



Welcome to the 2018 FRPA  
Conference!

# Learning Objectives

- Become acquainted with the principles that secure the foundation of the Balanced Scorecard.
- Be able to begin the process of developing their own scorecard for their department or agency.
- Understand the need to develop a more balanced approach to measure the success of their department or agency.





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# Balanced Scorecards

Important!

This presentation is not a TED  
Talk...

If anything, it's more of a CAT  
Talk – as you will see in a  
moment...



despite their high population. This is minimal in comparison to California where there are over 126,000 employees. This also makes sense because of the amount of state parks that exist there.

6. From that same article on the "Economic Impact of Local Parks", what do the authors say about "Economic Significance"?

The authors say that, "Economic significance is 'a measure of the importance or significance of the project/program (rather than its impacts) within the local economy which shows the size and nature of economic activity associated with the project/program in the area.'" Reading this, I am lead to believe that economic significance is of a broader nature than economic impact. Economic impact discusses net impact spending, direct spending, visitor spending, labor cost, etc., Economic significance does not go into this detail and therefore it is of little use by the public and policy makers. Instead economic significance merely talks about the overall impact a new project would have on the overall economic activity of that location.

7. What was the problem with "state-level" analyses?

The problem with "state-level" analyses is seen in this article. They mentioned that the spending of a site or facility may be inaccurate based on where items were purchased. It says that they cost may "leak out" of the state. In the article they used the example of fertilizer, but the concept can be applied to any large purchased good. If the good is produced outside the state, then the cost of that good may not be tracked back to that state and therefore would not be found in the state-level analysis.

8. What, if any, do you determine to be the limits of this study?

As for my own interpretation, one limit of this study is the huge differences in the parks and their locations. I think it is difficult to do a study of parks across state lines. I think that the populations, demographics, geography, landscape, etc., are so different that it is hard to compare or make inferences based on the data alone. Some states may spend more money on maintenance if they are involved in a lot of ski style resorts. It cost a lot to maintain these parks, however, from looking at this survey you would not know that detail.

Another limitation that I considered is the difference in the environment surrounding the parks in terms to weather and population it caters to. For example, if a golf course in FL was analyzed it would appear that there is a high economic impact. There would be a large income from visitors and a large cost on facility maintenance as well as labor costs. This is because Florida is home to many golfers and is known for its courses. However, this same data may be significantly less for somewhere where golf isn't as prevalent as a sport. Therefore this data would be inaccurate or a golf course that is out of state to utilize.

In regards to weather, sometimes weather effects maintenance cost on facilities, especially outdoor parks. For example, in California there are a lot of forest fires. This could drive up maintenance costs for a park there. As a result, the same predicament happens as above

ViewSonic







# Balanced Scorecards

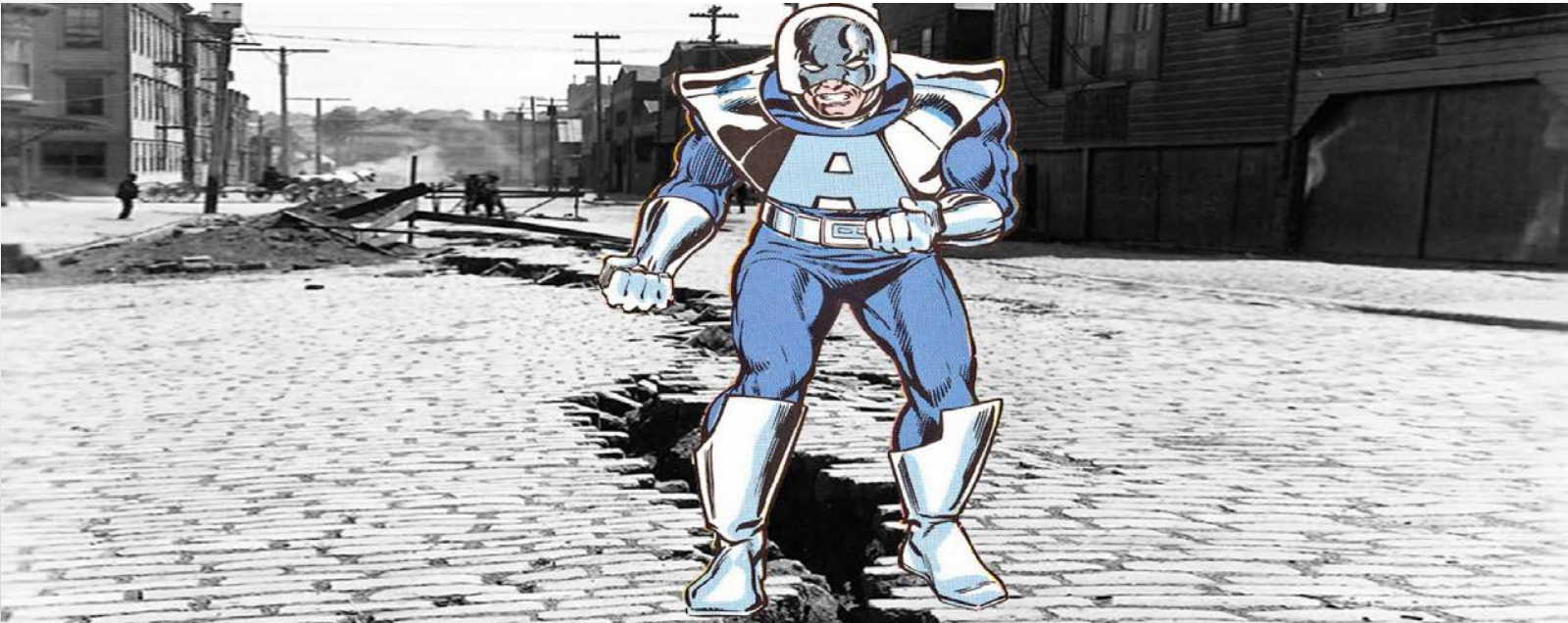
## Key Questions

- What exactly is a “Balanced Scorecard”?
- Why use a “Balanced Scorecard”?
- Why not just stick with something simple like “Goals and Objectives”?
- What is a “Strategy Map”?
- What is the difference between a Balanced Scorecard and a Strategy Map?
- How does one get started?

# Balanced Scorecards

If you could choose between the following two (2) super powers, and you would be the only person in the world with this power, which one would you choose?

<https://www.thisamericanlife.org/508/superpowers-2013>





# Balanced Scorecards

Flight?



# Balanced Scorecards

Or  
Invisibility?



# Balanced Scorecards

A word of caution...

Like most initiatives (think Continuous Quality Improvement); this can be made to be quite complicated. There is some necessity in that – “the devil is in the details”.





