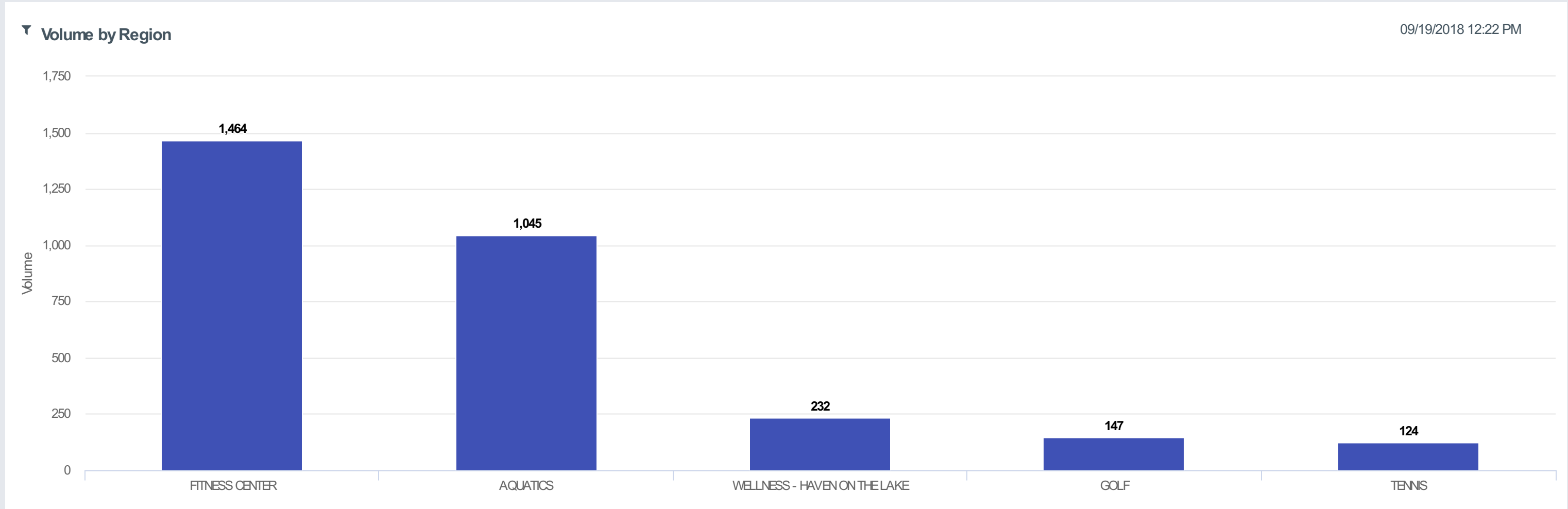
- Purchased lists to specifically targeted audiences.

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 (*Ceased after April 2018.*)
- 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
- Baltimore Sun pre-roll streaming video (*Started May 2018.*)



Quarter over Quarter Takeaways:

- Overall:** NPS overall rebounded with a slight increase after the initial drop due to the Athletic Club closure
- Overall:** Sentiment of conversations rose from .17 to .30
- Overall:** Residents had a higher NPS (32) vs non-residents (28), but both were improved over last quarter
- Overall:** Cost & Value share of voice decreased from 12.6% to 7.4%. The decrease was seen in both resident and non-resident groups
- Haven on the Lake:** NPS increased 12 points after resolving feedback regarding cleanliness from previous survey
- Hobbit's Glen/Fairway Hills:** Combined NPS decreased from 40 to 7 as a result of flood damage at FH and winter kill at HG
- Supreme:** Sentiment regarding facility satisfaction, maintenance and upkeep improved although there were still comments with regards to crowds
- Columbia Gym:** Crowding share of voice held steady, while the volume of most other topics decreased
- Tennis:** NPS rose from 5.8 to 45.5 with the opening of the Long Reach Tennis Club

