



SENIOR
LEADERSHIP
TEAM

Milton W. Matthews
President/
Chief Executive
Officer

Susan Krabbe
Vice President/
Chief Financial Officer

Dan Burns
Director of
Sport and Fitness

Sheri Fanaroff
General Counsel

Janet Loughran
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to the President/CEO

Dennis Matthey
Director of Open Space
and Facility Services

Monica McMellon-Ajayi
Director of
Human Resources

Michelle Miller
Director of
Community Services

Kristin Russell
Director of Planning
and Community Affairs

Laura Sittler
Chief Marketing
Officer

Chuck Thompson
Chief Information
Officer

Jackie Tuma
Director of
Internal Audit

January 2020

Office of the President/CEO

Howard Community College (HCC) was one of six institutions named as winners of the 2019 Malcolm Baldrige National Quality Award. The Baldrige Award is the nation's only presidential award for performance excellence, and recognizes U.S. organizations and businesses that have shown an unceasing drive for innovative solutions to complex challenges, visionary leadership, and operational excellence. HCC, which won in the category of education, and the other five institutions, which won in the categories of health care and nonprofits, will receive their award on 24 March 2020 during the Baldrige Program's 32nd Annual Quest for Excellence® Conference at National Harbor.

The President/CEO is continuing his service as a member of the Spending Affordability Advisory Committee (SAAC), which began meeting this month. The SAAC will make its recommendations to the County Executive by 1 March 2020.

The President/CEO attended a leadership seminar entitled "Together We Soar: A Conversation about Leadership with Paul Schmitz" sponsored by the Howard County Public Library System on 9 January.

Downtown Columbia Partnership reported much success in its "December in Downtown Columbia" marketing campaign, which consisted of radio spots, post cards, and social media outreach. The Festive Fridays/Transportation Demand Management Plan (TDMP) events were also well-attended.

Howard County Economic Development Authority (HCEDA) announced the appointment of Chuck Bubeck as Executive Director of the Innovation Center located on Columbia Gateway Drive.

HCEDA also hosted a Friendship Exchange City Event with the mayor and a delegation of city council members, officers, and staff from Namyangju City, Republic of Korea in November 2019. Among the attendees were representatives from Columbia Association's International and Multi-Cultural Exchange Program.

Department of Administrative Services

Highlights

Accounting/Finance

The Accounting/Finance team led the production of the proposed FY 2021 and conditional FY 2022 draft operating and capital budgets, resulting in its

Accounting/Finance (cont'd)

distribution to Columbia Association's (CA) Board of Directors and Village Community Associations on 20 December 2019, as scheduled. A great deal of effort went into this budget preparation on the "front end," resulting in a budget document that is thoughtful, complete and consistent with CA's new strategic plan.

Payroll

W-2 forms were distributed electronically for the first time to current team members and anyone who worked for CA during calendar year 2019. The electronic distribution will provide some postage cost savings and enhanced team member service, as the forms were available much earlier than in previous years when they were distributed only via U.S. mail.

Purchasing

The Purchasing Division developed and implemented a purchasing training program in accordance with the organizational requirement to provide team members with purchasing responsibilities ongoing formal training on the purchasing policies and procedures. The training program consists of two parts – a comprehensive, digital learning module and an in-person training forum. The digital learning module component was designed and developed collaboratively by the Purchasing and Learning and Organizational Development Divisions, and was rolled out through the Dayforce Learning Management System to approximately 250 team members throughout CA. The second portion of the training, the Purchasing Training Forum, was an opportunity for team members with purchasing responsibilities to have an in-depth discussion of the purchasing policies and procedures that impact their work on a daily basis.

The Director of Purchasing continues to provide direct oversight of and contract administration services to the Construction Division, including hands-on training for the new contract administrator in that division.

Department of Sport and Fitness

Highlights

Belinda Bryant has been named General Manager of the SportsPark. Ms. Bryant has a Bachelor's degree in Recreation Management, with a concentration in facility management, program development, business management and marketing from the University of Maryland College Park, and has more than ten years of experience in the sports, recreation, and fitness industry. Prior to joining CA, she served as the General Manager for Sofive Soccer Center in Columbia, MD.

Group Fitness

Columbia Gym and Supreme Sports Club introduced a new class, "BodyCombat" in January. BodyCombat is a high energy group fitness martial arts class with moves from karate, tae kwon do, boxing and more, with no contact and no equipment.