# Balanced Scorecards – it's complicated!



# But it doesn't have to be...

That said, it can also be simplified. Think:

## REPORT CARDS

### Newberg School District 29J - Grade 3 Report Card

STUDENT INFORMATION		Academic Performance Descriptor	
Student Name:		4	■ Demonstrates the skill or understands concepts at a level beyond end of year expectations
Teacher:		3	■ Demonstrates the skill or understands concepts at a level meeting end of year expectations
School:		2	■ Sometimes demonstrates the skill or understands concepts at a level meeting end of year expectations
Principal:		1	■ Seldom demonstrates the skill or understands concepts at a level meeting end of year expectations
School Year:		NA	■ Not Assessed at this time

To the parent/guardian of:

READING	S1	S2
Foundational Skills		
Knows and applies grade-level phonics and decoding skills	4	
Reads grade-level texts fluently and accurately to support comprehension	3	
Literature and Informational Text		
Demonstrates an understanding of story structure and language usage	2	
Asks and answers questions using evidence from text	3	
Determines the main idea of a text, cites details to support conclusion	3	
Recognizes and uses text features and search tools to locate key information	2	
Compares and contrasts two texts	1	

MATHEMATICS	S1	S2
Operations and Algebraic Thinking		
Multiplies whole numbers fluently	3	
Divides whole numbers fluently	NA	
Represents and solves problems using multiplication and division	2	
Number Sense and Operations in Base Ten		
Uses place value understanding and properties of operations to perform multi-digit arithmetic	3	
Number Sense and Operations - Fractions		
Demonstrates an understanding of fractions	NA	
Measurement & Data		
Solves problems involving measurement	NA	
Represents and interprets data	3	
Geometry		
Categorizes and partitions shapes	NA	

# Balanced Scorecards

- What I will be trying to do in this presentation is to provide the details – mostly for reference purposes for your later use, but also provide examples to help simplify the process of the Balanced Scorecard.
- **Working Definition** - a set of measures that gives top managers a fast but comprehensive view of the business. The balanced scorecard includes financial measures that tell the results of actions already taken. And it complements the financial measures with operational measures on customer satisfaction, internal processes, and the organization's innovation and improvement activities—operational measures that are the drivers of future financial performance. HBR, 1992.



# Balanced Scorecards



## Balanced Scorecards: Improving Your Outcomes Measures

by Donald L. Jones, Ph.D

### Learning Objective

To acquaint the reader with the concept of the balanced scorecard and its potential for use in hospital based health and fitness centers.

**Key words:** Balanced Scorecard, Elements, Performance Measures, EBDIT.

**M**any hospitals have introduced the concept of a balanced scorecard in an attempt to more accurately measure the full scope of their operations. It has become increasingly clear to hospitals, and other organizations, that a focus on the "bottom line" in lieu of additional measures such as service, market, and employee satisfaction is a blueprint for disaster in the long run.

By the 1980s, it became apparent that traditional measures of financial performance were not going to work for most companies. There needed to be a blend of the financial and operational aspects of business (1).

According to Robert S. Kaplan, Ph.D., the Marvin Bower Professor of Leadership Development at Harvard Business School in Boston and a cofounder of the Balanced Scorecard Collaborative and David P. Norton, Ph.D., president and cofounder of the Balanced Scorecard Collaborative, one should "think of the balanced scorecard as the dials and indicators in an airplane cockpit...reliance on one instrument can be fatal...managers must be able to view performance in several areas at once" (1).

Howard Rohm, vice-president of the Balanced Scorecard Institute and president of Howard Rohm Consultants, LLC, views the balanced scorecard as a "Performance Management system that can be used in any size organization to align vision and mission with customer requirements and day-to-day work, manage and evaluate business strategy, monitor operation efficiency



improvements, build organization capacity, and communicate progress to all employees" (2).

To simplify for this discussion, I would suggest that one think of the balanced scorecard as a report card. The difference would be that, instead of receiving a grade, you would get a red, yellow, or hopefully, a green light based on your accomplishments.

The beauty of this is that, over time, you get a quick visual overview of your organization's performance. It then becomes very easy to see what areas need the most work – those that remain consistently yellow and/or red.

In our organization, The Fitness Centre & Day Spa at Florida Hospital Celebration Health, we look at the balanced scorecard as a way to measure performance across various elements so that there is a more even-handed and objective view of our operations and outcomes.

As the name implies, the balanced scorecard is a way to level the playing field so to speak. Usually, organizations will choose 4 to 6 parameters to measure with equal emphasis on all measurements. This same concept can easily be applied to health and fitness center operations.

# Balanced Scorecards



**A Real Balancing Act**

**Use a scorecard to determine whether your department is hitting the mark**

BY DON L. JONES, JOHN RAINEY, AND JOHN DREW

**MORE** and more parks and recreation departments need to deal with "program cost-recovery" initiatives to make up the difference between what they are being allotted in their budgets and the actual cost of providing services to community participants. Hence, financial accountability (sustainability) is the norm for most parks and recreation departments these days. "What does our bottom line look like this month?" may not be the first question asked at a board meeting or by a supervisor. However, it's not far behind.

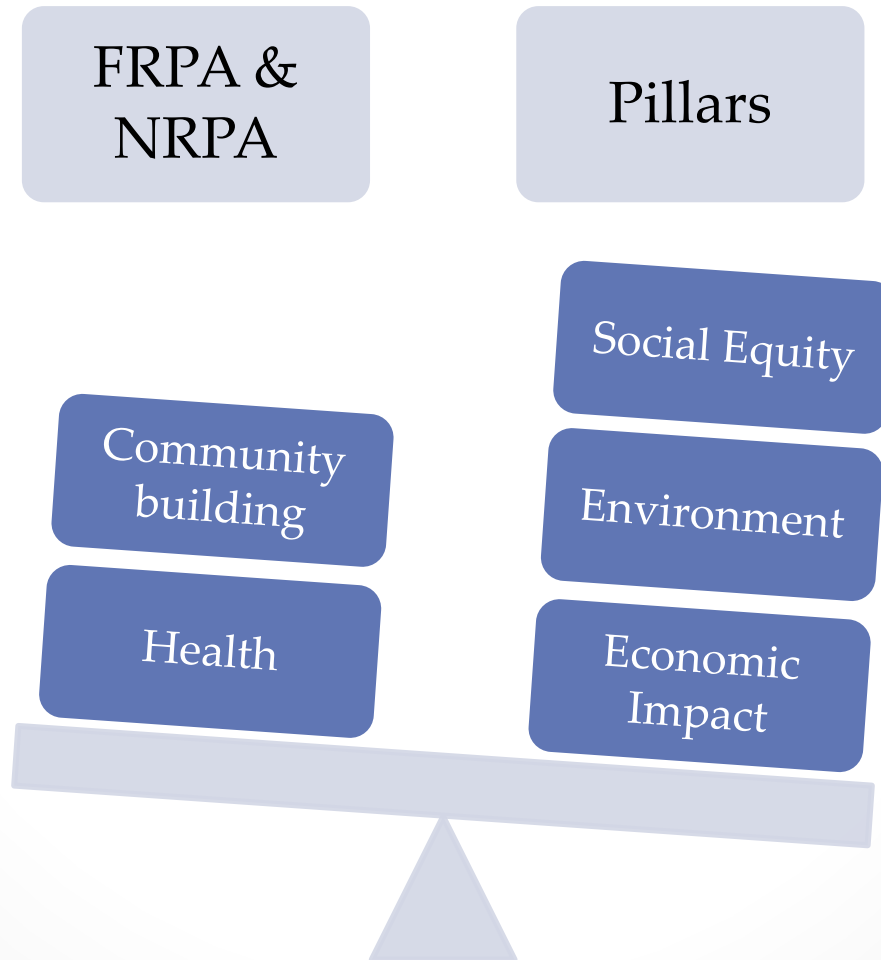
While all organizations are under pressure to meet their budgets, not-for-profit parks and recreation departments are, by definition, not subject to making a profit. Having said that, we are seeing a shift in accountability for the public sector with more communities wanting to know exactly what they are getting for their tax dollars.

