



SENIOR  
LEADERSHIP  
TEAM

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

**Susan Krabbe**  
Vice President/  
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Director of  
Sport and Fitness

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**Dennis Matthey**  
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**Ron Meliker**  
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**Michelle Miller**  
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**Laura Sitler**  
Chief Marketing  
Officer

**Chuck Thompson**  
Chief Information  
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**Jackie Tuma**  
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## February 2019

### ***Office of the President/CEO***

The President/CEO continues his work on the Spending Affordability Advisory Committee (SAAC). He was asked to serve as a member of the SAAC report drafting group, which is tasked with producing the final report that will be presented to the County Executive.

The President/CEO provided welcoming remarks at the Black History Month Program entitled “New Town Entrepreneurship: Early Black Owned Businesses in Columbia, 1967-1977.” Additional information on the event may be found in the *Community Services* section of this report on page 4.

The President/CEO spoke to the Columbia-Patuxent Rotary Club on 22 February. His presentation focused on CA’s recent accomplishments, such as the report from the Millennials Work Group, CA’s newest sister city, and capital projects (Long Reach Tennis Club, and renovations of the Swim Center and Athletic Club) and upcoming challenges such as serving the needs of a demographically changing community and managing an aging infrastructure.

The President/CEO attended the retirement dinner for former Howard County Chief of Police Gary Gardner. Mr. Matthews gave Chief Gardner a plaque thanking him for his 35 years of service to Columbia and greater Howard County.

The President/CEO was extended an invitation to attend the Lunar New Year Celebration on 23 February at Clarksville Commons and will be one of several guests providing brief remarks. The event celebrates holiday traditions and culture and is sponsored by the Howard County Chinese School and Howard County Chinese Cultural Center.

### ***Sport and Fitness***

#### **Highlights**

Sean Gilliland, certified golf course superintendent (CGCS), joined Columbia Association as Director of Golf Maintenance. Mr. Gilliland, a former All-American golfer from Texas A&M University, was previously with the Stonetree Golf Club in central Texas, Lakewood County Club in Dallas, and the Riverhill Country Club in Kerrville, Texas. Mr. Gilliland succeeds Nick Mooneyhan, who joined the Open Space and Facility Services Department as operations manager.

## ***Sport and Fitness (Cont'd)***

TRIBE Team Training officially launched at the Athletic Club and Supreme Sports Club. TRIBE Team Training is a progressive, small group training that promotes getting results as a group. The programs include TRIBE Core, TRIBE Life and TRIBE Fit, all with varying levels of intensity and focus.

Tennis participation continues to increase, with January setting a record for random court time usage of the indoor tennis courts. With Long Reach Tennis Club rapidly approaching its one-year anniversary, we foresee this upward trend in participation continuing.

### **Challenges**

The annual surge of class participation in January strained our class registration system. The strain impacted both members attempting to use the app and staff within the facility registering members on site and over the phone. Staff worked with the vendor to find a resolution and were able to mitigate the issue.

### **Opportunities**

Architects are designing Phase I of the Supreme Sports Club renovation. Phase I will include the upstairs shower areas in both locker rooms and the pool. Drawings will be finalized over the next few months in preparation for an early summer start of construction.

## ***Planning and Community Affairs***

### **Highlights**

The Strategic Plan development process is underway, with consultant expertise being provided by Griff Strategic Leadership. The consultant and his team have completed the Assessment of CA's FY 15 through FY 19 Strategic Plan, and are finishing up the information gathering and analysis portion of the multiphase project. They have conducted interviews, surveys (a total of 2,622 survey responses) and focus groups to gather perspectives from CA's Board of Directors, CA's team members, and community stakeholders. Work is underway to analyze responses and to identify strategic issues.

### **Challenges**

To complete the Strategic Plan by the end of April 2019, the consultant and his team, the Senior Leadership Team, and the Board must work cooperatively over the next two months. Work with the Board and Senior Leadership Team is planned for March to hone the strategic issues, and begin to define goals, action steps and key metrics by which CA will be able to measure success. Afterward, the consultant and his team will develop a draft plan and review it with the Board and the Senior Leadership Team in early April. The goal is by the end of April, the Board will approve the final version of the new CA Strategic Plan for FY 20 through FY 24.

### **Opportunities**

This spring, with the help of volunteers, Planning and Community Affairs will again undertake pedestrian and cyclist counts around Columbia. Given recent investments, including the Cross Columbia Trail and the bridge over US 29, we are changing some of the count locations. Additionally, funds from a grant from the State of Maryland to Howard County will be used to

purchase electric counters, some of which we are seeking to have installed along Columbia pathways.