Personal Training

The first full year of TRIBE Team Training ended on 21 December 2019 and was the most successful small group training program offered by CA. Season 7, the last of the year, was the biggest season to date, with a combined total of 176 participants from the Athletic Club and Supreme Sports Club.

Department of Open Space and Facility Services

Community Improvement and Capital Projects

Highlights

The following construction related activities have been completed since the last President's Report: Family Life Center interior finish upgrades, replacement of the major HVAC unit serving the pool at the Athletic Club, and replacement of bridge 07 in Owen Brown.

Construction projects currently underway include Horse Center shavings and manure structures, Kahler Hall interior finishes upgrades, Slayton House theatre renovations and sound systems upgrades, Columbia Gym Cycling Studio and TRIBE Studio development, Stonehouse roof replacement, and the Claret Hall Banquet Room flooring and sound panel installations.

Projects in design for construction later this year include Supreme Sports Club Phase III; pathways in Symphony Woods; wading pool and bathhouse renovations at Clemens Crossing; bathhouse improvements at the Dickinson, Running Brook, Faulkner Ridge, and Thunder Hill outdoor pools; and the second Long Reach Tennis Club solar array.

Challenges

Overall construction activity in the greater Baltimore Washington region continues to absorb more contractor resources than are available, increasing the cost of work and extending construction timelines.

Open Space Operations

Highlights

Open Space Operations is creating a formalized inspection process utilizing a cloud based workflow automation platform entitled Smartsheet. The new inspection program will allow better tracking of historical data and ongoing maintenance issues, and will facilitate a proactive approach to the management of open space. The Open Space team is also working on an overall formalized set of open space maintenance standards covering pathways, bridges, tot lots, plazas, signage, flower beds and other open space assets, which will be formalized over the next several months.

Challenges

The Open Space Operations team is actively recruiting candidates for four vacant positions in a very competitive job market.

Opportunities

The lack of snow and ice has allowed crews to focus on pathway pruning, litter clean up, and bench refurbishing. Open Space Management is continuing to leverage technology to improve operations via the new work order system, inspection program, and task tracking.

Watershed Management and Open Space Enhancements

Highlights

Completed stream stabilization at bridge 24 in Long Reach.

Challenges

Maryland Department of the Environment permit approval associated with repairs to the berm on the north side of the Lake Elkhorn Forebay has taken longer than expected, pushing the start of work to early 2020.

Energy Management

Highlights

Several HVAC renovation projects were completed or initiated since the last report. High efficiency Energy Star HVAC equipment was installed at the River Hill Meeting Room, the Columbia Gym, and the Columbia Athletic Club - including a large dehumidification unit for the therapy pool. A building-wide HVAC renovation was initiated at Claret Hall which is expected to be completed in January. As for lighting projects, an exterior LED upgrade was completed at Jeffers Hill Meeting Room.

Opportunities

CA continues to explore opportunities for collaboration on energy projects with Howard County and Baltimore Gas & Electric (BGE).

Department of Community Services

Highlights

Volunteer Center Serving Howard County

On 10 December 2019, Volunteer Center Serving Howard County hosted a roundtable with representatives from Howard County Public Schools (HCPSS), Howard Community College, and Howard County's Community Services Division to discuss the differences between volunteering as "service learning," "court-ordered community service," and "community volunteering." More than 25 attendees from partner organizations participated. The main points emerging from the roundtable were (i) all service learning opportunities must be connected to the schools' curriculum and (ii) anyone in need of court-ordered community service hours needs to be directed to the Serenity Center for processing. HCPSS does encourage community volunteering through its clubs and honor societies.

VolunteerHoward.org serves as a resource. This program was recorded and can be found at <https://www.volunteerhoward.org/Video-Library>

In 2019, VolunteerHoward.org registered 1,838 new potential volunteers and confirmed/verified more than 3,236 service hours.

Volunteer Center Serving Howard County has received feedback from a volunteer for "Volunteer Leader Training" held in December 2019: *"This training was invaluable. Pam (Pamela Simonson, Executive Director) provided specific information pertinent to my needs and goals as an aspiring volunteer. The training material included both general guidelines on volunteering teams and insights about specific organizations. It was a great start to this phase of my volunteering."*

On Monday, 20 January 2020, Volunteer Center Serving Howard County, in collaboration with Howard County's Dr. Martin Luther King Jr. Holiday Commission, participated in a Day of Service at the Ascend One Building by hosting several on-site service opportunities.

