

## December 2018 – The Year in Review



SENIOR  
LEADERSHIP  
TEAM

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

**Susan Krabbe**  
Vice President/  
Chief Financial Officer

**Dan Burns**  
Director of  
Sport and Fitness

**Jane Dembner**  
Director of Planning  
and Community Affairs

**Sheri Fanaroff**  
General Counsel

**Janet Loughran**  
Executive Assistant  
to the President/CEO

**Dennis Matthey**  
Director of Open Space  
and Facility Services

**Ron Meliker**  
Director of  
Human Resources

**Michelle Miller**  
Director of  
Community Services

**Laura Sittler**  
Chief Marketing  
Officer

**Chuck Thompson**  
Chief Information  
Officer

**Jackie Tuma**  
Director of  
Internal Audit

### Office of the President/CEO

The President/CEO continued his outreach and commitment to community engagement via service on numerous local boards of directors and committees in Columbia and Greater Howard County. These include:

- Boards of Directors
  - Downtown Columbia Arts and Culture Commission
  - Downtown Columbia Partnership
  - Howard County Chamber (formerly Chamber of Commerce)
  - Howard County Economic Development Authority
  - Inner Arbor Trust
- Board of Advisors
  - Choose Civility Board of Advisors (Howard County Library System)
- Committees
  - Spending Affordability Advisory Committee of Howard County, Office of the County Executive. The President/CEO has served on this committee since 2015.
  - Executive Committee of the Howard County Chamber. The President/CEO is in his second two-year term on this committee.

The President/CEO was asked by Howard County Executive-Elect Calvin Ball to represent him and his incoming administration at the Baltimore Metropolitan Council's *2018 Chesapeake Connect* visit to New Orleans, LA on 28-30 November. Mr. Matthews was one of three Howard County representatives participating in the visit. There were representatives from all of the jurisdictions comprising the Baltimore Metropolitan Council: Anne Arundel County; Baltimore City; Baltimore County; Carroll County; Harford County; Howard County; and Queen Anne's County. The purpose of the trip was to learn how New Orleans coped with the aftermath of Hurricane Katrina and how those decisions shaped the city as it is known today. In 2018, New Orleans is largely defined by the difficult choices made in the wake of Hurricane Katrina.

Columbia Association was chosen as a Top Supporter of the First Howard County National Society of Black Engineers ("NSBE") Jr., Howard County Chapter, New Generation Leadership Academy. The Howard County NSBE Jr. Chapter promotes STEM awareness and leadership development to students in grades K-12, regardless of race, religion or ethnicity. The President/CEO accepted the award on behalf of CA. Other award recipients were Dr. Calvin Ball, Howard County Executive; Mr. James Lemom, Director, Community, Parent and School Outreach, Howard County Public School System; and Ms. Cynthia Miller, Director of Human Resources, The National Security Administration.

## **Department of Administrative Services**

### **Accounting**

The Accounting Division led the entire organization in developing the FY 2019 and Conditional FY 2020 budgets, for the first time using PowerPlan, CA's new budgeting application. This project was a significant learning and operational project involving team leaders at all levels throughout the organization. Among other benefits, the tool enables real-time roll-up of program and facility budgets into divisional, departmental and CA-wide totals for quicker review and analysis. The use of this tool was further expanded for financial reporting and variance analysis during the year.

In 2018, residential and commercial property owners were able to pay their annual charge online for the first time. The Annual Charge Division implemented Govolution, an online payment solution, enabling online e-check and credit card payments of the annual charge, in response to customer requests. By 31 October 2018, 747 customers had taken advantage of the online payment options. The team also implemented AutoAgent, a no-cost analytic tool that helped to reduce the number of duplicate payments (and thus, the number of refunds to be processed) by over 200. The Annual Charge team and their colleagues in the Department of Communications and Marketing redesigned the annual charge invoice this year, and received very positive feedback on the updated form.

### **Purchasing and Human Resources**

The Purchasing team led the organization through a thorough, exhaustive, and interdepartmental request for proposal (RFP) process resulting in the selection and engagement of Ceridian for the implementation of its Dayforce product. Dayforce is a cloud-based comprehensive human resources information system that will impact every team member (employee) at CA. The project team will be led by Ron Meliker, Director of Human Resources. The project plan is under development, with a go-live date for most modules – projected for 1 April 2019.

