



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

Paul Gleichauf
Acting Chief
Marketing Officer

Janet Loughran
Executive Assistant
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

Chuck Thompson
Chief Information
Officer

Jackie Tuma
Director of
Internal Audit

May 2020

Office of the President/CEO

The President/CEO was a panelist on a webinar entitled “Preparing to Open: Facilities Management” sponsored by the Howard County Chamber. The President/CEO joined three other panelists representing the construction industry and commercial properties, including office, retail, and residential. Topics discussed included social distancing and congestion, flexible work strategies, building sanitation, and facility manager checklist.

The President/CEO attended two other webinars sponsored by the Chamber – the annual legislative update held on 30 April and a briefing from Tom Barkin, President and Chief Executive Officer, Federal Reserve Bank of Richmond entitled “COVID-19 Briefing: Regional Business Conditions and Long-Term Recovery” on 6 May.

The President/CEO continues to participate in the County Executive’s weekly *Economic and Business Update* conference call. Among the participants on the call are representatives from Howard County government, Howard County Chamber, Tourism, Economic Development Authority, The Mall in Columbia, Downtown Columbia Partnership, Maryland Retail Merchants Association, and Ellicott City Partnership. This call has been especially informative since Governor Hogan’s lifting of the “Stay at Home” order and the limited reopening of the State, and County Executive Ball’s decision to limit the reopening of some businesses and activities in Howard County. On Wednesday, 27 May, County Executive Ball will be holding a Q&A call with Chamber board members and other representatives from the business community.

The Maryland Innovation Center (MIC), part of the Howard County Economic Development Authority (HCEA), launched its new [World 2.0 site](http://www.worldversiontwo.com) (www.worldversiontwo.com) dedicated to providing thought leadership and insight for organizations seeking recovery and stability. It will feature podcast interviews, videos, and articles in a collective resource library, as well as a virtual town square for business leaders to ask questions and share experiences throughout the phases of response, recovery, and the new normal.

The Columbia community and Columbia Association (CA) received two awards in March 2020. CA received a Department of Energy ENERGY STAR Award for Excellence, based upon its efforts to engage the community in energy efficiency and the promotion of the ENERGY STAR program. The Columbia community won Insurify’s 2020 Fittest Cities Award in Maryland for its exceptional dedication to health and fitness of its residents. Cities were evaluated on two categories – proportion of residents in careers promoting health and fitness or in careers that are physically demanding and proportion of accessible parks and outdoor recreation areas.

Department of Administrative Services

Highlights

The Administrative Services team continues to exemplify a level of teamwork, commitment and work ethic that is humbling and inspiring, in spite of the significant personal hardships each person is experiencing.

The Human Resources (HR) Division researched best practices, regulations and other authoritative guidance (including physician review), and developed protocols and training for staff in reopening facilities. The materials and training were deployed with the golf and outdoor tennis staff with very positive feedback.

While the year-end closing process is slower than usual due to the organization-wide staff reductions, the external audits are only slightly behind schedule. We expect to make up the delay in time for the external auditors' annual meeting with CA's Audit Committee, which is scheduled for 20 July 2020.

The Purchasing Division has everything in place for the new fiscal year and team members have been extremely resourceful in procuring materials in short supply for facilities planning to reopen.

The IT Division has been outstanding in providing support to team members working remotely, given the expansion of that model for CA and the "new frontier" experience for most CA team members of working remotely. The IT team is focusing on how CA would sustain a work model that continues with, at least for the foreseeable future, of a select group of team members working remotely.

Absolutely vital to the viability of the organization since mid-March, CA has significantly reduced its cash outlays and its line of credit borrowing, which is much below monthly levels that had been previously scheduled.

Challenges

Issues with the Maryland State Unemployment system have been very frustrating, and have added needless suffering to our team members, especially those in the 50% furlough group. CA's Human Resources (HR) Division has been relentless in its efforts to help CA's team members, raising the issues to the Howard County Executive, leaders in the State Unemployment Commission, the Maryland Department of Labor, and next to the elected officials. No one at any level is yet to provide any assistance.

Opportunities

CA received the \$10,000 grant/loan component of the SBA COVID-19 Economic Injury Disaster Loan for which we applied in March.