## ***Open Space and Facility Services***

### **Community Improvement and Capital Projects**

#### **Highlights**

Waiting Springs Pond repairs, which were funded jointly with Howard County, are nearing completion. The Jeffers Hill Community Center roof project is complete. Design and permitting requirements are underway for Phase 3 at the Ice Rink, Horse Farm Phase 2, Columbia Gym exterior improvements, and Supreme Sports Club Phase 1 improvements.

#### **Challenges**

Higher-than-average rainfall totals are negatively impacting outdoor construction-related activities and completion schedules.

#### **Opportunities**

Staff is continuing to move long term structural maintenance responsibilities associated with CA's pond inventory to Howard County.

### **Energy Management**

#### **Highlights**

Clean Energy Infrastructure - The installation of a 40kW solar photovoltaic system at Columbia Athletic Club has commenced, with completion expected at the end of the month. An exterior lighting update to LED fixtures was completed at the Other Barn.

Community Engagement - Planning continued for a community energy meeting scheduled for 28 February at the Owen Brown Community Center. An energy efficiency presentation was given on 7 February to the "Village in Howard" organization supporting older adults and aging in place needs.

### **Watershed Management and Open Space Enhancements**

#### **Highlights**

Drawings for bioretention facilities in open space adjacent to Lake Elkhorn and adjacent to Faulkner Ridge Circle have been completed. Construction has been scheduled for a bioswale in open space below the Deering Woods Homeowners Association, and the repair of Weirs 2 and 3 above Jackson Pond.

#### **Challenges**

Weather and permitting issues continue to extend project timelines.

#### **Opportunities**

CA has issued an RFP for the creation of stream restoration mitigation banks. The firm or firms receiving the contract will request easements in open space that would allow the construction of

stream restoration projects that would create mitigation credits and the sale of the credits to fund the costs of the restoration projects.

## ***Community Services***

### **Highlights**

The Volunteer Center Serving Howard County, in collaboration with the Howard County Dr. Martin Luther King, Jr. Holiday Commission, facilitated volunteer opportunities throughout Howard County on 21 January. The Center reported that 328 volunteers served 618 hours, collecting more than 6000 pounds of food and diapers for the Howard County Food Bank; clipped and sorted more than \$6,000 in coupons for military personnel; created 183 small crafts for seniors; and colorized 107 recipe cards.

The Volunteer Center Serving Howard County hosted the Taproot Foundation at its 12 February Roundtable. The Foundation helps nonprofits and social change organizations solve challenges with the support of skilled volunteers sharing their expertise pro bono.

Lela J. Sewell-Williams, manager of the Columbia Archives, has served for eight years as the volunteer archivist for the International Association for Blacks in Dance (IABD). On 23-27 January she attended the IABD's 31st annual conference and festival held in Dayton, Ohio.

Ms. Sewell-Williams served as the moderator for the opening plenary session in which she interviewed the leadership of the five founding organizations of IABD. Also, during the conference, she conducted an oral history interview with legendary dance artist John Parks. IABD preserves and promotes dance by people of African ancestry or origin, and assists and increases opportunities for artists in advocacy, audience development, education, funding, networking, performance, philosophical dialogue, and touring.

The Camps Program held an Open Hire Event on 19 January to attract applicants to work in the camps this summer. Approximately 25 individuals attended this event and several of them have been hired.

The Youth and Teen Center (YTC) has been invited to make a presentation about the YTC to principals in schools in the Oakland Mills community. Safire Windley, youth program coordinator, is coordinating the effort with Dr. Fink, principal at Oakland Mills High School.

In partnership with the Howard County Public School System, Columbia Art Center hosted its annual theme youth art show 5-30 January. The 2019 theme was "Hello I am..." and the show featured more than 300 artworks created by students in grades 1 through 12. A reception was held on 9 January with more than 250 people (students and their families) attending.

In collaboration with Haven on the Lake, Columbia Art Center hosted a paint night on 18 January at Haven on the Lake with 15 participants. The event was the first collaboration between these two CA facilities. Attendees had fun creating a painting with the guidance of a Columbia Art Center instructor, followed by the opportunity to enjoy the amenities at Haven on the Lake.

Columbia Archives hosted its inaugural Black History Month Program entitled “New Town Entrepreneurship: Early Black Owned Businesses in Columbia, 1967-1977.” The event took place on 11 February at Slayton House. The evening included a presentation featuring archival materials maintained within Columbia Archives, which featured early black owned businesses in Columbia, followed by a panel discussion composed of local, county, regional and national business representatives.

