

**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 3 - September, 2010

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	2011 Meeting planned for March 6-9 Country Club of Virginia	A	Steve B
				Number of attendees	25			Willie A
			Foster on-line community to be a primary resource and benefit of membership, engaging all members	Number of posts	One monthly post		A	Board & Staff
				Number of members posting	Baseline to be determined			Board & Staff
			Council Newsletter/e-Updates publication	Deadline	Start in July, '09		A	Steve B / Kari
				Frequency of publication	Quarterly			Steve B / Kari
			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%		C	Board
			Provide regular webinars	Member Satisfaction	4 out of 5 rating			Willie
				Frequency of webinars	Quarterly			Board & Staff
			Council Sessions at World Workplace	Number of attendees	To Be Determined		A	Kari
				Member Satisfaction	4 out of 5 rating			Board
			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 2011 & 2012 Council Meeting	Course Selection - Planning and Project Mgmt	A	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	July, 2011		A	Board	
			e-Update geared towards non-member FM heads	July, 2011			Board	
		Reach club GMs with the message of the council (importance of facilities to club member experiences)	Annual webinar geared towards GMs	July, 2011		A	Board & Staff	
			e-Update geared towards GMs	Quarterly			Steve B	
		Engage headquarters communications department to create council press releases to appropriate audiences	Number of PR releases issued	1 per quarter	Q2 '10 CMAA Partnership	A	Staff	
		Create list of industry related publications and media outlets		Continuous		A	Board	
		Provide content to industry related publications and media outlets		1 per quarter		B	Board	
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%	100%	A	Willie A	
		Sustain a membership committee	Committee in place	Continuous membership retention and reaching out to potential members		B	Willie A	

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Internal		Establish member-to-member direct communication process	Phone/E-mail tree in place	Monthly		B	Joe Davis / Jesse Warren	
	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	
			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%	31%	A	Willie A
				Member Retention Rate	81%	77%		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	Aug-09	100%	Complete	A	Steve & Jeff
				CMAA join with CCCC activities	February 2011			Steve B & Staff
			Investigate collaborative opportunities with McMahon Group and similar organizations	Positive endorsements	100%	A	Board	
			Investigate collaborative opportunities with NCA	Positive endorsements / affiliate	July 2011	B	Board	
	Investigate collaborative opportunities with regional club organizations	Regions investigated	December 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	5	Spring meeting event 2011	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 encounter	Number of recruiting opportunities	Quarterly		C	Willie A
				Number of members acquired	30 as of July 2010	Willie A		
Establish the Talent Scout/Volunteer manager position	Deadline	December 2011	C	Board				
Financial	8	Maintain viable fiscal position through responsible financial management.	Develop a budget in alignment with the strategic plan and balanced scorecard initiatives	Deadline	September 2010		A	Board

**Priority Keys** **A** Immediate (next 6 months)  
**B** Soon (6 months-1 year)  
**C** 1-2 years  
**D** 2+ years