### **Information Technology**

Another multi-departmental RFP process resulted in the selection of a new cloud-based telephone system with integrated voice response, virtual call center technology, and expanded collaboration and conferencing tools. The selected solution, 8x8, will replace the existing end-of-life voice over internet protocol (VoIP) originally implemented in 2000.

## **Department of Sport and Fitness**

### **New Team Members**

Sport and Fitness welcomed three new team members to fill key management positions – Kevin Shaffer, general manager, Haven on the Lake; Laurie Mambert, general manager, Columbia Gym; and Michael Fecht, Jr., director of membership sales.

### **Tennis**

The Long Reach Tennis Club opened for play on 16 March 2018. The public Grand Opening celebration held on 20 April 2018 saw more than 300 children and adults touring the new club and enjoying tennis activities, such as round-robins, cardio tennis, pickleball, and youth tennis. Murphy Jensen, head coach of the Washington Kastles World Team Tennis franchise and former grand slam doubles champion, attended the event, as did the Howard County Executive and members of the Howard County Council.



In July, the United States Tennis Association (USTA) named the Long Reach Tennis Club as one of 24 winners in the USTA Facility Awards program. This award recognizes excellence in construction and/or renovation of tennis facilities throughout the country. The Long Reach Tennis Club was one of only two in the region awarded this distinction, the other being the Public Southeast Tennis and Learning Center in Washington, D.C.

Following the opening of the Long Reach Tennis Club, the Owen Brown Tennis Bubble was removed after many years of service. The courts were converted to three new outdoor courts and six Pickleball courts.

The Mid-Atlantic Club Management Association (MACMA) awarded their 2018 “Award of Excellence for Outstanding Achievement in the Field of Kids Programming” to Columbia Association for our youth program, Tennis WHIZZ.

### **Aquatics**

During the 2018 outdoor pool season, the MacGills Common pool began actively operating as an Autism Sensory Pool. This accommodation allows children with autism to remain in the pool during adult-only times. The program was well-received by families using this service and will continue in the 2019 outdoor pool season.

The third and final summer of renovations, including the replacement of the roof, were completed at the Swim Center.

### **Golf**

Joan Lovelace, head golf professional and general manager of Hobbit’s Glen Golf Club, was recognized in the Columbia Flier in an article on The Howard Tech Council’s effort to help business and tech entrepreneurs build business connections through the game of golf. The article focused on the clinic “Techies and Tees” where Joan coached women entrepreneurs in the basic skills and etiquette of golf. The ten-week clinic was aimed toward women and golf’s benefit as a networking tool.

The Hobbit's Glen Junior League team earned first place in the 2018 Mid-Atlantic PGA Junior League fall championship.

### **Fitness Clubs**

The Columbia Athletic Club closed its doors on 30 April for major renovations. The renovations involved rebuilding and expanding the locker rooms to be ADA compliant; creating functional training and TRIBE team training space; upgrading the main group fitness studio; a new entrance and lobby; a living wall; and, most importantly, a larger lounge area. Columbia Gym and Supreme Sports Club hosted the Athletic Club members for the duration of the seven months of the renovations.

The Athletic Club reopened for members and guest on 30 November 2018. Responses from members and guests were overwhelmingly positive. A week-long “Reunion Week” celebration was held 30 November – 7 December, and a public grand opening is planned for 12 January 2019.

## **Office of Planning and Community Affairs**

### **Planning and Development**

During 2018, staff in the Office of Planning and Community Affairs spent many hours reviewing draft plans, commenting on development proposals, and many evenings attending planning-related public meetings. Each month, staff prepared and distributed the Planning and Development Tracker, which is used by the CA Board of Directors and others in the community to monitor development proposals and track associated public meetings.

Additionally, staff undertook a comprehensive analysis, which included the productions of numerous detailed maps, as CA prepared to participate in Phase 2 of the Howard County process to update the land development regulations, inclusive of New Town zoning. In this undertaking, specific focus was on the issues CA believes should be addressed in the updated land use regulatory framework for Columbia in the 21<sup>st</sup> century. Howard County Government has hired consultants, Clarion Associates, to assist with Phase 2, which has been renamed “HoCode Rewrite.” Phase 2 is anticipated to begin early in calendar year 2019.

