

CONFERENCE FOR CATHOLIC FACILITY MANAGEMENT LONG TERM STRATEGIC PLAN

Adopted: June 2010

Revised: April 2016

INTRODUCTION

The Board of Directors of CCFM recognized that our organization could benefit from a Long Term Strategic Plan in order to address issues and strategies for recognizing challenges which CCFM members face today and will in the future. It is to be used as a dynamic guide for all members and especially leadership in creating a resource for our changing environment and improving our program to better meet the needs of our entire organization.

The Conference for Catholic Facility Management (CCFM) completed an in-depth review of its history, identified its core values and purpose, conducted a SWOT analysis, and refined its vision and mission statements. From this process, a 3-year strategic plan was written that provided CCFM with the goals and strategies needed to guide it forward towards increased success, sustainability and growth. The Long Range Strategic Planning Committee at its next meeting incorporated timelines and identified responsible person(s) for each strategy. This plan is a document intended to be a working plan to be implemented and reviewed on a regular basis at both committee-level and Board-level meetings.

HISTORY

Between 1989 and 1994, dioceses in the Mid-Atlantic Region (Baltimore, DC, Virginia, Pennsylvania) met annually to discuss issues and topics of mutual interest. Additionally, the dioceses of New York held similar meetings for all the dioceses in their state. Around this same time, there were similar annual regional meetings taking place in the West; specifically, Las Vegas, Los Angeles, and finally Portland.

In February 1994, the Diocese of Fresno contacted the Archdiocese of Baltimore to inquire about a local, non-denominational conference scheduled in Baltimore to see if it was worth attending. During this conference, facility representatives met from the surrounding Baltimore-area dioceses to discuss what was happening on both sides of the country. The eastern contingency was informed of the Western Conference to be held in Denver in the spring of 1994. As a result of this meeting, the conference extended invitations to many of the eastern dioceses.

April 1995, the Western Conference held in San Francisco was attended by approximately 50 personnel from dioceses across the country. At the conclusion of that meeting, there was an extended discussion among all the attendees of our future course. An east coast venue for the next meeting would assist in the establishment a national organization.

Baltimore hosted the first national conference in April 1996 where 75 dioceses were represented with over 125 total attendees. An ad-hoc committee was formed to plan the next conference in Phoenix and began preparations for a formal organization with a constitution and by-laws with the goal of being listed in the Official Catholic Directory. Lou Baird, still a member today, was appointed chairperson.

Phoenix, in 1997, held the most successful conference to date, drawing almost 125 diocesan representatives. The new bylaws and constitution were adopted, officers elected, and the listing in the Official Catholic Directory was established.

Conference sites for the following years were as listed:

1998: Newport, RI

1999: Palm Springs, CA (hosted by Diocese of San Bernadino, CA)

2000: Atlanta, GA

2001: Indianapolis, IA

2002: St. Petersburg, FL

2003: San Diego, CA

2004: New Orleans, LA

2005: Denver, CO

2006: Washington, DC

2007: Chicago, IL

2008: Orlando, FL

2009: Pittsburg, PA

2010: Orange, CA

2011: St. Louis, MO

2012: Covington, KY

2013: Seattle WA

2014: New Orleans, LA

2015: Savannah, GA

2016: Phoenix, AZ

CURRENT PLANNING PROCESS

The current planning process began at the 2008 annual conference in Orlando, Florida, where the CCFM Board of Directors determined that long term strategies would need to be formalized in order to create an avenue for sustainability of the organization.

In October 2008, the Board of Directors participated in a strategy retreat identifying critical issues and challenges for our long term growth. A Long Range Strategic Planning (LRSP) Committee was established and work from this committee was done prior to the annual conference to be held in Pittsburgh where it was presented to the general membership. At this time, the committee membership was expanded.

The Board of Directors again met in Chicago in October 2009 to participate in another strategy session identifying further steps, critical issues, and challenges for growth. After this meeting, the committee continued to meet via conference call to draft and propose this formal document as the LRSP for the organization.

A draft of the LRSP was presented to the general membership at the annual conference in Orange California in May 2010. Comments were received and suggestions were evaluated and incorporated into the document. After the conference, a final report was prepared and reviewed,

voted on, and adopted by the Board of Directors. The final document was placed on the CCFM website for accessibility by all members.

The LRSP Committee recommended to the Board of Directors to adopt a resolution which established the LRSP Committee as a standing committee within CCFM. The committee will be chaired by a board member and participation in the committee will be open to all classes of membership. The committee will meet throughout the year to update and draft revisions as the document must be fluid and be adjusted as the needs of the organization are recognized.

In 2014, the Board of Directors recognized the need to review and update the original plan since most tasks had been achieved. In 2015, the LRSP began to meet monthly to achieve this and hence, the April 2016 revision has been completed.