What we don't want to happen is for departments, boards, and the community in general to lose sight of all of the other key areas that make for a well-rounded department and, hence, a happy and healthy community. Elements such as participant satisfaction, safety, employee satisfaction, and operational efficiency all contribute to a high-functioning department that will help ensure the support of the community.

14 | ParksAndRecBusiness.com | November 2017

PHOTO: © CAN STOCK PHOTO / KASTO

# Balanced Scorecards





# Balanced Scorecards TEMPLATE

THE BASIC BALANCED SCORECARD TEMPLATE

COMPANY NAME							
ADDRESS		CITY		STATE		ZIP	
	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	TARGETS			INITIATIVES	
			YEAR 1	YEAR 2	YEAR 3	PROGRAMS	BUDGETS
FINANCIAL							
CUSTOMER							
INTERNAL PROCESSES							
LEARNING							

# Balanced Scorecards

## Bachelor's Degree version

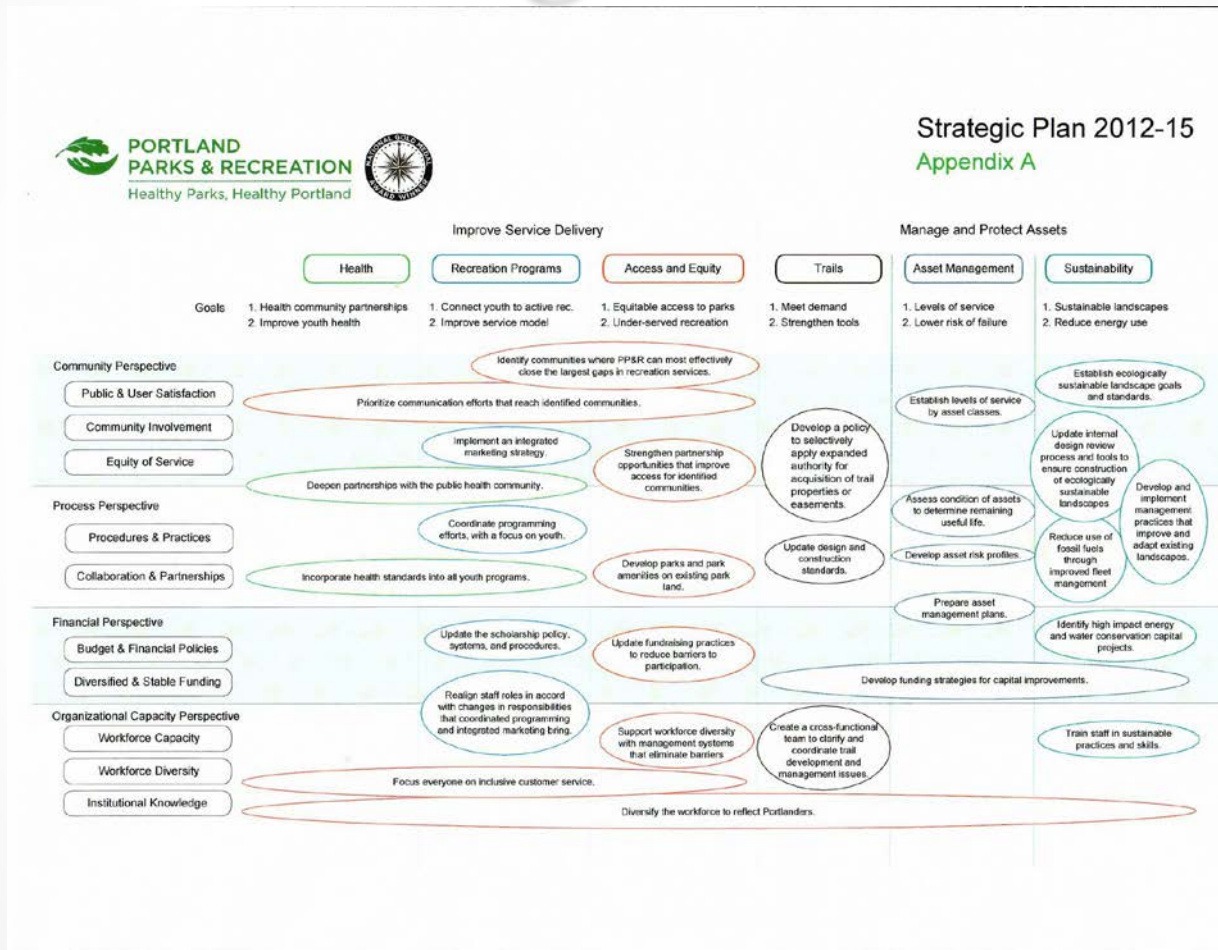
Fitness Center													
Celebration Health Report Card													
2005 Key Performance Measures													
		January		February		March		September		October		November	
		Goal	Act	Goal	Act	Goal	Act	Goal	Act	Goal	Act	Goal	Act
TEAM													
1	Vacancy Rate %	1.33%	0.00%	1.33%	0.00%	1.33%	0.00%	1.33%	0.00%	1.33%	0.00%	1.33%	0.00%
2	Gallup Action Plan Progress	1	100%	1	100%	1	100%	1	100%	1	100%	1	100%
3	Suggestions/Opinion Counts	15	15	15	15	15	15	15	15	15	15	15	15
4	New Hire Orientation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5	Employee Engagement Score								4.02				
SERVICE													
6	Share Card Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7	Fitness Service Goal - Top Box	66%	N/A	66%	N/A	66%	65%	66%	67%	66%	60%	66%	60%
CLINICAL													
8	Outpatient Conversion to Membership	10	2	10	3	10	3	10	12	10	11	10	16
MARKET													
9	New Memberships	76	106	60	74	58	60	76	94	64	41	39	36
10	Attrition of Members	50%	53%	50%	44%	50%	41%	50%	48%	48%	47%	48%	47%
FINANCE													
11	Salaries & Wages	80,084	72,324	80,084	75,568	82,095	88,129	84,088	79,796	84,088	88,092	84,088	79,269
12	Supply Cost	6,752	4,242	6,787	4,553	6,822	7,032	7,085	6,871	7,155	4,151	7,190	5,525
13	EBDIT	53,523	60,698	33,654	49,047	36,846	33,502	53,972	29,728	42,807	18,612	19,264	37,103
14	EBDIT %	25.8%	35.90%	18.0%	23.70%	18.0%	15.48%	25.3%	15.40%	21.1%	8.90%	10.1%	19.80%
15	Other Revenue	69,823	87,809	63,724	78,891	75,010	82,821	69,633	76,511	68,565	74,595	55,865	80,815
16	Other Revenue %	35%	49%	36%	38%	37%	40%	33%	40%	33%	29%	34%	41%
TOTALS													
TOTAL PERFORMANCE		16	13	16	15	16	10	16	13	16	12	16	15
		81% ●		94% ●		63% ●		81% ●		75% ●		94% ●	