### **Millennials Work Group**

Planning and Community Affairs is providing technical assistance and advisory services to the Millennials Work Group. The Work Group was tasked with producing a report, including recommendations, on ways to increase opportunities for the young adult population (17 to 35 age groups) to become more engaged in the Columbia community, with a focus on CA’s Sports & Fitness programs and activities.

The Work Group, which has been meeting monthly since February 2018, has targeted the end of 2018 to finalize its report. During the monthly meetings, the Work Group has reviewed CA programming and facilities; demographic information about Columbia; CA’s website; and membership levels and associated pricing. Also, the Work Group was provided an overview of CA’s marketing and communication efforts. Outside resources were also called upon to assist the Work Group; one such outside resource was the marketing director from Howard Hughes Corporation (HHC), who spoke about how HHC was marketing Downtown Columbia.

Other resources used by the Work Group to gain additional insights have included an internet-based survey, which resulted in more than 800 responses during a period of two weeks, and focus groups.

In early fall, the Work Group organized a public meeting to gather additional information from the community.

### **Bike and Pedestrian Count Program**

The Office of Planning and Community Affairs successfully concluded the fifth annual Bicycle and Pedestrian Count Program. In 2018, 39 volunteers performed 93 counts at 14 locations. Volunteers captured demographic and numerical snapshots of pedestrians and bicyclists at key intersections in the pathway system and on-street locations. The data gives CA and Howard County Government a better understanding of who travels in these key locations; the impact of past improvements; and identifies future investments to improve sidewalks, pathways, streets and intersections used by those who bike or walk through our community.



## **Office of General Counsel**

The Office of General Counsel (“Office”) drafted, reviewed, revised, negotiated and finalized approximately 185 contracts and other legal agreements.

The Office handled 56 covenant enforcement cases (18 in litigation and 38 in pre-litigation), opened 23 new cases, closed 34 cases, and held 7 Architectural Resource Committee (ARC) meetings to consider acceptance of new cases and review developments in existing cases.

The Office also:

- Implemented Docuware, a cloud based program for tracking and managing ARC cases and documents. This program allows the sharing of ARC case information and documents between CA and each village and the generation of reports.
- Continued to provide guidance to the village associations on the lack of obligation and authority to enforce individual HOA’s covenants and continues to work with the village associations to delete wording in their exterior alteration applications that might imply that the village associations would enforce those individual HOA rules.
- Completed drafting of a new architectural guideline for ramps and other accessory structures, which CA will work with the village associations to implement in 2019.
- Began revising and updating the ARC manual, with a completion goal of 30 April 2019.
- Continued to provide training and mentoring to covenant advisors for the village associations.

The Office analyzed the impact of and determined appropriate CA positions on 31 pieces of state legislation. Among these, the Office worked extensively with the County Liquor Board/County Council, the County delegation to the General Assembly, and Inner Arbor Trust to reach agreement on revisions to HB 1325, which permits a liquor license holder for a particular property to sell liquor on that property for both on-premises consumption and off-premises consumption on an adjacent licensed property. The purpose of this bill was to address liquor sales during Merriweather Post Pavilion (“MPP”) festivals in Merriweather Park at Symphony Woods taking place on both MPP and CA property, so that each entity (or its chosen vendor) could hold a separate liquor license. This in turn allowed CA and the Trust to select a separate liquor vendor for CA/Trust events in the Park.

The Office also worked extensively with the Department of Open Space and Facility Services and the village associations to develop a procedure for notifying property owners with encroachments onto CA open space.

General Counsel served in a leadership position with the Association of Corporate Counsel (ACC), the national association of in-house attorneys, and was recognized by the ACC as the Small Law Department Member of the Year.

## **Department of Communications and Marketing**

### **Leadership**

Columbia Association welcomed Laura Sitler as Chief Marketing Officer. Among many other duties and responsibilities, Ms. Sitler will be leading organization-wide efforts to more fully develop strategies and digital capabilities to meet CA’s communication and marketing objectives.



## **Advertising**

Targeted email blasts continue to receive open and click-through rates higher than national averages and are one of the top generators of traffic to the membership web page when they are distributed. Referral traffic on Facebook grew by 21% in 2018 compared to 2017.

