

City & Country Clubs Council of IFMA - Balanced Scorecard

Purpose of the City & Country Clubs Council of IFMA:

To augment the club member's experience by advancing the club FM professional through networking resources, education, best practice sharing and more.

Version 2 - July, 2009

Perspective	Strategic Objectives	Strategic Initiatives	Measure	Target	Status	Priority	Champion	
Stakeholder	1	Communicate with and engage council members in opportunities that develop and expand their collective knowledge and experience.	Survey members to gather input/case studies on the impact of facilities on club operations and club member experience	Deadline	To Be Determined		C	Future committee
			Number of case studies gathered	To Be Determined				
			Spring Council Meeting at Member Club	Member Satisfaction	4 out of 5 rating	2010 Meeting planned for March in Wilmington, DE	A	Steve B Willie A
				Number of attendees	25			
			Foster on-line community to be a primary resource and benefit of membership, engaging all members	Number of posts	Baseline to be determined	Reporting now available - measure starting in July '09	A	Board & Staff Willie A / Jim H
				Number of members posting	Baseline to be determined			
			Council Newsletter/e-Updates publication	Deadline	Start in July, '09		A	Steve B Steve B
				Frequency of publication	Bi-weekly			
			Provide a content-rich web site	Member Satisfaction	4 out of 5 rating		A	Board & Staff
			Tap into local chapter resources and activities	% of council member participation	50%		B	Board
			Provide regular webinars	Member Satisfaction	4 out of 5 rating			Willie Board & Staff
				Frequency of webinars	Quarterly			
			Council Sessions at World Workplace	Number of attendees	To Be Determined		A	Kari Board
				Member Satisfaction	4 out of 5 rating			
			Conduct facility benchmarking studies	To Be Determined	To Be Determined		D	Future committee
			Hold regional meetings of the council	Member Satisfaction	To Be Determined		D	Future committee
				Number of regional meetings offered	To Be Determined			Future committee
				Number of attendees	To Be Determined			Future committee
			Establish Sustainability Task Force (Study environmental impacts, etc.)	Deadline	To Be Determined		C	Willie A
			Offer IFMA Courses (FMP / CFM) to members (face-to-face or virtual)	Deadline	Spring 2010 & 2011 Council Meeting	Course Selection Oct-09	B	Board & Staff
2	Magnify the importance of facility management within City & Country Clubs.	Reach heads of club FM departments with the message of the council (importance of facilities to club member experiences)	Invite non-members to webinars	December, 2009		A	Board	
			e-Update geared towards non-member FM heads	December, 2009			Board	
		Reach club GMs with the message of the council (importance of facilities to club member experiences)	Annual webinar geared towards GMs	January, 2010	Content by 12/1/2009	A	Board & Staff	
			e-Update geared towards GMs	Quarterly	Start July-2009		Steve B	
		Engage headquarters communications department to create council press releases to appropriate audiences	Number of PR releases issued	1 per quarter	Q2 '09 Release about council formation complete.	A	Staff	
		Create list of industry related publications and media outlets	Deadline	July, 2009		A	Steve B	
		Provide content to industry related publications and media outlets	Amount of content provided	To Be Determined		C	Board	

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Internal	3	Ensure appropriate succession planning, governance, systems and processes are in place corresponding with the council's strategic plan.	All board and committee positions filled with active volunteers	Number of filled positions	100%	75%	A	Willie A		
			Create membership committee with regional focus	Deadline	March, 2010		B	Willie A		
			Establish member-to-member direct communication process	Phone tree in place	To Be Determined	May be handed off to future membership committee	C	Board		
	4	Deliver value to council members	Create enhanced member profile directory	Deadline	To Be Determined	FMCC testing first implementation	C	Staff		
				Profile Development Task Force	To Be Determined			Board		
			Communicate the fact that cost of membership and participation will be easily recouped by joining and implementing just 1 idea gained through the council	Frequency of communication of message	Posted to website with examples		A	Staff		
				Frequency of communication of message	2 per year (e-Updates, etc.)			Steve B		
			Investigate programs beneficial to council members (APPI for example)	To Be Determined	To Be Determined		C	Future Committee		
			Clearly present the value of council involvement, communicating job/task descriptions and expectations to volunteers	% of time communicated to volunteers in new roles	100%		A	Board		
			Establish Content Committee	Deadline	To Be Determined		C	Board		
Track member's perception of value delivered by the council			Net Growth Rate	400%		A	Willie A			
	Member Retention Rate	81%	NA until after 1 year	Willie A						
	Overall member satisfaction	4 out of 5 rating		Willie A						
5	Create and strengthen collaborative relationships than enhance the strategic direction of the council	Form a strong relationship with CMAA	Become an affiliate association	September, 2009	Application in process	A	Steve & Jeff			
			CMAA publish CCCC activities	January, 2010			Steve B & Staff			
		Investigate collaborative opportunities with McMahon Group and similar organizations	Positive endorsements	January, 2010		B	Board			
		Investigate collaborative opportunities with NCA	Positive endorsements / affiliate	January, 2010		B	Board			
Investigate collaborative opportunities with regional club organizations	Regions investigated	March, 2011		C/D	Future Committee					
Learning & Growth	6	Create a culture to provide resources that instill innovation, passion, challenge and meaning.	Ensure participation at leadership workshops	Number of leaders participating	3	3 Attended May '09 workshop	A	Board of Directors		
			7	Create a culture of expected active engagement.	Engage all members	Number of engaged members	100%		B	Board
					Use webinars to draw potential members and set expectations from the first	Number of recruiting opportunities	Quarterly		C	Willie A
Establish the Talent Scout/Volunteer manager position	Number of members acquired	25 in FY 09/10			Willie A					
8	8	Maintain viable fiscal position through responsible financial management.	Develop a budget in alignment with the strategic plan and balanced scorecard initiatives	Deadline	July, 2010		B	Board		

Priority Keys:

- A Immediate (next 6 months)
- B Soon (6 months-1 year)
- c 1-2 years
- D 2+ years