ORIGINAL COMMITTEE MEMBERS

Michael T. Davitt, Treasurer, Chair
Janis K. Balentine, President
Lou Baird, General Member
Roger Hughes, Executive Director

CURRENT COMMITTEE MEMBERS

Janis K. Balentine, Chair
Paul Connery
Michael T. Davitt
Tom Richter, Executive Director
Michael Robertson

MISSION STATEMENT

The Conference for Catholic Facility Management (CCFM) provides a forum for professionals working for our church in matters of real estate, construction and facility management. The conference promotes professional development while nurturing the spiritual growth of its members responsible for Catholic owned buildings and properties through sharing the knowledge and experience of all members. CCFM seeks to contribute to the effectiveness and strength of our Church by providing professional training, continuing education, networking and advocating the highest of standards of work and professionalism for all members.

Our purpose is to provide a forum and a network for persons having responsibility for diocesan or religious-owned buildings and/or properties; to promote the spiritual and personal growth of its member representatives in their special ministry of serving the Church; to foster the professional development of each member representative through the sharing of the knowledge and experience of all; and to contribute to the effectiveness and growth of the Church.

CURRENT REALITY

CCFM membership is experiencing conflicting patterns that are simultaneously expanding in some situations and contracting in others. The organizations our member professionals represent continue the evolutionary process identified in the last strategic plan and this will continue into the future.

As a result of this dynamic, there have been a developing array of ways in which dioceses and religious organizations staff and/or resource the various functions in the areas of real estate, construction and facility management. That developing array was accelerated over during 2009. We believe this has certainly occurred as a result of the economic slowdown of 2008 to 2012 but, as importantly, results from the systemic issues occurring in the institution.

The various ways that the dioceses and religious organizations then staff or resource the functions of real estate, construction and facility management follow:

1. highly centralized responsibility and accountability,
2. shared functional responsibility with the local parishes or agencies,
3. fully decentralized -- almost all responsibility rests with the local parishes or agencies,
4. termination of centralized organizations then outsourced to consultants, or
5. in the smaller dioceses, all functional responsibility for real estate, construction and facility management report to a CFO with no facility management staff and little or no facility management experience.

There may be other combinations of the above but one thing is certain, there is no longer any one single organizational model that exists throughout all of CCFM. There is no longer a one size fits all approach to how we might be a resource to our members.

In all of this, we also have to be aware of how this changing dynamic might impact our Business Partners and how we might help them most effectively resource the CCFM member base, their customers.

We view the above not only as a reality but also as an opportunity for CCFM. We will need to develop an array of product opportunities, from communications vehicles, to a different look Annual Conference, to developing different kinds of goals and objectives with our evolving member base. These goals and objectives need to be sensitive to the differences in each of the individual member organizations.

Develop a strategy and action plan to accomplish connectivity with the evolving landscape in which CCFM finds itself. Operationalizing the above must include an array of strategies and actions. This will, of course, include:

1. committee structure,

2. communications strategy,
3. strong communications vehicles,
4. other activity as developed by the Board with the engagement of interested participants from the general membership, and
5. through its meetings and feedback we received and collaborated on, the committee identified five critical areas for strategic growth and planning.

GOALS AND OBJECTIVES

I. *Annual Conference:*

Goal: The Conference for Catholic Facility Management will provide its members a successful Annual Conference.

Objective A: Achieve conference registration level at or above prior year

Actions/Tasks:

- Set conference location schedule at least 2 years in advance
- Keynote speaker to be identified at least 9 months prior to conference
- Promote conference on website and in newsletters starting in June
- Staff/Board to review conference surveys by August board meeting
- Set preliminary conference program content and design by November 1
- Mail conference registration package by January 15th
- Invite local pastors and business manager and promote local participation by February 15th
- Plan first time attendee recognition event at conference

Objective B: Achieve number of exhibitors at 40 or more

Actions/Tasks:

- Survey of exhibitors to be reviewed by August board meeting
- Contact all exhibitors for verbal commitment for next year by December 1
- Exhibitor registration package to go out by December 15th???
- Plan exhibitor's recognition event at conference

Objective C: Provide a minimum of 9 educational tracks & Roundtable format

Actions/Tasks:

- Education committee to commence meeting in September and formulate spreadsheet
- Board to review proposed tracks at annual fall meeting
- Board and education committee leaders to agree on final list of tracks by XXXX
- Surveys received at annual conference to be tabulated by August 1.
- Insure that AIA professional education credits are awarded
- Insure that all educational tracks from conference are on the website by September 1.
- Finalize roundtable topics by April 1.

Objective D: Achieve budget conference income and expense goals

Actions/Tasks:

- Meeting Planner to negotiate conference hotel contract by ????
- See registration and exhibitor goals
- Finalize local sponsorships by February 15th
- Insure that verbal commitment for renewal of annual sponsorships by August 1.

Objective E: Insure that Conference Planning Committee is active and successful

Actions/Tasks:

- Formulate Conference Planning committee by September 1st.
- Start monthly Conference Planning Committee conference calls in September thru May
- Meet Conference Hosts at annual Fall meeting
- Receive Conference Planning Reports at all Board Meetings

II. Leadership:

Goal: Build a leadership team that will enable CCFM to grow and carry out its mission and vision in meeting the strategic plan.

Objective A: Identify and recruit talented members who share the mission and commitment to CCFM to serve on the Board of Directors and various committees.

