



SENIOR
LEADERSHIP
TEAM

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Chief Executive
Officer

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Chuck Thompson
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Jackie Tuma
Director of
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April 2019

Office of the President/CEO

The President/CEO was one of several guest speakers at the Wilde Lake High School National Honor Society Leadership and Service Program on Tuesday, 2 April. Other guest speakers were Howard County Executive Dr. Calvin Ball; The Howard Hughes President for Columbia Greg Fitchitt; Inner Arbor Trust President & CEO Nina Basu; Downtown Columbia Arts and Culture Commission Executive Director Ian Kennedy; Merriweather Post Pavilion General Manager Jean Parker; Downtown Columbia Partnership Executive Director Phillip Dodge; and Blossoms of Hope Board of Directors Chairman Joe Barbera. The President/CEO gave a short overview of Columbia Association and the services it provides to the community.

The President/CEO was one of three individuals invited by the Howard County Chamber's Young Professionals Network to participate in a panel discussion entitled "At the Top of Their Game: Getting to Know Howard County's Business Leadership" on Wednesday, 3 April. The President/CEO joined Dr. Kate Hetherington, president, Howard Community College and Ms. Kimberly Prescott, principal consultant, Prescott Consulting in discussing topics such as the most important decisions made as a leader of an organization, one characteristic every leader should possess, what to do to ensure continued growth and development as a leader, and the best piece of advice received from a mentor.

The President/CEO attended a Howard County Industry Breakfast sponsored by HealthCare Access Maryland on Thursday, 11 April. The purpose of the event was to acquaint Howard County businesses with HealthCare Access Maryland, a nonprofit agency connecting residents to public health coverage and helping them navigate services effectively.

Columbia was named one of the [Best Cities To Live in America](#), according to data analysis company Niche, which ranked Columbia 8th out of 228 cities evaluated on factors such as cost of living, housing, public schools, diversity, crime and safety, jobs, health and fitness, commute times, and more. Columbia received high marks for its public schools and diversity, as well as its family friendliness, which was determined based on access to parks, libraries, cultural events, and family-oriented amenities.



Administrative Services

Highlights

The Accounting team completed the FY 2020 budget document, which has been posted on CA's website and distributed to the community.

Much of the organization is actively working on the implementation of Ceridian's Dayforce product, the new cloud-based Human Resources (HR), payroll and talent management system that will integrate payroll, time and attendance, scheduling, HR, and learning in one seamless application. This significant change in our organization will eliminate most paper processes, as time and attendance, payroll, HR, and learning will be done online. The go-live date for using the time and attendance module and other aspects of the system will be 10 June, with the issuance of the first payroll checks through Dayforce scheduled for 5 July. The project is going well, and we are getting positive feedback from the Dayforce project team regarding schedule and quality of work.

Challenges

The period from 1 May through 9 June will be an intensive training and orientation period for the entire organization to ensure that team leaders and other team members are proficient in the use of Dayforce and the tools the system provides. In addition, that same time period is critical in the processes of closing CA's financial books, producing the FY 2019 financial statements and preparing for the annual independent audits. It is also the kick-off of the outdoor pool season and other summer activities.

The annual commercial insurance renewal process is underway, and initial results indicate significant increases in several categories of insurance premiums, along with proposed increases in retention in some cases as well.

Opportunities

Dayforce should provide our team leaders and other team members with more time to focus on serving community stakeholders, and will facilitate greater productivity across the organization.

Sport and Fitness

Highlights

Tennis

Opening day of the Spring Junior Team Tennis Program was Saturday, 13 April. Approximately 70 Junior Member tennis players participated in the event, which was also attended by about 100 spectators. The weekly team event is comprised of both singles and doubles teams.

Columbia Ice Rink

Columbia Figure Skating Club's four Star Wars shows held the weekend of 23-24 March were sold out. Total attendance for the four shows was estimated at 1,500.

Golf

A new golf league for young professionals debuted at Hobbit's Glen Golf Club on 8 April. The "Young Exec Association @ Hobbit's" (Y.E.A.H.) was inspired by the 39 & younger Junior Exec



golf membership opportunity, but is open to men and women 49 & younger. Y.E.A.H. features nine holes of friendly competition on Monday nights, starting with a 5:30 p.m. shotgun.

Challenges

We are currently working to make the Guest Pass (purchased)/Guest Visit (provided as a membership benefit) more seamless for the members and staff.

Opportunities

With CA's summer season beginning shortly, the pools and SportsPark will be opening, providing a tremendous opportunity to increase our resident participation.

Planning and Community Affairs

Opportunities

Columbia Association has been invited to be part of the Complete Streets Implementation Team where we will contribute to the drafting of Howard County's first Complete Streets Policy and creating a Complete Streets and Bridges Design Manual. The original draft policy was developed in 2017 and is being updated in 2019 to reflect current best practices. Discussion and outreach efforts are underway to ensure the County's transportation policies result in streets designed to serve a variety of users and their unique needs.

Anyone interested in learning more about Complete Streets and the process for updating this policy is encouraged to attend the upcoming stakeholder meeting on 23 April 2019 at 6:00 p.m. at Wilde Lake High School Cafeteria, 5460 Trumpeter Road, Columbia MD 21044.

Open Space and Facility Services

Community Improvement and Capital Projects

Highlights

The Fairway Hills Hole 18 Bridge was delivered to the job site and construction will begin before the end of April. Work at the Columbia Horse Center is on-going, with grading and utilities associated with the replacement of two manufactured homes in progress. Pathway improvements are underway on pathway leaders to Lake Elkhorn on the east side of the lake. Construction of the new stem pad/splash pad amenity at the Running Brook Pool is now underway.

