



December 3, 2021

To: Columbia Association Board of Directors
Lakey K. Boyd, President/CEO

From: Susan Krabbe, Senior Vice President and Chief Financial Officer

Cc: Dan Burns, Vice President – Community Programs and Services
Tim Pinel, Director of Communications and Marketing
Lynn Schwartz, Director of Finance/Treasurer

Re: Dashboard Metrics

The dashboard for the second quarter of FY 2022 is attached. 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	Membership A/R Balances	Monitors collections by tracking the trend in actual past due membership accounts	Spectrum NG reports	As of October 31, 2021
2	CA People Productivity = personnel costs divided by non-annual charge revenue	Monitors the revenue production from CA's investment in the work force	Infor (Lawson) reports	Actual data through October 31, 2021
3	Free Cash Flow	Monitors liquidity by tracking cash flow from operations less debt principal payments less paid capital expenditures	Infor (Lawson) reports	Actual data through October 31, 2021
4	Net Assets to Debt Service (should be greater than 1.25:1.00)	Monitors CA's financial condition in accordance with the terms of existing financing	Infor (Lawson) reports	Actual data through October 31, 2021
5	Total Liabilities to Total Net Assets (should be less than 1.30:1.00)	Monitors CA's financial condition in accordance with the terms of existing financing	Infor (Lawson) reports	Actual audited data through October 31, 2021
6a 6b	Return on Investment – Buildings, Major Amenities	Shows the cost of maintaining major facilities by comparing annual depreciation and repairs and maintenance costs to revenue and square footage	Infor (Lawson) reports	Actual data through October 31, 2021
7	Net Membership Changes	Monitors member retention/growth by major membership category over time	Spectrum NG reports and sales data collected by the Customer	Data as of October 31, 2021. This is provided in the FY 22 Q2 financial report.

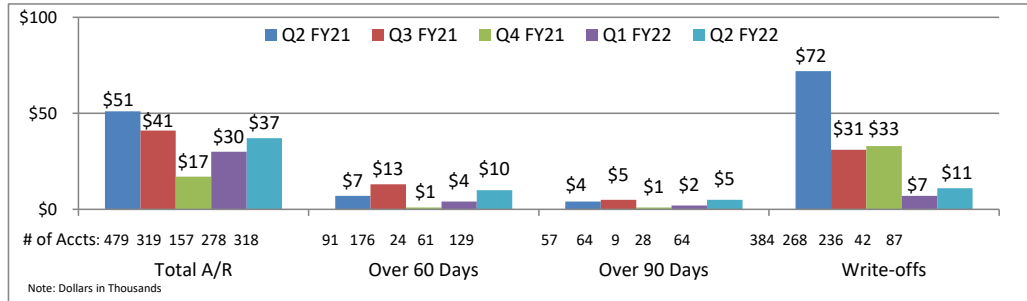
			and Member Service Center	
8	Market share for memberships and Columbia Cards	Per Board request – to track memberships per housing unit	Spectrum NG reports and Howard County data	Actual membership data through October 31, 2021. Housing data updated annually by Howard County.
9	Marketing Cost per Membership	To monitor marketing effectiveness	Spectrum reports and marketing expenditure data tracked by staff	Actual data as of October 31, 2021
10	Top 50 Associated Words by Volume	Indicates general satisfaction/dissatisfaction of program and facility users	Clarabridge surveys	Responses as of November 9, 2021
11	Survey results for 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 November 9, 2021
12	Net Promoter Score (“NPS”) – Overall CA (Sport & Fitness)	Numerical value that indicates the likelihood a customer will refer the program to someone else – overall CA.	Clarabridge surveys	Responses as of November 9, 2021
13	Sentiment	Numerical value that indicates survey responses as to “how hard is it to do business with CA”	Clarabridge surveys	Responses as of November 9, 2021
14	Effort	Numerical value that measures how positive or negative the feedback is to understand how customers feel about something	Clarabridge surveys	Responses as of November 9, 2021
15	Emotional Intensity	Numerical value that measures specific emotions and their corresponding strength to help CA understand how a customer feels about their experiences.	Clarabridge surveys	Responses as of November 9, 2021
16	NPS – for Fitness Clubs, Golf, Tennis, Aquatics	See above – Fitness Clubs, Golf, Tennis, Aquatics individually	Clarabridge surveys	Responses as of November 9, 2021
17	Volume of Survey Results by Program or Facility	Provides more context for other metrics by showing how many surveys received per program	Clarabridge surveys	Responses as of November 9, 2021
18	Key Takeaways from survey results	Provides more context for other metrics by showing specific trends	Clarabridge surveys	Responses as of November 9, 2021
19	Main Areas of Conversation - High Level	Volume of conversation topics at a high level	Clarabridge surveys	Responses as of November 9, 2021
20	Sexual Identity	Self-identified sexual identity	Clarabridge surveys	Responses as of November 9, 2021
21	Ethnicity	Self-identified ethnicity	Clarabridge surveys	Responses as of November 9, 2021
22	Gender Identity	Self-identified gender identity	Clarabridge surveys	Responses as of November 9, 2021

Dashboard - Metrics 1-6

As of October 31, 2021 (\$'000)

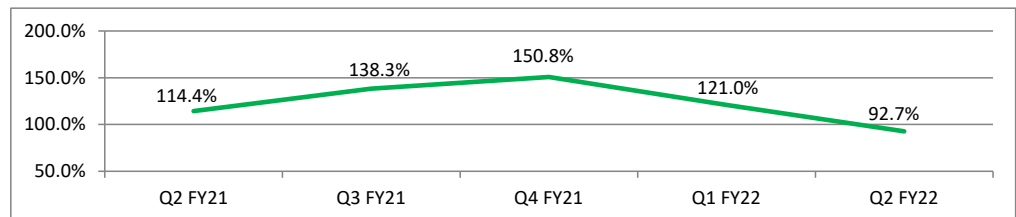
METRIC 1

Membership A/R Balance



METRIC 2

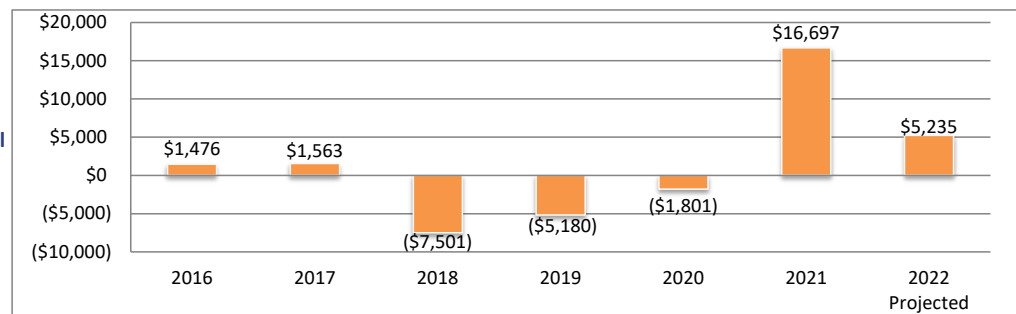
People Productivity (personnel costs divided by non-annual charge revenue)



Note: Q4 FY21 excludes loss on Haven closure.

