

**LEVINE CENTER
TO
END
HATE**



Balanced Scorecard

Steering Committee

September 14, 2022

Levine Center to End Hate

Mission Statement

- ▶ Our mission: To unite the greater Rochester Community in overcoming hate through education, dialogue, and positive action.

Levine Center to End Hate

Programs

- ▶ **Engaging Youth:** The Youth Ambassador Council (YAC) meets with community leaders and activists in the Greater Rochester area to better understand discrimination and how we can address it. Additionally, Youth Ambassadors assist Levine Center programming while developing their own initiatives within the community.
- ▶ **Uniting Community:** We work with organizations within our community to amplify both new and existing efforts to activate cooperative and collaborative responses to hate in all its forms.
- ▶ **Brave Spaces:** Designed to address growing divisions in our community, BRAVE SPACES 2022 will help participants develop a deeper understanding of what is driving increased expressions of hate and feel empowered to address bias in their spheres of influence.
- ▶ **State of Hate Survey:** The "State of Hate" survey is aimed at understanding people's attitudes, beliefs, and experiences of discrimination and bias in Greater Rochester

What is the Balanced Scorecard

- ▶ Developed by Kaplan & Norton in 1996
- ▶ Management System
- ▶ Big Picture Goals
- ▶ Agencies/Companies choose things to measure to reach these goals
- ▶ Strategic measures and financial measures analyzed, providing a balanced view of the agency/company
- ▶ We are going to use the mission statement as our guide
 - ▶ Break down to actionable steps
 - ▶ Steps are day by day, week by week

Process

Takes four perspectives

Customer
Financial
Learning and Growth
Internal Business Practices

Puts each of these on
equal footing to support
the mission statement

Normally there is undue
weight on the financial
aspect that drives decision
making and actions





Perspective: Customer

Who wants your services?

Are you finding new business?

Customer satisfaction

How are you viewed by competitors?

Are you viewed as a competitor?

What is your brand awareness?

Perspective: Financial

- ▶ Can seem counter-intuitive to a not-for-profit or social service organization, but important
 - ▶ No margin, no mission
- ▶ Are you making money?
- ▶ What's your financial health?
- ▶ Are your shareholders happy?
Customers, investors, employees,
board, community at large



Perspective: Internal Business Practices

- ▶ Efficiency - smooth business practices
- ▶ Obstacles? Ideas to execution
- ▶ Adapting to business changes
- ▶ Are you providing what is wanted?
- ▶ At what should you be best?



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Perspective: Learning and Growth

Human Capital - skills, talent,
knowledge

Information Capital - databases, IT
systems, technology

Organization Capital - culture,
leadership, employee alignment,
teamwork, knowledge

- ▶ 2-4 per Perspective
- ▶ High-level organizational goals
- ▶ Concrete - not vague concepts
- ▶ Endless
 - ▶ Care for them for some time
 - ▶ Not one-time events or deadlines
- ▶ Actionable - not processes; you have some control of it
- ▶ Measurable, quantifiable
- ▶ Starts with a verb
 - ▶ Reduce, increase, minimize, maximize, optimize, ensure, support, create, manage
 - ▶ “Ensure Customer Satisfaction” for Customer Perspective



Strategic Objectives



Measures

How do I know we are achieving the objective?

1-2 per objective

Goals, more or less

Measured on a regular basis

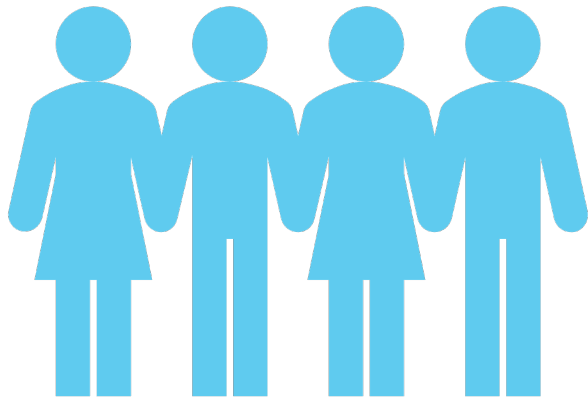
Perspective - Customer

Objective - Ensure Customer Satisfaction

Measure - Create online portal for customer satisfaction survey

Initiatives

- ▶ From our first session, I will create an overall Balanced Scorecard worksheet - it will be customized entirely for the Levine Center to End Hate.
- ▶ It will contain each Perspective and Strategic Objective
- ▶ The next step will be for the group to develop Measures and Initiatives for each Objective
 - ▶ Break into four teams
 - ▶ These can be several steps
 - ▶ Will all work toward the goal of completing the Measure
 - ▶ Each Initiative will have a responsible party assigned and target date
 - ▶ The group will need to have comfort in ensuring target date is realistic with the responsible party, and also be willing to address a missed target date
 - ▶ As each Measure is achieved, new ones are created to complete the Initiative



Worksheet Example

Perspective - Customer

Objective - Ensure Customer Satisfaction

Measure - Create online portal for customer satisfaction survey

Initiative - Research online survey options and create report for committee with pricing

Responsible Party: John Smith

Target date: 10/15/22

Strategy Map - Typical Service Agency