Department of Sport and Fitness

Highlights

Golf and Outdoor Tennis were included in the low-risk activities allowed to resume in Governor Hogan's announcement earlier this month and were within the parameters of Howard County Government on Wednesday, 13 May, the Hobbit's Glen and Fairway Hills Golf Clubs and Owen Brown and Wilde Lake Tennis Clubs welcomed members and guests back for play. The response to this opportunity from members, guests and team members has been overwhelmingly positive. Everyone is excited to be back and in action, notwithstanding all of the health and safety measures in place.

Department of Sport & Fitness (DSF) is working with the Open Space and Marketing teams, among others, to prepare indoor facilities for use by members and guests in anticipation of a Phase II (medium risk activities) announcement. Preparations include developing signage packages for daily operations; messaging for the community; and sourcing, purchasing, and installing PPE and disinfecting modalities for the safety of CA members, guests and team members.

Department of Communications and Marketing

Highlights

During the second month of closure of our facilities, programs and activities due to the coronavirus pandemic, the Department of Communications and Marketing (DCM) continued to support the Columbia community and beyond through the following:

- **Customer and Member Service Center (CMSC):** team members continue to work remotely; flexibly staffed to ensure a one-day response to incoming emails and telephone messages.
 - CMSC team members notified school liaisons that the CA Points Program awarded CA memberships to 759 students and families (87% of 870 program applicants). The new one-year memberships will become effective 1 June 2020.
 - CMSC team members frequently are communicating with our members, including managing the status of our various membership categories.
- **Reopen Preparations:** DCM prepared all signage, social media announcements and web site updates to communicate reopening of CA golf and outdoor tennis clubs on 13 May.
 - The team continues to prepare for reopening of other facilities, programs and activities, when permitted.
- **CA at home:** DCM continues to increase the number of on-line fitness and wellness videos and family activities programming with content furnished by team members from Sport and Fitness and Community Services. Please see <https://www.columbiaassociation.org/blog/ca-at-home/>
 - One specific improvement during the past month is the addition of closed captioning to videos to prompt accessibility to our deaf and hearing-impaired community.
 - DCM is preparing a business plan for *CA on Demand*, to transition *CA at home* eventually to a subscription service.
- **Special Interest Newsletters:** DCM continues to publish targeted newsletters, offering valuable information regardless of interests.
 - During the past month, the following newsletters were published: Haven on the Lake, Fitness (2), Columbia Arts Center, CA Archives, CA Digest.
- **Awareness Advertising:** DCM launched a four-week digital ad campaign promoting *CA at home*. The objectives are to remain engage with our members, maintain awareness of CA during facility closures, and provide a community service via connection to virtual CA programming. At the halfway point, the campaign has yielded 590 thousand impressions, resulting in more than 400 clicks and approximately 300 CA landing page visits (within the targeted norm for this media).

Department of Open Space and Facility Services

Highlights

CA's Dog Park will reopen on Tuesday, 2 June 2020. The park will be open for eight hours per day, six days per week (Tuesday through Sunday). Visits will be made on an "appointment" basis for Dog Park members only. Signage is being ordered and other details will be finalized over the next ten days. Social media posts will be issued on Facebook, Twitter, and Instagram.

Department of Community Services

Highlights

School Age Services and Camps continue to respond to e-mails and phone calls from parents about refunds, status of staff, and registrations.

The Teen Center held virtual meetings with parents and teens, and created videos to keep in touch with participants.

The International Exchange and Multicultural Program held virtual International Book Club and monthly Language Cafe events.

Office of Planning and Community Affairs

Highlights

The Office of Planning and Community Affairs (OPCA), aided by other offices and departments at CA, continues to work with the community village associations to apply for grants and loans to supplement lost revenue during the closure of CA facilities. To date, \$50,000 in loans has been promised and additional applications are still under review by lenders. This was a challenging undertaking; encountering almost daily what was essentially a moving target of regulations and qualification factors.

Challenges

A primary function of the villages is to oversee covenant responsibilities. With a reduced workforce and health concerns, compliance inspections have been modified and, in some cases, stopped. The real estate community in Howard County shared their concerns with CA, and a virtual meeting was held with the village managers to discuss the matter. Ultimately, it is the decision of each village as to how it will operate under the existing circumstances, and some variation remains between the villages.

Opportunities

OPCA participated in and facilitated several virtual meetings, from the Howard County Planning Board, to the Millennial Advisory Committee, to several advisory councils with Howard County. Such increased digital competency may lead to new collaboration and outreach opportunities in the future.

Thought of the Month

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

Charles Darwin