METRIC 3

Free Cash Flow (cash flow from operations less debt repayments and capital expenditures)



Note: For 2021, \$5,000 held in cash reserves is included in the amount shown.

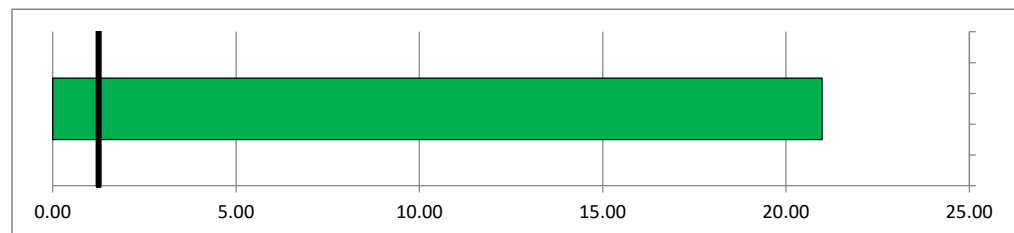
METRIC 4

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

\$103,779/\$4,945

Actual 20.99

Audited - As of April 30, 2021



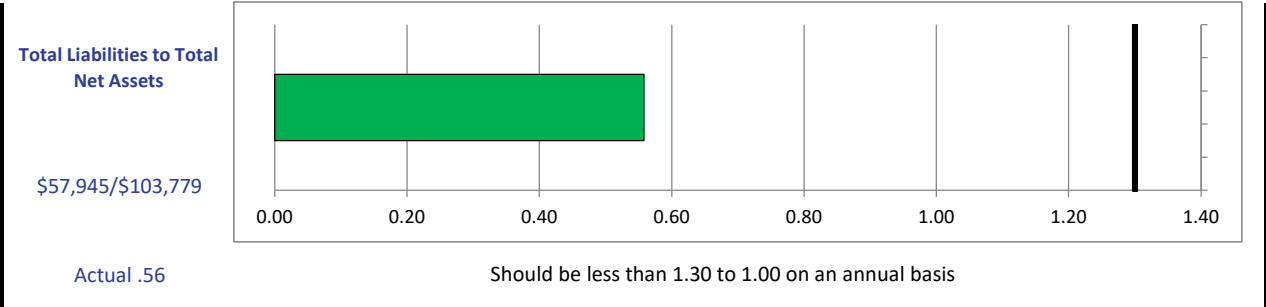
Should be greater than 1.25 to 1.00 on an annual basis

METRIC 5

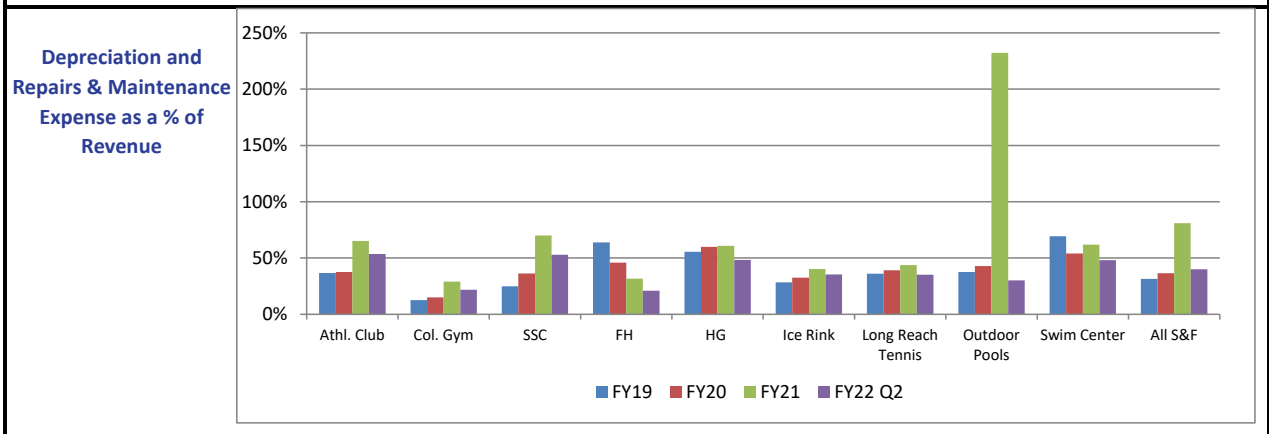
Audited - As of April 30, 2021

Dashboard - Metrics 1-6

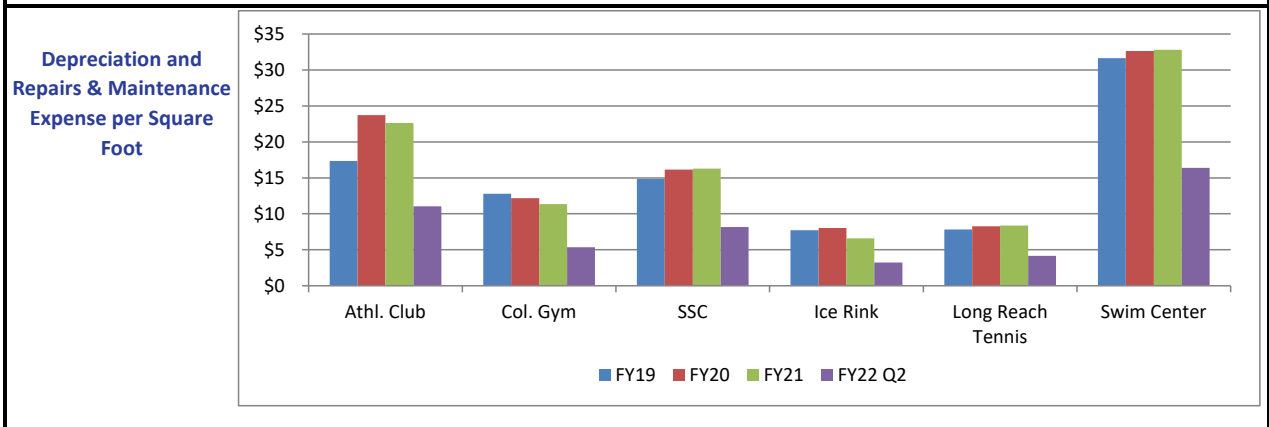
As of October 31, 2021 (\$'000)



