



HOW TO UNDERSTAND THE 2026 TELICO VILLAGE BUSINESS MANAGEMENT SYSTEM

An Interview With Joel Reed following LRPAC Plan Approval

What is the Balanced Scorecard?

Joel - "This is a Business Management System. Harvard business school developed this method in 1992 that helps a business manage the operation from four different perspectives. Like a pilot uses many different instruments to aid him while flying, a business must use different key perspectives of the operation to achieve a balanced approach to attain success. Most businesses operate solely with a financial focus. That myopic approach can be very limiting to business success. Here in the Village, we want the success of our operations to focus on the customers, the business processes and our most valuable asset, our employees. By investing in our employees and processes, we achieve higher levels of customer satisfaction resulting in better financial performance."

What changes can the Village expect by implementing the Balanced Scorecard?

Joel - "Running a good operation takes good employees. Each department will ensure our employees have the right training and knowledge to accomplish their jobs. Each department will also set goals and objectives through a **SWOT** analysis. The department heads have already evaluated the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats to their departments and are working on their 2026 business plans that will include regular reportable performance measures. These measures will be used to help keep the departments on track with their business plans and goals. The board will be approving the goals, objectives and performance measures the departments define in their business plans. All department plans will tie into the overall POA objectives. The Balanced Scorecard is new for our department heads, so we are conducting training and workshops to assist the staff in this process to ensure success with this program. Historically each department has run their operations independently but with this new approach we expect to see some good changes and collaboration between departments."

Why do we need a Balanced Scorecard?

Joel - "Since our community is near full build-out, we need to switch from a growth mode and put our focus on the sustain mode sustaining our amenities within the community. We need to ensure good operational practices are in place to confirm the amenities are properly serving the community. By proper planning and using customer feedback, each department can optimize the services of our amenities that should drive residents' usage to fully utilize our amenities."

How long will it take to have an operating Balanced Scorecard?

Joel - "We are working on the foundation of the scorecard to begin in 2026. This is all new to the village and the POA staff, but everyone seems excited. We certainly know this will provide more direction and clarity to all employees regarding their work responsibilities. It is important to understand all the goals and measures are defined by the departments themselves and then approved by the board. Getting feedback from customers is a vital for this system's success. The employees have been receptive to adopting changes for operational improvements, and we look forward to implementing the customer engagement surveys that is a key part of this program's success. This is an exciting time in the community as we situate our operation to function in a productive sustainable mode targeted to customer satisfaction."

In summary:

Measuring performance of an operation, like the POA, is important. If aspects of the business are not being measured and reported, likely no one is paying attention to that part of the business.

Loyalty of customers, efficiency of work processes and skills of employees don't show up on financial statements, so the Balanced Scorecard was developed to help business managers use more than one instrument to manage a business for success. The company vision and strategy are at the center of the plan. Accountability measures coming from four perspectives of the business will provide a balanced approach to the business operation:

Financial - Customer - Internal Process - Learning and Growth.

Please watch this video for an illustrated guide to understanding **The Balanced Scorecard**....
<https://www.youtube.com/watch?v=zf-d-O7hVhM>

Contribution by Teresa Reed, HOA VP Advocacy