# Balanced Scorecards Master's Degree version

Scorecard Example			
Month/Season:			
Category	Objectives	Measures	Initiatives
Team/ Organization	Employee Satisfaction Workforce Diversity Safety	<div>↓</div> vacancy rate <div>↑</div> satisfaction survey <div>↑</div> % Required Training <div>↑</div> # of accidents	new hire orientation Survey Monkey training opportunities safety campaign
Customer	Public Satisfaction Service Equity Community Health Communication	<div>↑</div> satisfaction surveys <div>↑</div> services assessment <div>↑</div> health initiatives offered <div>↓</div> social media hits	program evaluations 2018 SA study partnership with Public Health staff assignment
Finance/ Business	High Value Simple and Efficient Processes Cost Recovery/Leveraging Partnerships	<div>↑</div> revenue to operating expense <div>↓</div> operating expenditure per capita <div>↑</div> expenditures by population/sq. mile <div>↑</div> # of effective partnerships	2018 SA study cost recovery targets refine partnership policy
Sustainability	Level of Service Energy Use Water Conservation Continuous Improvement	<div>↑</div> acres of land/1,000 residents <div>↑</div> # of retrofits <div>↓</div> sprinkler head conversion rate <div>↑</div> Ideas submitted: \$ savings, better service	scorecard management renovation opportunity sites CIP suggestion "box"
NOTE: The Department would write its Objectives (measurable), Measures (to quantify the Objectives), and Initiatives (to ensure success of Objectives). The Pillars (left side) would be evaluated each month as to whether the Objectives were met and then a red, yellow, or green marker (or up/down arrow) would be added with a 2-3 word explanation as to whether the Objective was met or not.			