METRIC 6a



METRIC 6b



Advertising Effectiveness Report *FY20 Q2–FY22 Q2*

New Membership Acquisition

Goal: \$150-\$250 marketing cost per new membership

	FY20 Q2	FY20 Q3	FY20 Q4	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2
Total Investment	\$75,250	\$126,961	\$97,316	\$10,693	\$37,813	\$65,989	\$161,260	\$76,347	\$54,106
Total Lead Page Views	76,037	40,140	27,820	22,752	39,313	95,144	104,375	94,041	93,928
Total Leads (Forms and Calls)¹	798	609	406	426	494	1,116	1,500	4,225	2,163
New Memberships									
CA Fit&Play	229	223	91	52	78	89	213	742	199
Other Memberships	772	731	308	195	363	380	741	2,374	633
Total New Memberships	1,001	954	399	247	441	469	954	3,116	832
Cost of New Membership Acquisition									
100%	\$75	\$133	\$244	\$43	\$86	\$141	\$169	\$25	\$65
90%	\$84	\$148	\$271	\$48	\$95	\$156	\$188	\$27	\$72
80%	\$94	\$166	\$305	\$54	\$107	\$176	\$211	\$31	\$81
70%	\$107	\$190	\$348	\$62	\$122	\$201	\$241	\$35	\$93
60%	\$125	\$222	\$406	\$72	\$143	\$235	\$282	\$41	\$108
Average Cost of New Membership Acquisition									
100%			\$118				\$146		
90%			\$131				\$162		
80%			\$148				\$182		
70%			\$169				\$208		
60%			\$197				\$243		

¹Total leads include form submissions and phone calls (starting in FY22 Q1).

FY20 Q4 investment, form submissions and new memberships decreased significantly due to facility closures for the COVID-19 pandemic.

Membership Market Share (CA residents only)

FY 2018-FY 2022 Q2

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
2018	3,745	12,253	36,401	43.9%	33.7%
2019	4,159	11,791	37,006	43.1%	31.9%
2020	4,561	11,576	37,006	43.6%	31.3%
2021	4,372	7,341	37,006	31.7%	19.8%
FY22 Q1	4,859	9,178	36,877	38.1%	24.9%
FY22 Q2	4,958	8,885	36,877	37.5%	24.1%

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. "Columbia Resident Membership" (column B) does not include employee memberships.
4. As of January 2021, the reduction in residential units reflects changes in how built and unbuilt units are reported in Howard County datasets.

Advertising Tactics

Tactics completed in FY22 Q2

Social Media

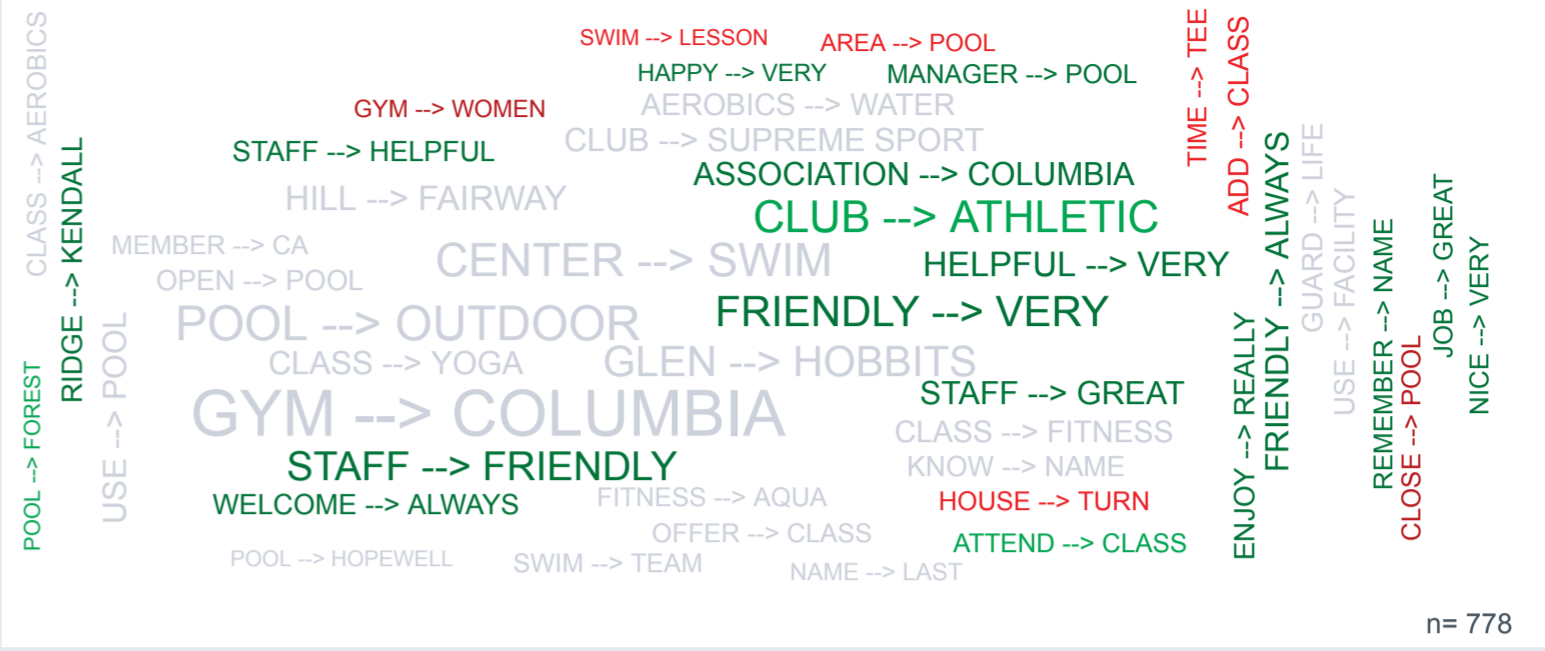
- Paid advertising on Facebook

Online/Digital

- Pay-per-click ads (*Google paid search*)
- Digital banner ads through Google Display Network
- Discovery ads