Actions/Tasks:

- Design a brief job description for directors
- Design job descriptions for each committee chair
- Design a recruitment program for Nomination Chair to help with recruiting new directors

Objective B: Hire and retain an Executive Director who will act as the chief operating officer who will report to the Board of Directors and assist and implement strategy in meeting our short and long term goals.

Actions/Tasks:

- The Board should create a job description for the Executive Director position enabling the Board of Directors to be prepared to adapt to changes in the position
- The Executive Director should keep written procedures for various functions of his/her job as well as the administrative assistant so the Board will have written documentation for succession management.

Objective C: Establish committees which will serve as a critical component of the leadership of CCFM in creating new avenues for group development and progress for the organization.

Actions/Tasks:

- Review the need for current committees
- Plan for future committees, as necessary
- Revise bylaws, as needed, for standing committees

Objective D: Continually review and update bylaws.

Actions/Tasks:

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III. Membership:

Goal: Promote and enhance the benefits of CCFM membership for all its members in order to increase and retain our membership.

Objective A: Attract sustaining Business members, retain and foster the relationship of CCFM membership:

Actions/Tasks:

- Promote CCFM - Concentrated group of decision makers, purchasers of services and materials;
- Identify expectations of members and reps;
- Seek diversity of services and products; and
- Create a year-round value to Business members.

Objective B: Generate meeting opportunities for interaction between all regular members and Business representatives.

Action/Tasks:

- During the annual conference nurture the involvement between regular members and Business representatives beyond the exhibit hall;
- Thorough out the year allow Business representatives to call on regular members and bid on their projects;
- Encourage Business representatives to offer generic presentations on industry trends, materials, methods through workshops, bulletins or articles; and
- Establish goals and objectives for Corporate Committee in concert with representatives.

Objective C: Create list of preferred national corporations as strategic accounts.

Actions/Tasks:

- Compose relationship plan;
- Form generic agreement outlining understanding and benefits/pricing for both sides;
- Create special membership package to include identity on web-site, sponsorship opportunities, preferred conference fees; and
- Develop measures to document success and post reviews.

Objective D: Grow and enhance regular membership.

Action/Tasks:

- Continue to pursue dioceses and religious organizations concerning membership;
- Expand regular membership to all of the North American dioceses, religious organizations, and other Catholic organizations ie. Canada and Mexico; and
- Create a year-round value for all regular members.

IV. Recognition:

Goal: Recognition of CCFM as an important and value added organization for its members and institutions which they represent.

Objective A: Continue our affiliation with USCCB as a recognized and established Catholic organization.

Actions/Tasks:

- Work with USCCB's liaison to CCFM to promote USCCB directives;
- Meet annually with USCCB representative to keep our name before the USCCB and to explore ways in which we can promote membership to more dioceses; and
- Encourage the USCCB staff representative to attend our annual conference.

Objective B: Increase number of Collaborative Partners e.g. Catholic Extension, Resource Center for Religious Institutes.

Actions/Tasks:

- Seek other partnerships;
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Objective C: Continually increase our visibility and presence within our Catholic communities such as the LCWR and CMSM conferences.

Actions/Tasks:

- Review the possibility of changing the word "Conference" in Conference for Catholic Facility Management since the word conference seems to focus on the annual conference and does not promote us a year-round resource without changing the anagram of CCFM; and
- Send representative of CCFM to their annual conferences.

Objective D: Stronger use of social media to get our membership to "tune in" regularly i.e.

Actions/Tasks:

- LinkedIn: find other professionals and groups through their online profiles
- Facebook: create a page with links to CCFM website
- Twitter: regularly schedule online conversations in which members can discuss particular topics

Objective E: Create a sponsorship program

V. Resource:

Goal: The Conference for Catholic Facility Management will continually provide resources in the areas of real estate, construction, and facility management to all of our members year round.

Objective A: Create a mentoring program where new members will be assigned a mentor member to assist them with CCFM and their professional responsibilities by June 30, 2016.

Actions/Tasks:

- Executive Director should contact each new member personally shortly after the new member has joined;
- Executive Director should assign the new member a mentor, preferably some geographically close shortly after the new member has joined; and
- At the 2016, announce the mentoring program and sign up volunteer mentors. This could be a stepping stone to committee participation.

Objective B: Continually update to improve our website allowing both regular and business members access to Resources, Discussion Board, and Webinars to assist them in their professional careers and identify future educational tracks that could be made into webinars.

Actions/Tasks:

- Maintain an up-to-date, accurate, and searchable membership directory for ease of use by all the members.
- Utilize email alerts, social media, and other technology to allow communication among members during the year.

Objective C: Provide and develop new on site programs such as Facility Management 101.

Actions/Tasks:

- What is our next onsite program?
- Reinvigorate the Support Group and have them become more active beyond FM101.

NEXT STEPS

Continue to Review Annually by the LRSP Committee
Keep document fluid by continually adjusting it to meet challenges of market place

CONCLUSION

In 2016, the LRSP Committee completed a major revision of the plan.

The CCFM Board of Directors would like to express its gratitude to the USCCB, Bishop Foys, and our regular and corporate members for their support of this vital endeavor toward insuring the future of the Conference for Catholic Facility Management.