# Balanced Scorecards

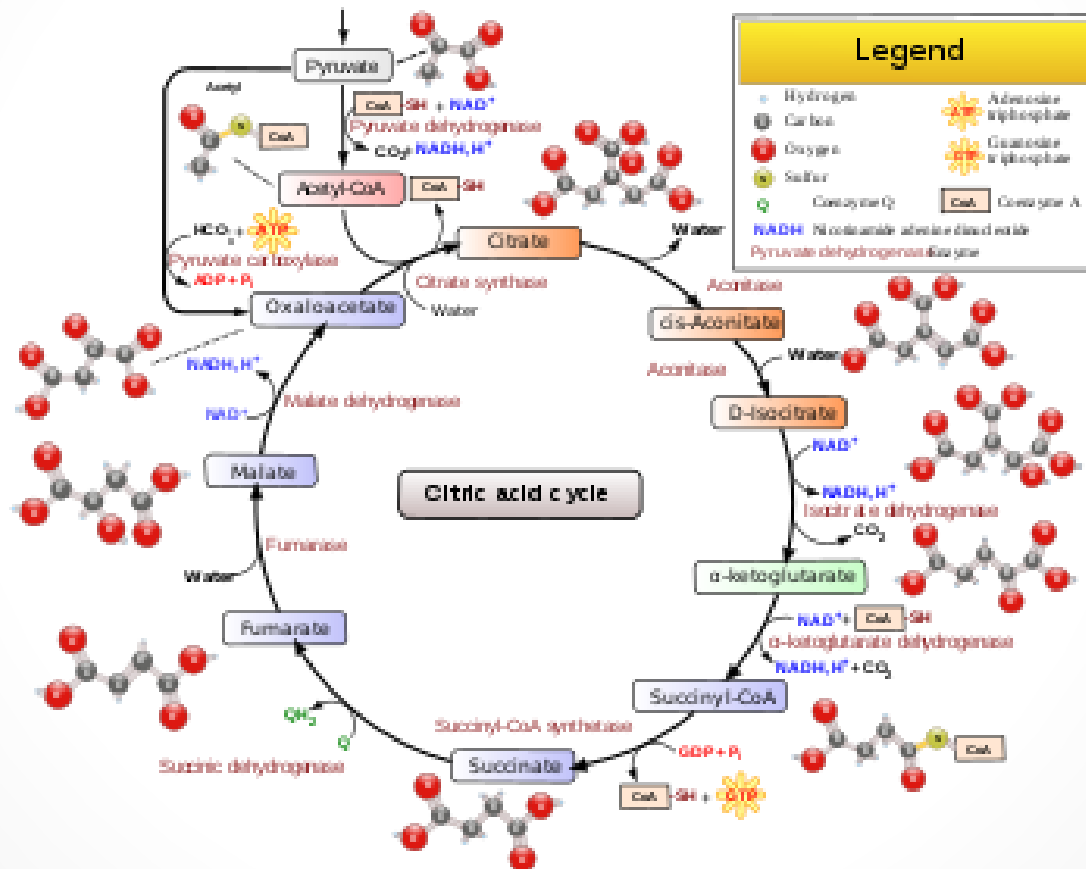
## Ph.D. Degree version





# Balanced Scorecards

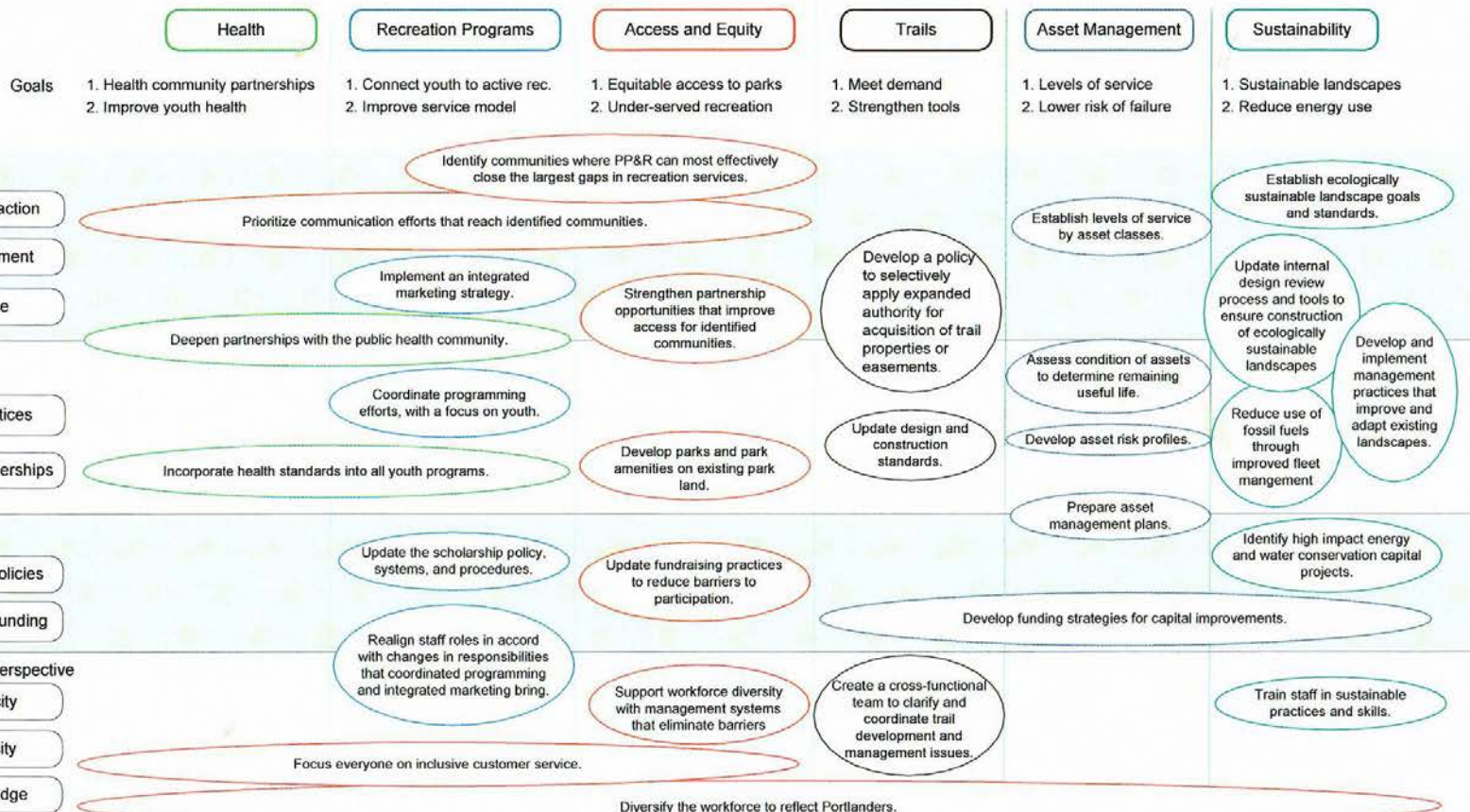
## M.D. Degree version





### Improve Service Delivery

### Manage and Protect Assets



# Balanced Scorecards

- According to the Balanced Scorecard Institute, “The balanced scorecard (BSC) is a [strategic planning and management](#) system that organizations use to:
- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritize projects, products, and services
- Measure and monitor progress towards strategic targets”

# Balanced Scorecards

But first a word about the Baldrige Excellence Framework...

It's too much to go into for this presentation. However, the *Baldrige Excellence Framework* is designed to help an organization answer three questions:

1. Is the organization doing as well as it should?
2. How does one know?
3. What and how should the organization improve or change?

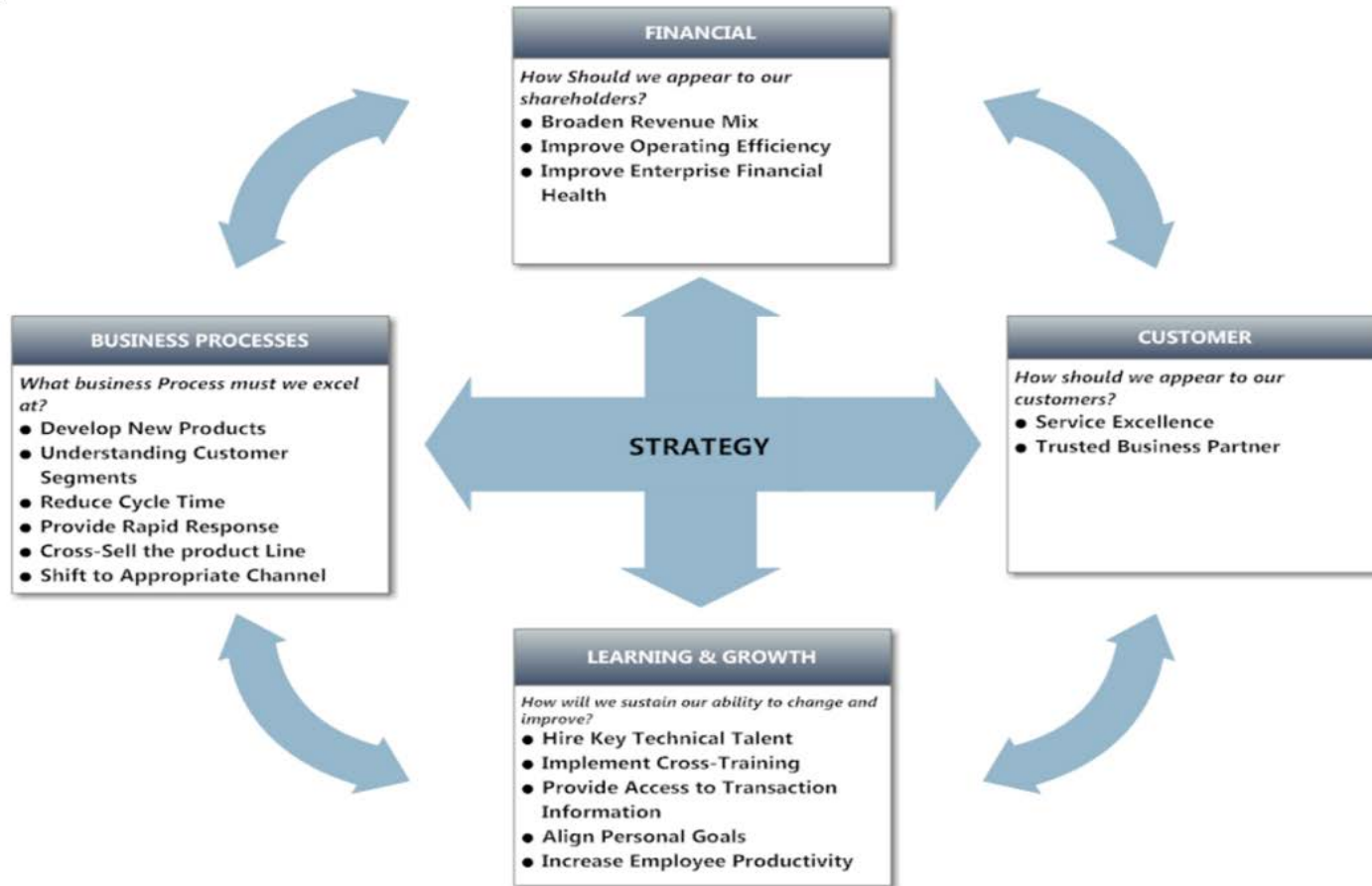


# Balanced Scorecards

## Strategy Map

- A “Strategy Map”, which you will see on the next slide, is often (but not always) used to provide a *visual* to communicate how value is created and can help with the establishment of the actual Balanced Scorecard. It is said to “show a logical, cause-and-effect connection between strategic objectives”.