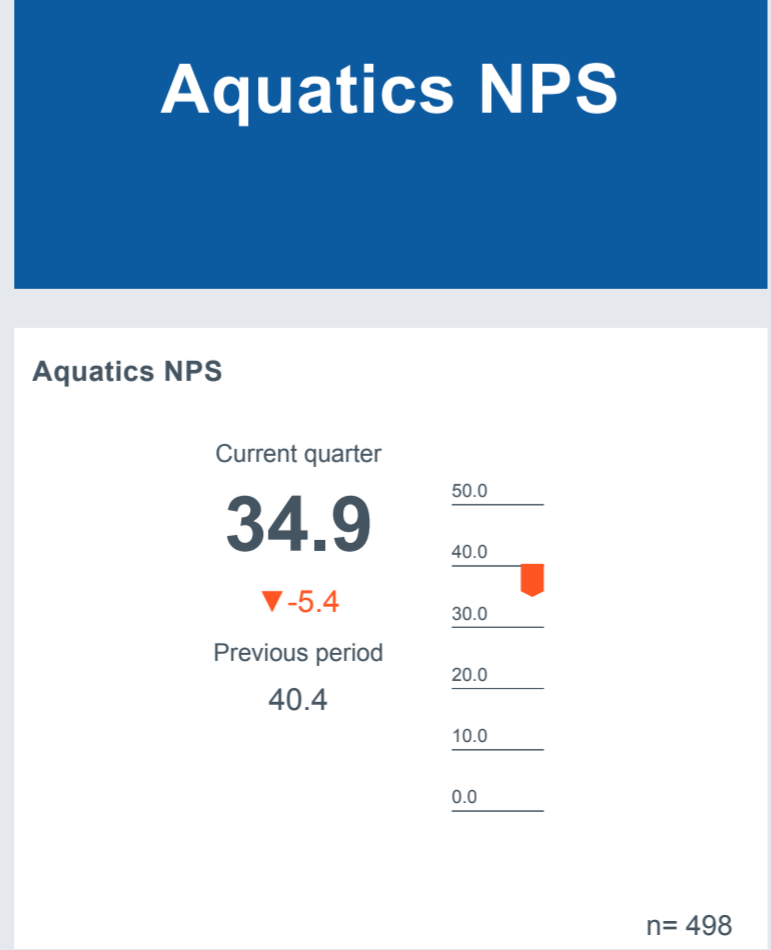
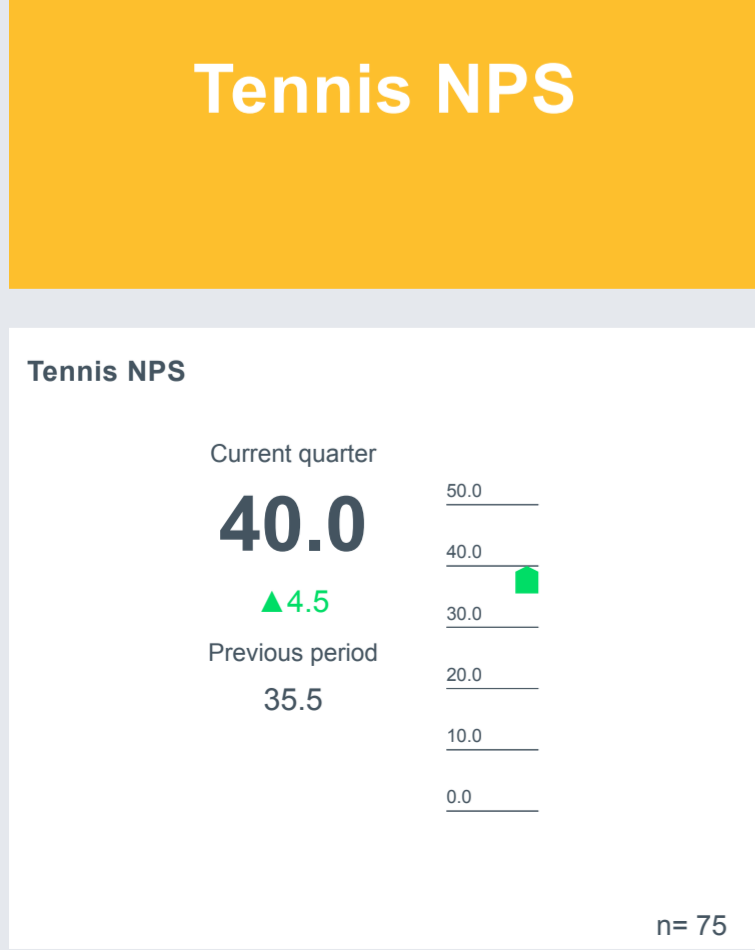
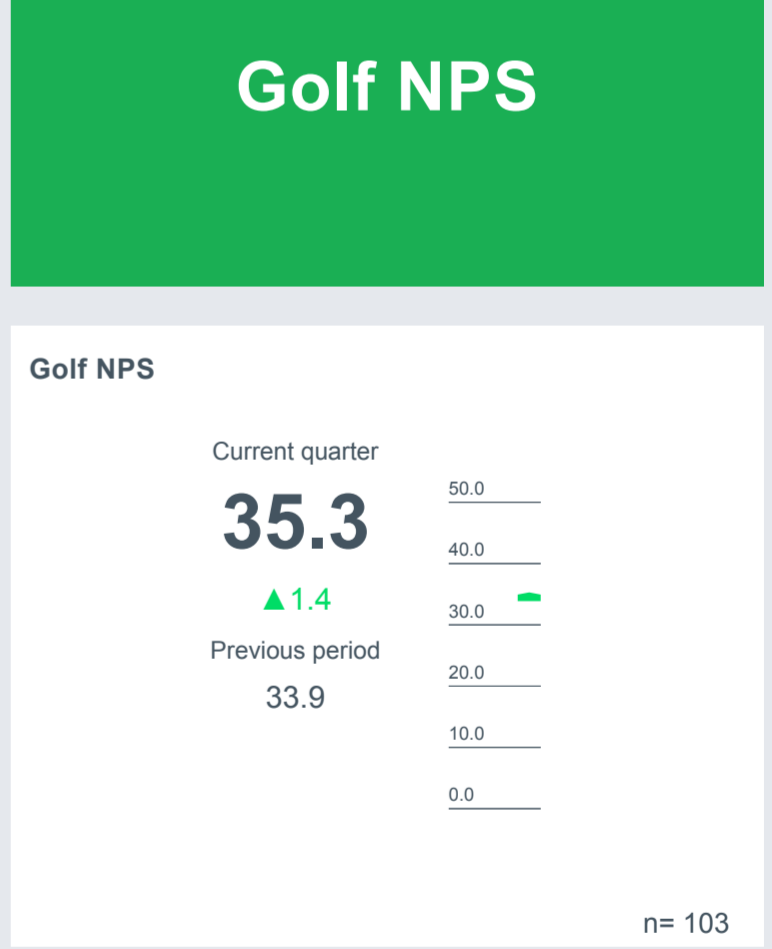