A new strategy — “Flash Sales” — was implemented over the summer. Working with the Sales Division in the Department of Sport and Fitness, these campaigns were promoted with one/two weeks left in the month and featured a limited-time special offer on memberships.

The department implemented geo-fencing, which allows us to send messages to mobile users in a defined geographic area. Geo-fencing ads were run for golf, summer camps and CA memberships. The golf campaign resulted in significantly higher web traffic to the golf web page during the campaign in August.

## **CA Website**

Website pageviews in 2018 (4,408,903), as compared to 2017 (2,224,996), nearly doubled. While pageviews grew exponentially, nevertheless, we recognize that there remain untapped opportunities once we redevelop and improve the website with better functionality and navigation to provide an enhanced user experience. This redevelopment project began in fall of 2018 and will continue well into 2019.

Haven on the Lake also saw increased traffic to the homepage by 20%, as well as to the membership page by 31% year over year. New users are up by 9% in overall visits to the havenonthelake.org website.

## **Email**

Our email lists have grown by more than 20,000 email addresses this year. Email segmentation and targeted messaging have been priorities for our member-related emails. Additionally, we have improved our delivery rates by 5% points and expect further improvement. Generating the most interest has been Columbia Athletic Club updates, followed by the Lakefront Festival. Earlier this year, we implemented a new process to automate lead distribution for the sales team to improve efficiency.

## **PR and Media Interactions**

Columbia Association programs, events, initiatives, and other news were covered in nearly 20 local, regional, specialty, and trade publications in 2018.

CA sent more than 30 press releases in 2018, including releases about the opening of Long Reach Tennis Club; the reopening of Columbia Athletic Club; CA’s efforts to protect open space from encroachments; the City of Liyang, China, being named as Columbia’s newest sister city; and awards CA received from the U. S. Department of Energy, U. S. Environmental Protection Agency, and the United States Tennis Association.

## **Other News in 2018**

In spring 2018, digital signs were installed at Fairway Hills Golf Club, Hobbit’s Glen Golf Club, and the Long Reach Tennis Club. By the end of 2018, digital signage with custom content will be installed and completed for the Columbia Ice Rink, SportsPark/SkatePark, and Fairway Hill’s First Tee area.

The department provided ongoing support for Columbia Athletic Club renovations via bi-monthly web updates, monthly email updates to members, social media, and video. In fall 2018, creative approaches (i.e. the “Think Amazing” concept) to welcoming back members to Columbia Athletic Club were thoughtfully outlined for the re-opening event.

Several facilities utilized our graphic and interior design services, including Columbia Art Center, Columbia Athletic Club, Columbia Ice Rink and Long Reach Tennis Club. New graphics, signage, colors, and copy were added to cultivate the CA brand and improve guest experience.

## **Department of Open Space and Facility Services**

### **Construction Services**

Completion of the Long Reach Tennis Club construction project and the major renovations to the Columbia Athletic Club were at the forefront of Construction Services projects in 2018. However, many other projects, large and small ones, were completed at CA facilities and sites, including:

Supreme Sports Club: Renovations to the lower level men’s and women’s locker rooms, improvements to the main fitness floor, and construction of a new stretching area.

Columbia Gym: New roof work, drainage improvements, gutters and downspouts, and mechanical HVAC replacements.

Fairway Hills Golf: Renovations to the interior of the clubhouse, construction of the patio retaining wall, construction of a warming kitchen, and grading work associated with the event space immediately adjacent to the clubhouse.

Owen Brown Tennis Club (the “Bubble”): Removal of the bubble and construction of six outdoor Pickleball courts.

Lake Elkhorn: Re-decking of the dock near the parking lot and improvements to the pavilion on the southwest side of the lake (ADA upgrades and refurbishing).

Aquatics: Renovated bathhouses and new shade structures at Phelps Luck; upgrades to the mechanical systems at the Hawthorn pool; deck replacement at the Faulkner Ridge pool; and roof replacement on the Phelps Luck bathhouse.

Swim Center Phase III: Replacement of the main pool roof and erection of a new entrance canopy.

Horse Center: Roof replacement.