# Balanced Scorecard



# Balanced Scorecards

Furthermore,

“The system connects the dots between big picture strategy elements such as **mission** (our purpose), **vision** (what we aspire for), **core values** (what we believe in), strategic focus areas (themes, results and/or goals) and the more operational elements such as objectives (continuous improvement activities), measures (or [key performance indicators, or KPIs](#), which track strategic performance), targets (our desired level of performance), and initiatives (projects that help you reach your targets).”

That’s a mouthful! 😊

# Balanced Scorecards

**Strategic Objectives** Are Continuous Improvement Activities that we have to implement for success

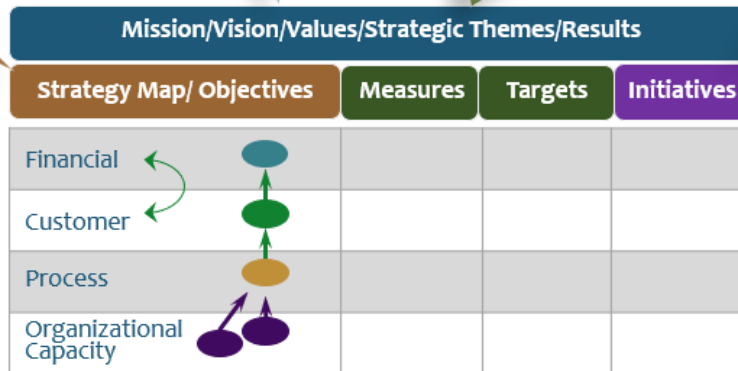
**Strategy Maps** visualize strategy

High Level Strategy Elements provide high level context

**Measures** are used to track organizational performance.

**Targets** are the desired level of performance for each measure.

**Strategic Initiatives** are projects that help you reach your targets.





# Balanced Scorecards

## Financial or Stewardship

- Financial Performance
- Effective Resource Use



## Customer & Stakeholder

- Customer Value
- Satisfaction and/or Retention



## Internal Process

- Efficiency
- Quality



## Organizational Capacity or Learning & Growth

- Human Capital
- Infrastructure & Technology
- Culture



# Balanced Scorecards

## Goals and Objectives versus a Balanced Scorecard Approach

- **Goals** are basically “where you want to go”.
- **Objectives** define strategies or implementation steps to attain the identified **goals**. Objectives are very specific and measurable.

# Balanced Scorecards

- Balanced Scorecards, on the other hand, helps an agency (Parks and Recreation), department, etc. *“balance” the goals and objectives* so there is a more equal focus on ALL the performance measures and not just the “bottom line”.
- In other words, equal weight is put on such measures as **human resources** (employee satisfaction), **customer service**, **finance** (the bottom line), and **safety** – just to mention a few examples.

# Balanced Scorecards

How do you begin the process of setting up a Balanced Scorecard? It seems complicated?

- The process can actually be quite “simple”. That said, the “devil is in the details”.
- Go back to goals and objectives and the slide, “What is a Balanced Scorecard”:

**Strategic Objectives** Are Continuous Improvement Activities that we have to implement for success

**Strategy Maps** visualize strategy

High Level Strategy Elements provide high level context

**Measures** are used to track organizational performance.

**Targets** are the desired level of performance for each measure.

**Strategic Initiatives** are projects that help you reach your targets.

Mission/Vision/Values/Strategic Themes/Results				
Strategy Map/ Objectives	Measures	Targets	Initiatives	
Financial				
Customer				
Process				
Organizational Capacity				



# Balanced Scorecards

Setting up your scorecard:

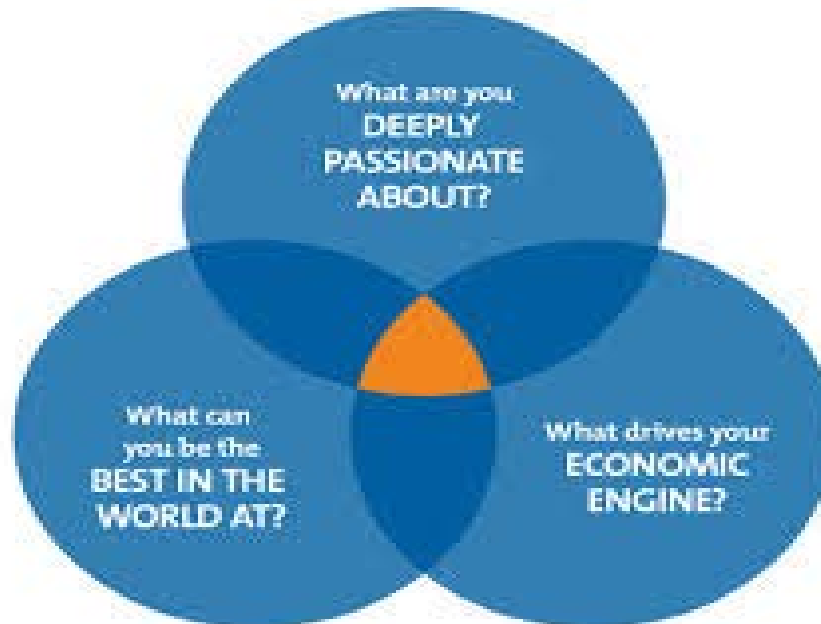
For a prize, what does this picture represent?



# Balanced Scorecards

Setting up your scorecard:

The Fox is said to know many things (but still gets caught) whereas the Hedgehog knows one big thing. Hence, the Hedgehog Concept was introduced:



# Balanced Scorecards

Setting up your scorecard:

The idea being that if you “know one big thing”, like the Hedgehog and the Hedgehog Concept, you can start the process of the Balanced Scorecard by:

1. Determining what you are passionate about
2. What you can be the best at in your community
3. What drives your economic engine.

# Balanced Scorecards

Setting up your scorecard:

Take a moment and write down those three things as we go deeper into the setup of the Balanced Scorecard with a real-life example from when I was the Executive Director for The Fitness Centre & Day Spa at Florida Hospital Celebration Health.

1.

2.

3.