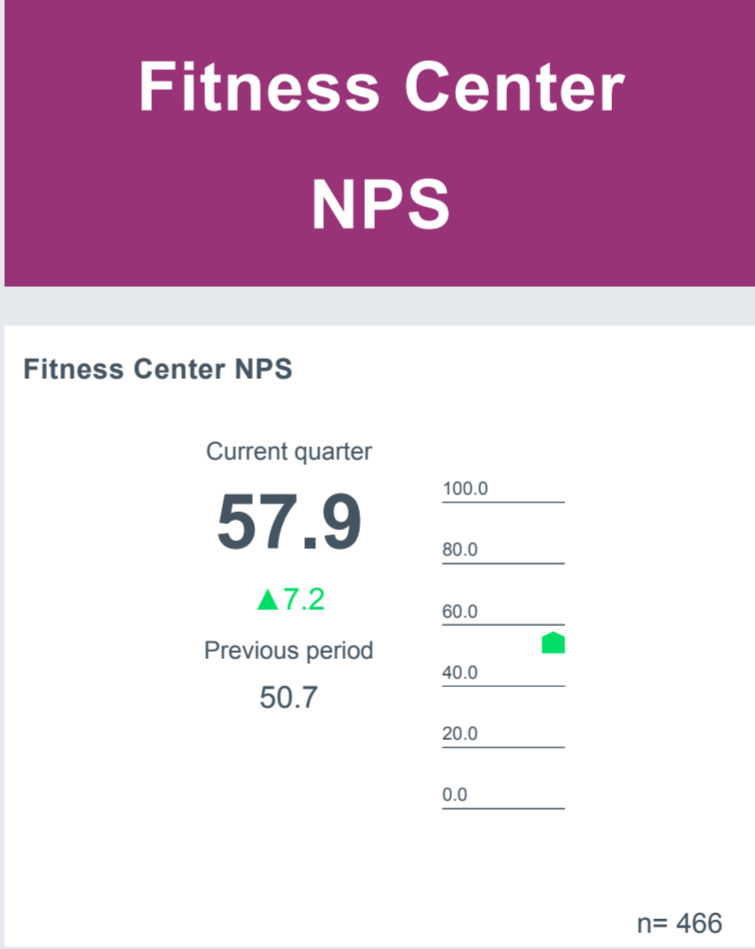
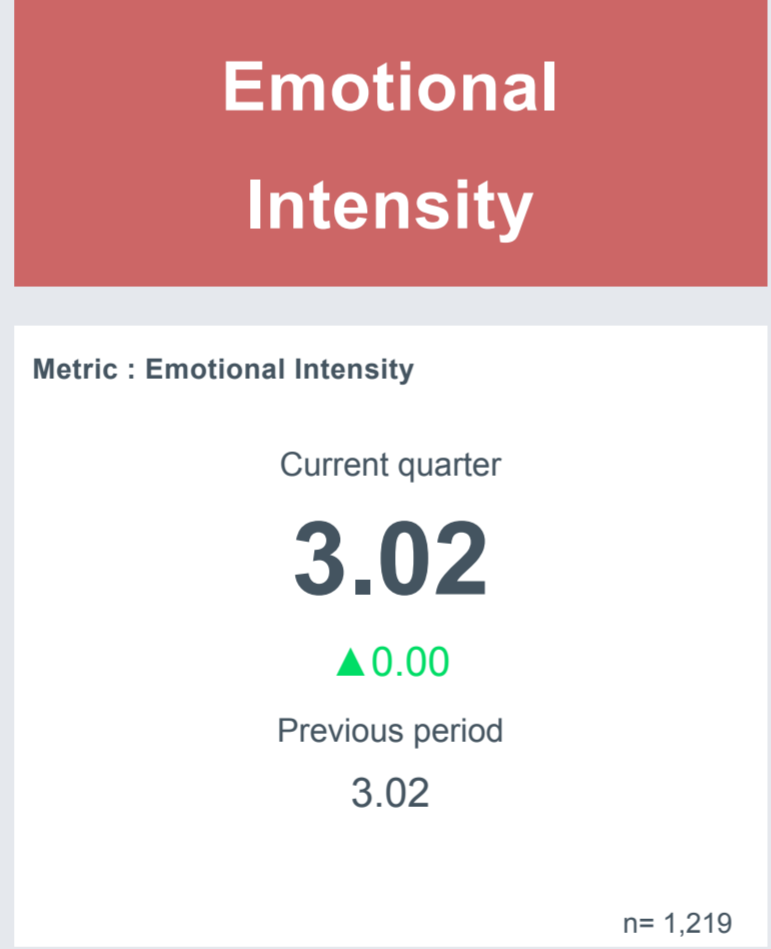
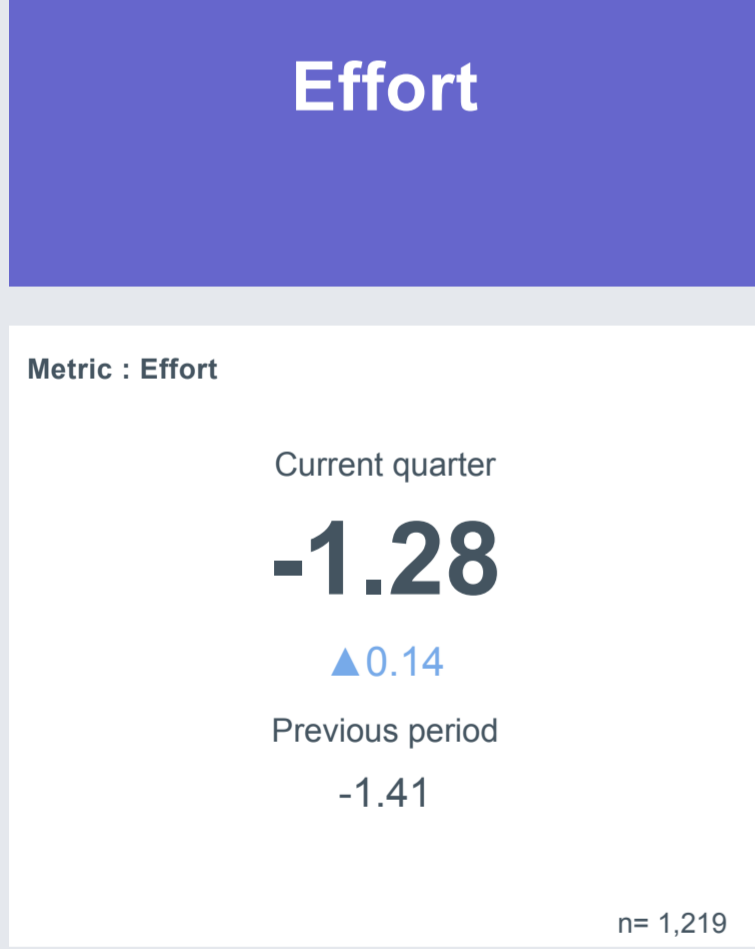