### Challenges

Columbia Art Center is exploring ways to enhance its exterior with expanded directional signage. This step will help Columbia Art Center to maintain an inviting atmosphere for students and other visitors while the Long Reach Village progresses through its redevelopment process.

### Opportunities

Columbia Art Center will display its first all fiber exhibition entitled “Fiber Focus: The Artful World of Fabric and Textiles.” The show, which runs 9-28 February, features 12 fiber artists based in Howard County.

Columbia Community Exchange time bank will hold a Skill Share Fair in collaboration with Transition Howard County’s Repair Cafe on 2 March, 1-4pm at The Barn in Oakland Mills Village Center. The skill share presentations will feature quick, teachable, do-it-yourself skills such as minor home repair and sewing skills. The Repair Cafe will offer repairs on many items, such as lamps, vacuum cleaners, clocks, clothing and jewelry.

Columbia Art Center Galleries will host “Visionary Women: The Journey - Art About Women, By Women,” 8-31 March. This special art exhibit will celebrate the talents and art of Howard County women during National Women’s History Month. International Women’s Day, 8 March, has been chosen as the focal point of the observance in Columbia Art Center Galleries. A reception will be held on Friday, 8 March at 6pm. Howard County Councilwoman Christiana Mercer Rigby of District 3 will speak at 6:30pm. Robin Holliday, owner and curator of Horse Spirit Arts Gallery, will present juror awards at 6:45pm. The reception is free of charge and open to the community.

As part of this celebration for National Women’s History Month, Columbia Art Center is collaborating with Columbia Archives for a panel discussion on Sunday, 17 March, 2-4pm. The free presentation will feature women professionals representing the visual, literary, and performing arts. Lela J. Sewell-Williams, manager of the Columbia Archives, will serve as the moderator for the panel discussion.

International Exchange and Multicultural Programs will hold its *2nd Explore Columbia’s Sister Cities* event on Sunday, 24 March from 1- 5pm, at the Mall in Columbia in the Lord & Taylor Court. The community is invited to an afternoon of music and dance performances, as well as a drum circle. Table displays will feature information and opportunities with Columbia’s five sister cities — Cap-Haitien, Haiti; Cergy-Pontoise, France; Liyang, China; Tema, Ghana; and Tres Cantos, Spain. This is the second year the Mall in Columbia has sponsored the event.

## ***Communications and Marketing***

### **Highlights**

Communications & Marketing (C&M) provided support for Columbia Archives' inaugural Black History Month program titled "New Town Entrepreneurship: Early Black-Owned Businesses in Columbia" on 11 February. Promotions and communications were disseminated via CA's website, social media (including a Facebook Live event on 31 January), digital signage, e-newsletters, targeted emails and more.

Following an extensive RFP process, Marketing began working with a new media agency, GKV, in January. GKV will be focused on strategy, media planning and media buying for CA, Haven on the Lake, and golf memberships, in addition to helping drive engagement with the community.

Advertising campaigns that were implemented during this time period included a focus on promoting summer camps as well as Haven on the Lake memberships, targeting visitors to competing yoga studios within a 10-mile radius with a special offer for classes. Additionally, a social media campaign for Haven on the Lake called "Yoga Pose of the Week" was launched. Each week, a yoga teacher shows how to do a particular pose (via a recorded video). The poses are inspired by a monthly theme. For instance, February focuses on heart-opening poses.

The digital marketing team continues to show lead generation growth year over year. Digital leads grew 129% from mid-January through mid-February compared to a year ago. The efforts are helping to contribute to the strong sales growth we are seeing in memberships.

### **Challenges**

It has been challenging tracking lead data and being able to measure exactly from which channel a lead was sourced. The team is setting up unique tracking modules and, through the use of Google Analytics, we should be able to account for leads coming from social media, pay-per-click advertising, e-blasts, etc. We are currently testing this tracking system so we can have better measurement of which channels are most effective.

### **Opportunities**

CA will be driving more traffic and leads to our clubs through increased digital advertising starting the second week in February. We previously placed media through *The Baltimore Sun* utilizing a number of channels that were geo-targeted. We will increase the reach and frequency of advertising with our new partner agency.

### **CA in the News**

Recent coverage in the media included an article in Howard Magazine about diversity in Howard County, with a quote from CA President/CEO Milton W. Matthews. Several villages distributed information in their newsletters and on social media about CA events, including the information sessions for prospective CA Board candidates.

## ***Thought of the Month***

"There is nothing so dangerous as sitting still."  
~ Willa Cather, Writer