# Balanced Scorecards

Fitness Center

Celebration Health Report Card

2005 Key Performance Measures

January		February		March	
Goal	Act	Goal	Act	Goal	Act

TEAM

1 Vacancy Rate %	1.33%	0.00%	1.33%	0.00%	1.33%	0.00%
2 Gallup Action Plan Progress	1	100%	1	100%	1	100%
3 Suggestions/Opinion Counts	15	15	15	15	15	15
4 New Hire Orientation	100%	100%	100%	100%	100%	100%
5 Employee Engagement Score						

SERVICE

6 Share Card Management	Y	Y	Y	Y	Y	Y
7 Fitness Service Goal - Top Box	66%	N/A	66%	N/A	66%	65%

CLINICAL

8 Outpatient Conversion to Membership	10	2	10	3	10	3
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MARKET

9 New Memberships	76	106	60	74	58	60
10 Attrition of Members	50%	53%	50%	44%	50%	41%

FINANCE

11 Salaries & Wages	80,084	72,324	80,084	75,568	82,095	88,129
12 Supply Cost	6,752	4,242	6,787	4,553	6,822	7,032
13 EBDIT	53,523	60,698	33,654	49,047	36,846	33,502
14 EBDIT %	25.8%	35.90%	18.0%	23.70%	18.0%	15.48%
15 Other Revenue	69,823	87,809	63,724	78,891	75,010	82,821
16 Other Revenue %	35%	49%	36%	38%	37%	40%

TOTALS

16	13	16	15	16	10
TOTAL PERFORMANCE		81%	94%	63%	

September		October		November	
Goal	Act	Goal	Act	Goal	Act

1.33%	0.00%	1.33%	0.00%	1.33%	0.00%
1	100%	1	100%	1	100%
15	15	15	15	15	15
100%	100%	100%	100%	100%	100%
		4.02			

Y	Y	Y	Y	Y	Y
66%	67%	66%	60%	66%	60%

10	12	10	11	10	16
----	----	----	----	----	----

76	94	64	41	39	36
50%	48%	48%	47%	48%	47%

84,088	79,796	84,088	88,092	84,088	79,269
7,085	6,974	7,155	4,154	7,190	5,525
53,972	29,728	42,807	18,612	19,264	37,103
25.3%	15.40%	21.1%	8.90%	10.1%	19.80%
69,633	76,511	68,565	74,595	55,865	80,815
33%	40%	33%	29%	34%	41%

16	13	16	12	16	15
TOTAL PERFORMANCE		81%	75%	94%	



# Balanced Scorecards

Setting up your scorecard:

- After you determine your Hedgehog Concept, you can then decide on your top four (4) to five (5) key pillars (also called key elements or performance measures).
- You could, for example, begin with the FRPA Pillars and possibly combine or revise them to fit with the NRPA Pillars – depending on your community needs.

# Balanced Scorecards

## FRPA Pillars

1. Community building
2. Health
3. Environment
4. Economic Impact

## NRPA Pillars

1. Health and Wellness
2. Conservation
3. Social Equity

# Balanced Scorecards

Couldn't you just construct a  
Balanced Scorecard using  
the FRPA Pillars and/or the  
NRPA Pillars?

**Mission:** To establish parks and recreation as a cornerstone of health, economic development, environmental sustainability and community throughout Florida.

## COMMUNITY BUILDING



ESTABLISH LEADERSHIP  
IN COMMUNITY  
BUILDING AND DEVELOPMENT  
OF THE PUBLIC REALM

## HEALTH



LEVERAGE AND  
CONNECT PARKS AND  
RECREATION TO  
COMMUNITY HEALTH

## ENVIRONMENT



DEMONSTRATE LEADERSHIP  
IN PARK STEWARDSHIP  
AND ENVIRONMENTAL  
SUSTAINABILITY

## ECONOMIC IMPACT



PROMOTE THE  
ECONOMIC IMPACT  
OF PARKS AND  
RECREATION

**Vision:** An empowered and engaged network of members, advocates and partners equipped to advance parks and recreation.

## Engage

Align with local, regional and statewide organizations and agencies to develop strategic partnerships.

## Educate

Provide learning opportunities to influence and inform internal and external audiences.

## Advocate

Advance and influence local, state and federal legislation aligned with the Strategic Plan.

## Sustain

Adopt best practices and sustainable models to maintain funding and support for the future.

**JOIN THE CONVERSATION AT [FRPA.ORG](http://FRPA.ORG)**

## Unidentified Example adding FRPA and NRPA Pillars

### **Team**

Employee satisfaction

% Required Training

FTE's per 10,000 residents

### **Community**

Public satisfaction

Service equity

Health initiatives achieved (partnerships, education, etc.)

### **Finance**

Revenue to Operating Expenditures

Operating expenditures per capita

### **Organization**

Workforce diversity

New hire orientation

### **Sustainability**

Acres of land/1,000 residents

Energy use

Water conservation

After agreeing on the **pillars**, set *objectives*, *measures*, and *initiatives* that will allow you to accomplish your goals.



## 2018 NRPA AGENCY PERFORMANCE REVIEW KEY FINDINGS

OPERATING  
EXPENDITURE  
PER CAPITA:  
\$78.26/YEAR



REVENUE-TO-OPERATING  
EXPENDITURE:  
28 PERCENT



ACRES OF PARK LAND PER  
1,000 RESIDENTS:

10.1



FULL-TIME  
EQUIVALENT EMPLOYEES (FTES)  
PER 10,000 RESIDENTS: 7.9



RESIDENTS  
PER PARK: 2114



AGENCIES OFFERING  
AFTER-SCHOOL CARE:

55%

AGENCIES  
OFFERING  
SUMMER  
CAMPS:



84%

# Balanced Scorecards

Prize:

What could possibly be an issue(s) regarding “benchmarking”?

# Balanced Scorecards

Answer:

The data is self-reported and just may not be correct.

Also, some agencies/departments have conflicting data points (CA example with Neighborhood and Community Parks).









# Balanced Scorecards

What Makes a Balanced Scorecard Successful?

List three (3) things and win a prize

- 1.
- 2.
- 3.

# Balanced Scorecards

What Makes a Balanced Scorecard Successful?

List three (3) things and win a prize

1. Staff input
2. Joint accountability between departments
3. Realistic goals
4. Administrative support
5. KISS – Keep It Simple Stupid
6. Review the scorecard on a monthly basis without fail
7. Pillars are aligned with your mission and vision
8. Take time to establish your Pillars (KPI's) – up to 9+ months



# Balanced Scorecards

If your Balanced Scorecard setup is successful, what could possibly go wrong?

List at least five (5) things and win a prize

- 1.
- 2.
- 3.
- 4.
- 5.

# Balanced Scorecards

If your Balanced Scorecard setup is successful, what could possibly go wrong?