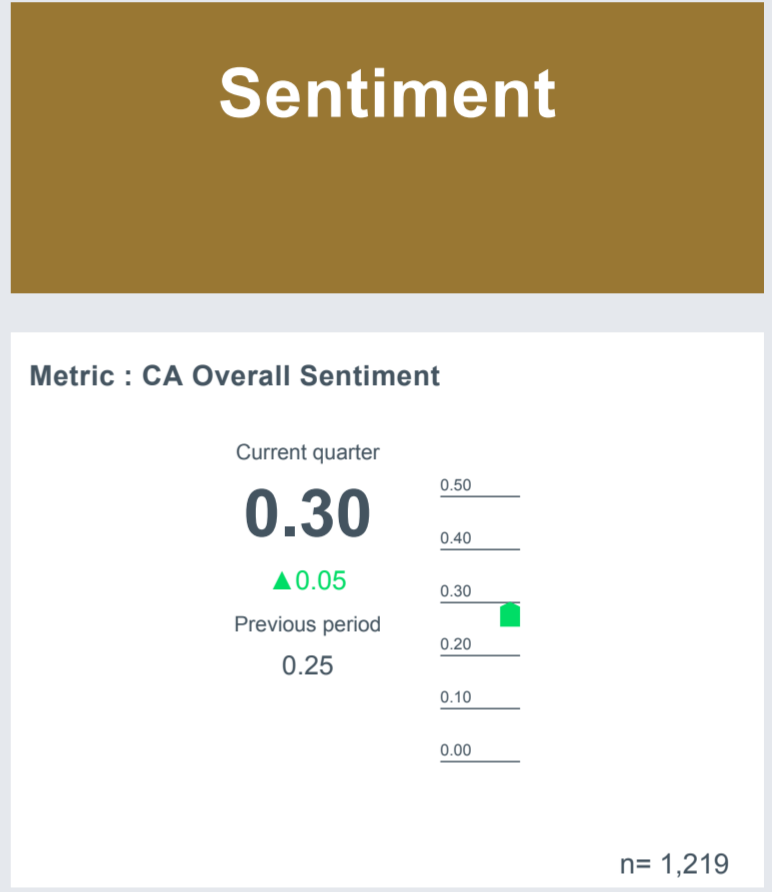
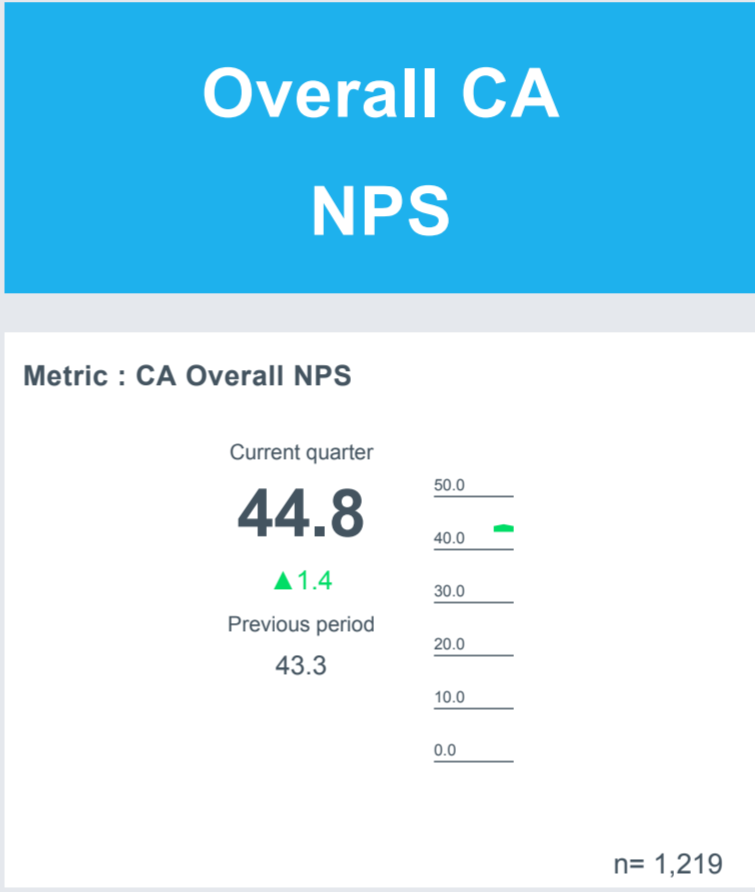
Top 50 Associated Words by Volume