### **Open Space**

Major activities included cleanup after the storm and high-wind events in early March; a detailed inventory of trees in Merriweather Park at Symphony Woods; and the “Exploring Columbia on Foot” series.

## **Energy and Sustainability**

CA's energy management program had several notable accomplishments in 2018 that embody our commitment to environmental sustainability and corporate social responsibility. Significant facility energy management improvements included:

- Installation of solar photovoltaic systems at Dickinson Pool, Dorsey's Search Pool, Hobbit's Glen Golf Clubhouse, and the Long Reach Tennis Club;
- Completion of LED lighting retrofits at Hawthorn Center, Owen Brown Community Center, and the Teen Center; and
- Installation of more than a dozen new HVAC units that meet or exceed ENERGY STAR® standards.

CA's efforts also have received national recognition, among which was being awarded a certificate of recognition from the U.S. Environmental Protection Agency's ENERGY STAR program and a goal achiever award from the U.S. Department of Energy's Better Buildings Challenge program. As a partner in these important programs CA has reduced its energy use by more than 20 percent and its carbon footprint by 55 percent since Fiscal Year 2012.

CA also continued its outreach to the community on these critical issues through its quarterly community energy meetings to promote residential energy efficiency and solar energy. Nearly 100 residents participated in community energy meetings to learn about clean energy strategies.

## **Watershed**

Bioretention facilities were built at the employee parking lot at the maintenance facility, Bryant Woods Park, and the Meeting Room in River Hill. Also, there were two reforestation plantings – the community reforestation project in Oakland Mills (200 trees planted) and the volunteer tree planting behind the Greenleaf community in Owen Brown (250 trees planted).

The forebay dredging project at Wilde Lake was completed, as were bank stabilization projects behind Whetstone Drive in Wilde Lake; off Eagle Beak in Long Reach; and behind Honey Laden Drive in Owen Brown.

Rain gardens continued to be popular. Sixty gardens were built in 2018, bringing the total number of rain gardens to 415.

Resident engagement projects included eight "Bugs that Bite" meetings; five Weed Warrior pull and plant events; one volunteer appreciation event; and three outreach meetings regarding the stream restoration project in Town Center, Wilde Lake and Harper's Choice.

Columbia Association was a recipient of the 2018 North American Lake Management Society (NALMS) award for Lake Management Success Stories.

## **Department of Community Services**

### **International Exchange and Multicultural Programs**

Columbia and the City of Liyang, China established a sister cities relationship in 2018. The City of Liyang joins CA's other sister cities - Cergy, Pontoise, France; Tres Cantos, Spain; Tema, Ghana and Cap-Haitien, Haiti. The program will foster global engagement and peer-to-peer exchanges at every level — cultural, educational, and municipal (community).



### **Columbia Archives**

Columbia Association welcomed Lela Sewell-Williams as the Archives manager, following the retirement of Barbara Kellner. Columbia Archives featured a new program highlighting the achievements of women in Columbia, who worked in the fields of art, religion, theatre, and sports; and continued its popular “Bike-About” program in fall 2018. In October 2018, as part of National Archives Month, Columbia Archives honored Ron Fedorczak as a volunteer and major donor to the Archives.

### **School Age Services**

The School Age Services program served approximately 2,000 students every day at 22 different sites during the before and after school programs in 2018. Instructors from the Department of Sport and Fitness and the Columbia Art Center enhanced the programming by teaching the youth yoga, karate, and art activities.

### **Summer Camps**

Summer Camps served more than 900 campers in 2018. Examples of popular activities included outdoor nature programs, sports, adventure trips, community services activities, swimming, art activities, science programs, as well as cooking camps.

### **Youth and Teen Center**

Youth and Teen Center (YTC) formed a partnership with the Maryland Food Bank and hosted a summer Community Food Pantry that served more than 1,000 people by providing food on a weekly basis. A partnership with the Howard County Police Department continued with the weekly Chess Club and discussions with the teens.

### **Volunteer Center Serving Howard County**

Volunteer Center Serving Howard County (“Center”) supported spontaneous volunteer registration following the Ellicott City floods. Over 1,200 new volunteers registered. The Center also referred calls to Howard County Government’s website and call center.

*Happy and Healthy Holidays from CA*