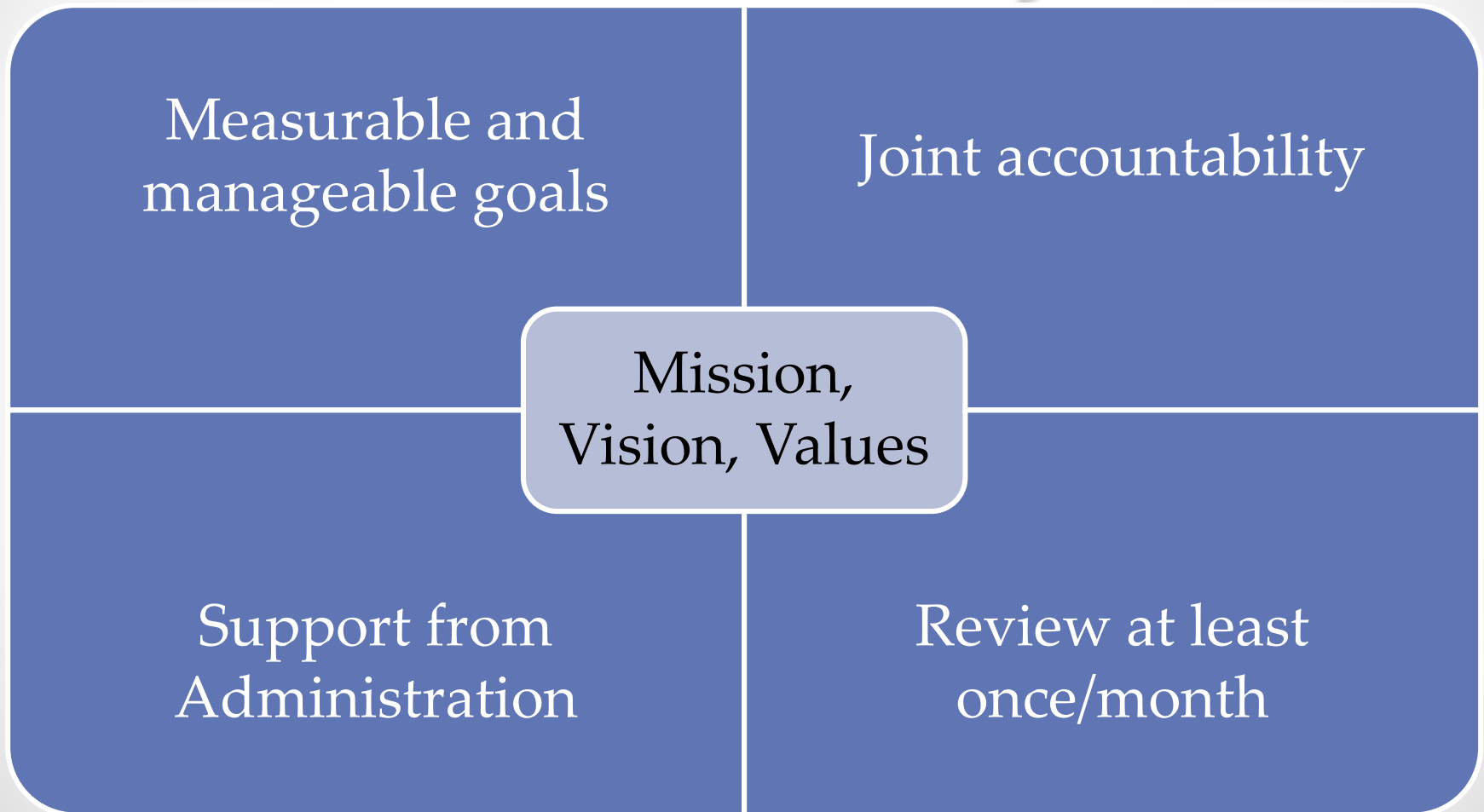
List at least five (5) things and win a prize

1. Goals are too high
2. Data doesn't agree – i.e. number of neighborhood parks, per capita income, etc.
3. Relying too much on Benchmarking – where data is “self-reported”
4. Scorecard has “penalty” for red lights
5. Lack of staff input
6. Pillars are not aligned with mission and vision - haphazard
7. Too complicated
8. Lack of Administrative support
9. Lack of joint accountability
10. Director/Administrator leaves/retires
11. Lack of continuity
12. Failure to review the scorecard regularly

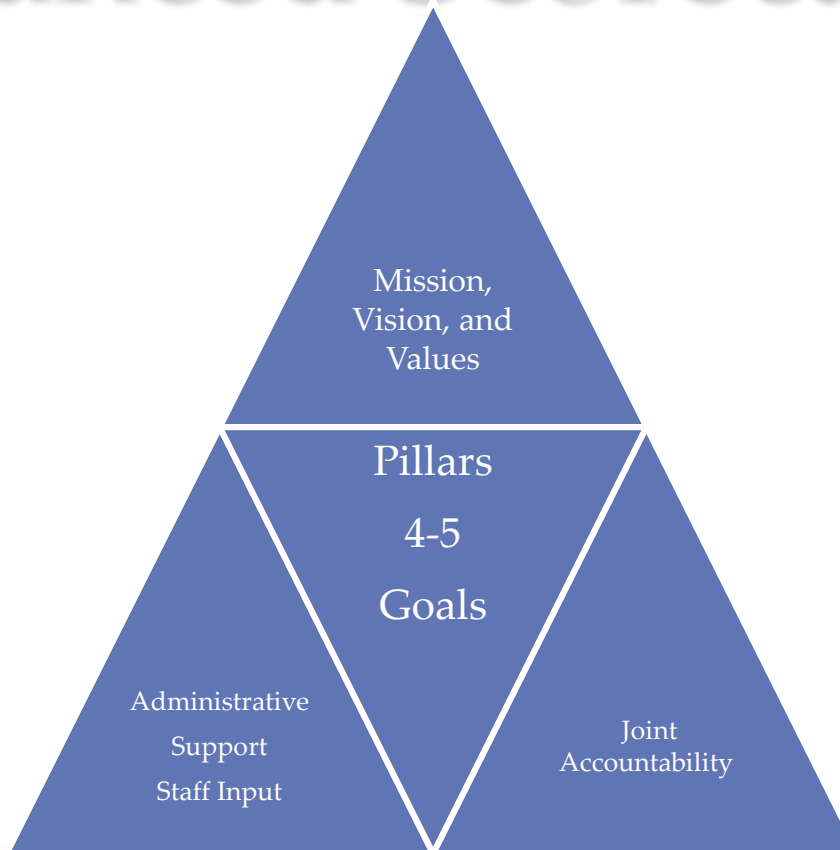




# Balanced Scorecards In Summary



# Balanced Scorecards



# Balanced Scorecards

[https://youtu.be/M\\_IIOlywryw](https://youtu.be/M_IIOlywryw)

# Balanced Scorecards

So, which super power did you choose?

- Flight
- Invisibility

# Balanced Scorecards

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