Challenges

The much higher-than-average rainfall totals continue to negatively impact outdoor construction-related activities and completion schedules.

Opportunities

Staff is field-testing fiberglass decking, which may increase the lifespan and durability of existing bridges.

Energy Management

Highlights

Columbia Association was recognized with an ENERGY STAR Award for Excellence at a ceremony in Washington, DC on 11 April. The recognition was associated with CA's community outreach and engagement programming to promote energy efficiency. High efficiency ENERGY STAR HVAC units were installed at Slayton House and the Columbia Gym.

Open Space Operations

Highlights

Over 200 residents participated in the "Columbia Cleanup Day," which was supported by Open Space maintenance teams in all 10 Columbia Villages.

Turf renovations in Symphony Woods are ongoing and will be completed by the end of April. The renovations include seeding, installing wood chip beds around trees for protection and the installation of an additional 30,000 square feet of bluegrass sod. Bluegrass sod was selected specifically for Symphony Woods, where it will hold up better in shaded areas in and around the trees, as well as in heavy traffic during events held in Symphony Woods.

Symphony Woods event guidelines have been drafted and shared with stakeholders to further protect Symphony Woods.

Challenges

The emerald ash borer continues to be problematic and has resulted in the removal of 1,200 ash trees in just over a year. In many cases, removal of the ash logs and brush is challenging due to poor accessibility for heavy equipment and is, therefore, more labor-intensive and costly.

Opportunities

The removal of stands of ash trees has created the need to look for additional opportunities for tree plantings throughout Columbia.

Watershed Management and Open Space Enhancements

Highlights

CA staff, together with volunteers who were recruited by the River Hill Watershed Committee, planted the new bioretention facility adjacent to the River Hill pool on 6 April.

CA's Watershed Management and Energy Management staff attended GreenFest at Howard Community College on 13 April. The all-day event featured more than 60 vendors and exhibitors and several thousand attendees.

CA staff, in collaboration with the Community Ecology Institute, constructed a pollinator garden in the Village of Harpers Choice on 14 April.

Challenges

CA staff is addressing resident concerns about the pollinator gardens.

Watershed Management and Open Space Enhancements (cont'd)

Opportunities

CA staff is reviewing proposals received for the creation of stream restoration mitigation banks. The successful bidder or bidders will request easements in open space that will allow them to construct stream restoration projects to create mitigation credits which are then sold to public agencies.

Community Services

Highlights

In collaboration with Blossoms of Hope, Howard County Poetry and Literature Society, and the Volunteer Center Serving Howard County, Columbia Art Center Galleries hosted the Blossoms of Hope theme invitational show “One More Than Nine: Ten Years of Hope Through Art and Words,” 12-30 April. The 2019 theme show marks the 10th anniversary of the exhibit and features both art and written words by artists and poets in the community. The one criterion is that each work includes the number “10” either literally or abstractly.

Columbia Art Center Galleries hosted its first all-female visual arts show “Visionary Women, The Journey: Art About Women By Women” in March to commemorate National Women’s History Month. The exhibit featured 40 female artists with 90 art works, including paintings, sculptures, photographs and mixed media. The show opened with a reception and awards ceremony on 8 March, International Women’s Day. Councilwoman Christiana Mercer Rigby of the Third District spoke at the awards ceremony about the importance of such a community show.

Opportunities

Patti Henkel, Volunteer Center program manager, created and added a new report to our Partners’ Portal allowing access to comments from volunteers that participated in a volunteer opportunity. Comments offer insight to the value of the opportunity to the volunteer and also how well the partner did in managing the opportunity. For example, from a Howard County Arts Council Gala volunteer, “I thoroughly enjoyed my first opportunity volunteering at the Celebration of the Arts Gala. Please keep me on the list for next year!”

At the Columbia Art Center, entry fees and sales from the “Visionary Women” show raised funds for a women’s-based non-profit in Howard County – “Hope Works The Women’s Circle.” Plans are underway to make this exhibit and panel discussion annual events each March.

Communications and Marketing

Highlights

Communications & Marketing (C&M) developed and shared communications with the community about CA’s five-year strategic planning process. To help drive awareness about this process, C&M created a new webpage with detailed reports, timing information, and a comment box, along with emails, digital signage, and social media posts.

Communications and Marketing (cont'd)

Other major projects and initiatives included finalizing CA's Summer Activities Guide and providing significant support and promotion for CA's first Healthy Eating Series event, which featured famed nutritionist and author Rip Esselstyn.

From mid-March into April, several marketing campaigns were launched for CA, Haven on the Lake, and Golf memberships that included digital banner ads, email blasts and Pandora radio ads. Email blasts in March also promoted the Open House event on 23 March. New landing pages have been developed in concert with our agency and will be tested starting mid-April.

The digital marketing team continues to show lead generation growth year over year. Digital leads grew 239% from mid-March through mid-April compared to a year ago. The efforts are helping to contribute to the strong sales growth we are seeing in new memberships. Our tracking continues to grow: the number of lead forms has more than tripled, which provides us more in-depth understanding and analysis of where our online leads are coming from.

Challenges

Our marketing efforts are helping to ultimately drive more membership sales, as we see continued year-over-year lead increases and membership unit increases. However, we are noting that many of the leads are visiting Supreme Sports Club and Columbia Athletic Club. In comparison, Columbia Gym and Haven on the Lake have experienced much slower traffic. We are developing some targeted advertising efforts for these two facilities in the hopes of increasing business there as well.

CA in the News

Recent coverage in the media included coverage of CA's Healthy Eating Series in Business Monthly.

Thought of the Month

*"In matters of style, swim with the current.
In matters of principle, stand like a rock."*

Thomas Jefferson