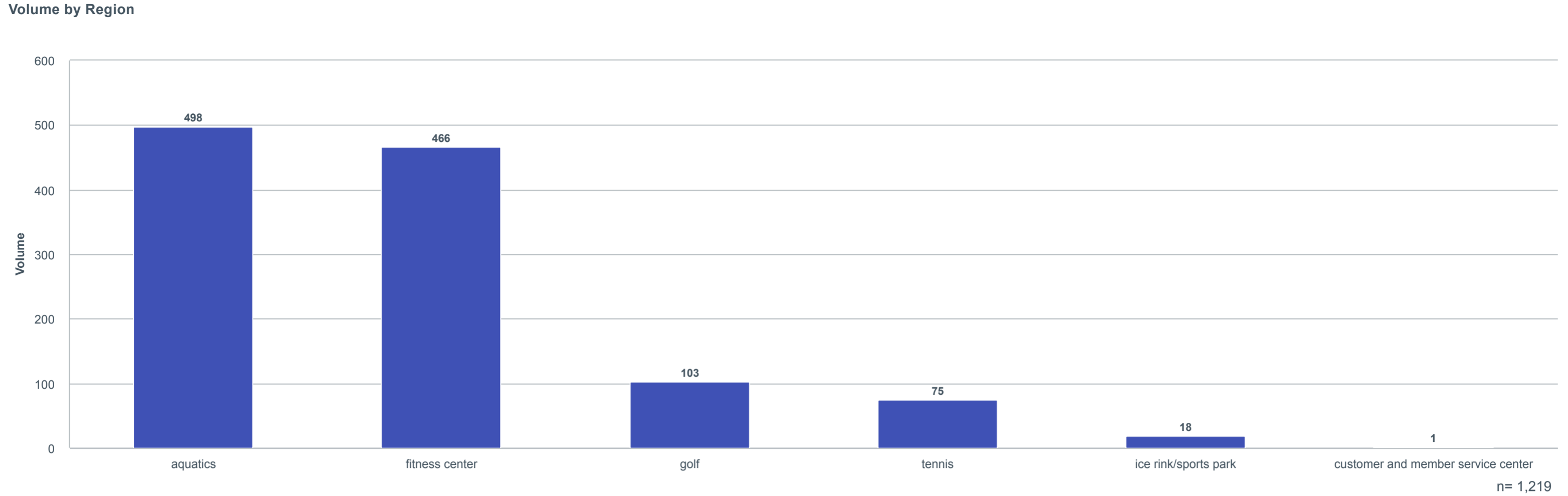


n= 778

Calculation	Current quarter	Same period last year	Δ Value
CAR: Columbia Association Satisfac	4.3	4.2	0.1 ▲
CAR: Facilities Cleanliness	4.4	4.5	(0.1) ▼
CAR: Facilities Quality	4.2	4.3	(0.0) ▼
CAR: Programs/Classes Satisfactio	2.7	4.0	(1.3) ▼
CAR: Staff Satisfaction	4.5	4.4	0.1 ▲