Youth and Teen Center (YTC)

Safire Windley, Youth and Teen Center Program Coordinator, and three youth volunteers participated in Howard County's "Champions of Change" Networking event hosted by the Office of the Local Children's Board Department of Community Resources and Services. Information about YTC was shared with over 200 registrants. Ms. Windley and the Teen Advisory Committee members were invited to attend the "Champions of Change" conference in December where they attended workshops on crisis response, racial equity, collective impact, trauma informed care and community engagement.

Columbia Art Center

Columbia Art Center hosted a tour and meeting with the Korean American Senior Association (KASA) in December. Michelle Miller, Director of Community Services, facilitated the meeting. with support from



Columbia Art Center's manager, Liz Henzey. Discussion focused on potential collaborations between KASA and Columbia Art Center regarding art and literature workshops, classes, intergenerational programs, and lecture programs. The group also toured Stonehouse as a possible future meeting venue.

Columbia Art Center Galleries hosted a reception on 14 January 2020 for its annual theme partnership show with Howard County Public School System. This year's theme for the show is *Art Ed Matters: A Graphic Design Challenge*. Secondary school students were asked to design posters that visually communicate and advocate for the behaviors and understandings supported through a visual arts education. The exhibit runs through 31 January.

Columbia Art Center Youth Department participated in the Dr. Martin Luther King, Jr. Day of Service on 20 January with small craft projects and thank you cards for veterans.

Opportunities

On Wednesday, 22 January, the Youth and Teen Center and Howard County Police Department will host a Community Iron Chef competition at the Oakland Mills Interfaith Center from 4-6pm. The event will pair six teams, consisting of police officers and youth, teaming up to be crowned Top Chefs. Local chefs have been invited to serve as judges and local officials invited as guests.

Department of Communications and Marketing

Columbia Association would like to thank Laura Sitler for her many accomplishments as CA's first Chief Marketing Officer (CMO). While here, Laura's efforts and leadership positioned CA to successfully reach its digital community outreach goals for the future. She led the initiatives to make CA's website user friendly and appealing, and was a key contributor in the project to update CA's strategic plan.

The recruitment process to name a new Chief Marketing Officer is underway. During this time, Paul Gleichauf has been named Interim CMO.

Highlights

In early January, Columbia Association launched the new "Live Life Larger" brand campaign. The goal is to increase awareness about CA and the many ways people can get involved in the community through CA's sport and fitness amenities and community services. This campaign is being supported with efforts across multiple platforms, including digital banner ads, email blasts, social media, print ads in the Baltimore Sun Howard Zone, displays at The Mall in Columbia, television commercials airing on Comcast and Verizon, advertisements on Connected TVs in Howard County, radio spots on Pandora and Spotify, and other avenues for communications and marketing.

We are continuing to run lead generation ads — focusing on the monthly special offers for CA and Haven on the Lake — simultaneously with the brand campaign ads through digital banner ads, email blasts and social media. For the month of December, the ads generated 716 clicks and 500 landing page visits for CA, and 403 clicks and 336 landing page views for Haven.

Website traffic for ColumbiaAssociation.org continues to grow. During the month of December, CA's website had an overall increase in traffic year over year of 3.64% with all users, 15.3% with new users. When compared to the previous month, CA's website traffic grew 14.43% with all users and 17.66% with new users.

Haven on the Lake's website traffic saw an overall increase as well. When compared to the previous month, Haven's web traffic grew by 4.2% with all users and 6.71% with new users. There was also an increase in web leads for Haven memberships, growing 2.83% with all users and 24.22% with new users.



Communications and Marketing also worked with Human Resources to integrate the webpage for CA's job opportunities with CA's new Human Resources Information System. In addition to streamlining the process for applicants, this will also save time for team members involved in hiring.

Challenges

The department will continue to work in 2020 to improve search engine optimization on Columbia Association's website, which will help improve the overall performance and address the highest-driving lead traffic.

For more than three weeks from December into January, technical issues with Google Analytics meant that the service was unable to capture age and gender information. That missing information has not been repopulated; we will need to remain aware of this past issue when conducting analyses in the future.

CA in the News

Recent coverage in the media included an award and several honorable mentions for CA facilities and staff in *Howard Magazine's* "Best of Howard County 2019"; and mentions of several CA events in the *Columbia Flier*, *Columbia Patch*, and *Howard Magazine*.

Thought of the Month

*"Maybe this year, to balance the list, we ought to walk through the rooms of our lives -
Not looking for flaws, but potential."*

Ellen Goodman
Journalist, Columnist, and Pulitzer Prize Winner (Commentary-1980)