n= 1,219

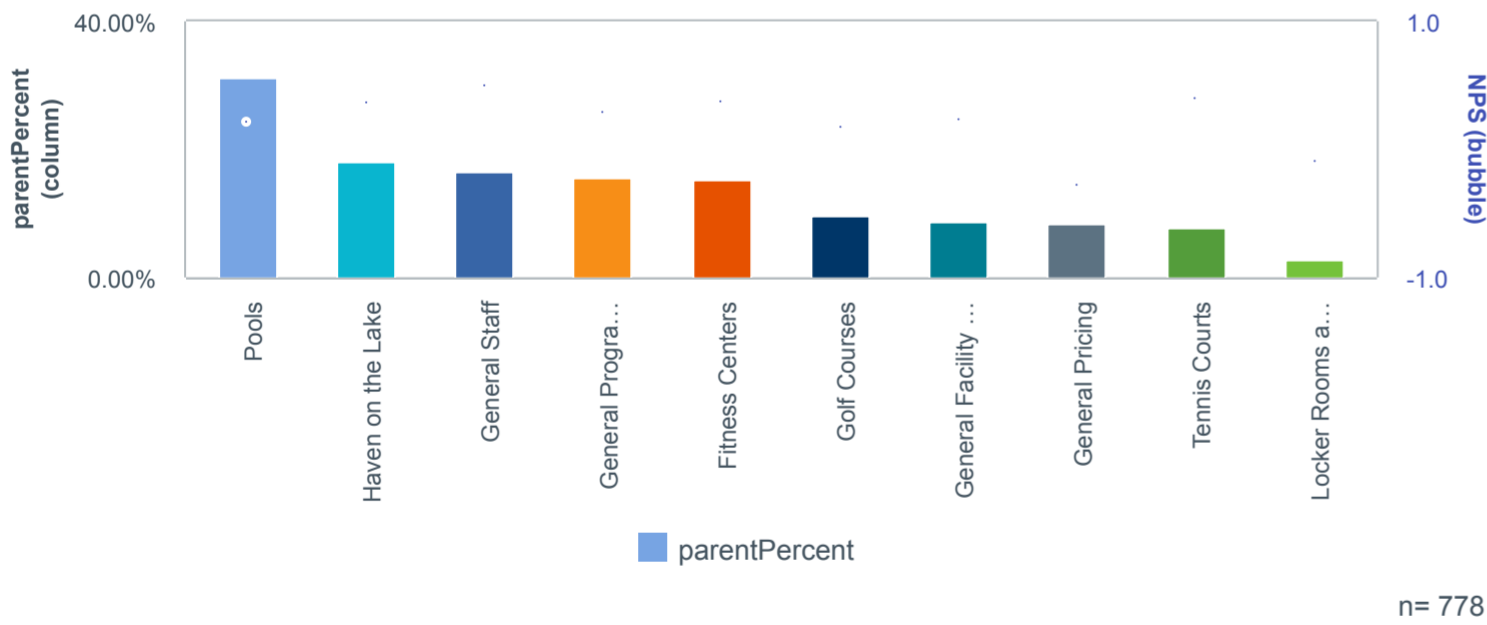




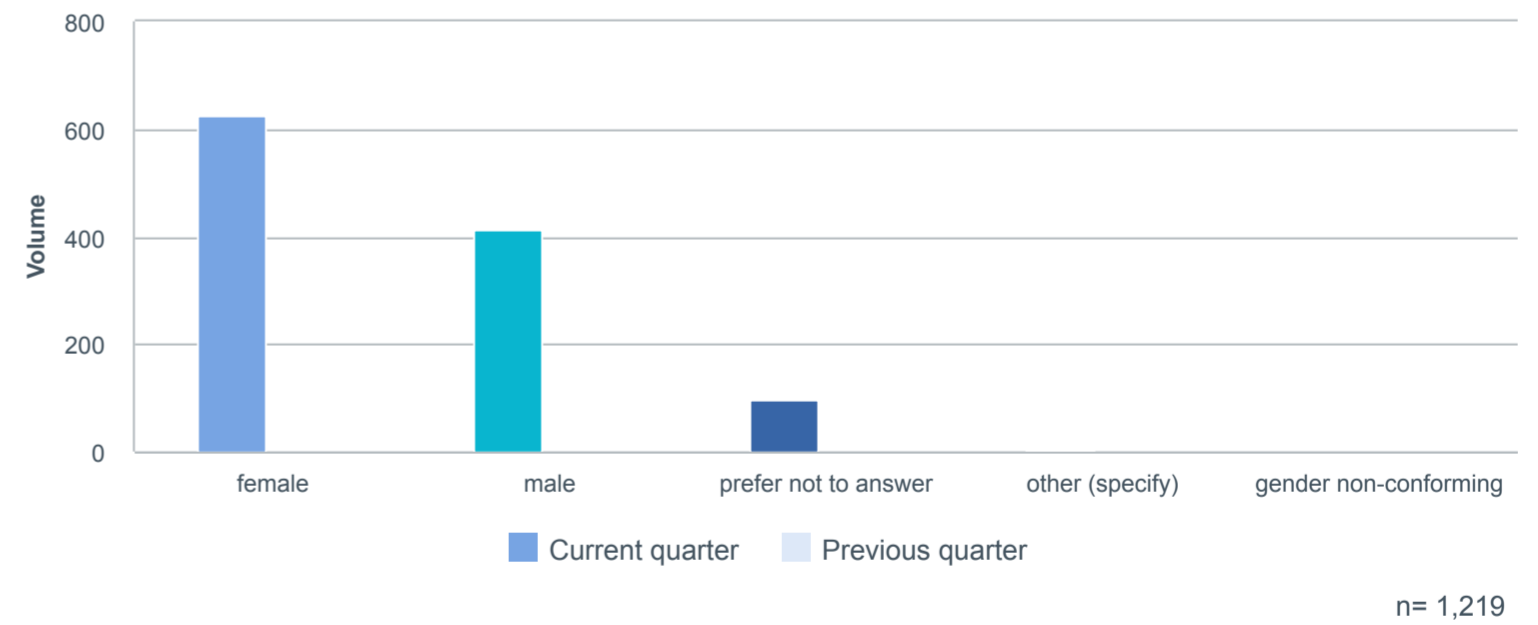
Takeaways:

- **NPS:** Overall NPS was 44.8. Once again, our highest scores to date. We saw NPS increases for both Resident and Non-Resident members.
- **NPS Drivers:** Overall, the NPS score was driven up by great staff and facilities. Some of the negative drivers focused on outdoor pools, tee times at Hobbit's Glen and the desire for additional programs and classes.
- **Age:** There was a slight decrease in NPS for the 35-44 age group and increases in the 45-54 and 55-64 age groups. This was largely driven by a variety of topics for outdoor pools and class availability at Supreme Sports Club.
- **Demographics:** This quarter we introduced optional demographic questions to help us get to know our members better. The questions look at Ethnicity/Race, Gender Identity and Sexual Orientation. For the initial survey 3 in 5 identified as white and 4 in 5 identified as straight with the second largest response category being Prefer Not to Answer. As we collect a larger data set, we look forward to actionable learnings to drive improvement in welcoming and accessibility for all.

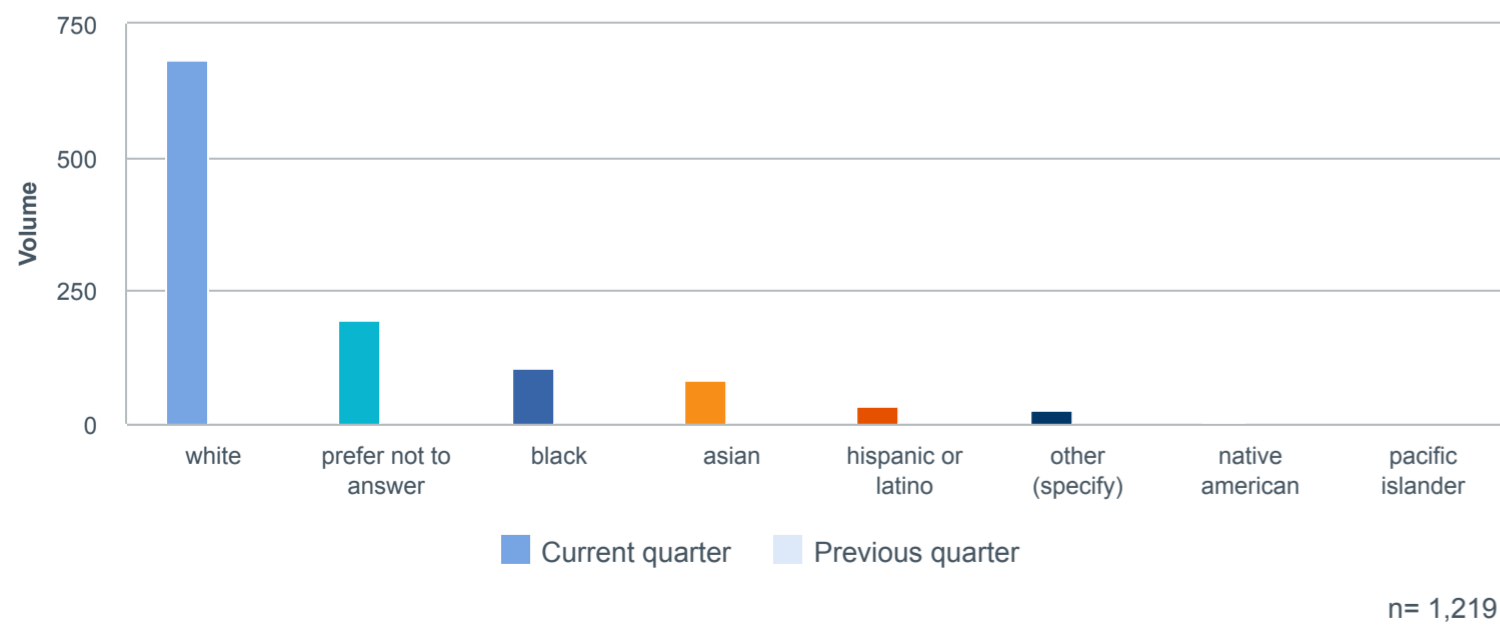
Main Areas of Conversation (High Level View)



Bar by Gender Identity



Bar by Ethnicity / Race



Bar by Sexual Preference

