

Crossroads' Balanced Scorecard

GOALS	INITIATIVES	MEASURES	TARGETS
MISSION			
<ul style="list-style-type: none"> • Increase healthy food access • Increase economic opportunities for historically marginalized farmers and market vendors 	<p>Crossroads Farmers Market, CSA & Fresh Checks</p>	<ul style="list-style-type: none"> • \$ in Fresh Checks distributed to # households • \$ in total sales • \$ in total sales among historically marginalized farmers and market vendors 	<ul style="list-style-type: none"> • \$85,000 Fresh Checks distributed per season to 2,000+ households • \$400,000 total sales per market season • \$250,000 total sales by historically marginalized farmers and vendors per market season
<ul style="list-style-type: none"> • Provide an affordable commercial kitchen and free bilingual business support for historically marginalized food business owners • Increase economic opportunities for historically marginalized food business owners 	<p>Microenterprise Development Program & TPSS Community Kitchen</p>	<ul style="list-style-type: none"> • # of MDP workshops held • # of hours of technical assistance provided to # of food businesses • # of jobs created and sustained by food businesses based at the kitchen 	<ul style="list-style-type: none"> • 8 - 12 MDP workshops per year • 150 hours of technical assistance to 50 food businesses per year • 15 jobs per year
INTERNAL PROCESSES			
<ul style="list-style-type: none"> • Advance organizational equity to dismantle systems of oppression 	Continuously identify and address biases that perpetuate inequities	<ul style="list-style-type: none"> • Progress toward becoming an anti-racist organization 	<ul style="list-style-type: none"> • Favorable equity review
<ul style="list-style-type: none"> • Enhance operational efficiency and effectiveness 	Streamline administrative workflows, leverage technology	<ul style="list-style-type: none"> • Proportion of organizational time spent on administrative tasks 	<ul style="list-style-type: none"> • Pass / fail
<ul style="list-style-type: none"> • Ensure financial stability of organization 	Maintain sound accounting policies	<ul style="list-style-type: none"> • GAAP procedures followed 	<ul style="list-style-type: none"> • Favorable audit / financial review
PEOPLE & INNOVATION			
<ul style="list-style-type: none"> • Promote a supportive work environment that fosters employee creativity and engagement 	Maintain hiring and employment best practices; empower staff with resources and opportunities needed to support mission	<ul style="list-style-type: none"> • Retention rate 	<ul style="list-style-type: none"> • 90% retention rate
<ul style="list-style-type: none"> • Ensure board and staff represent the diversity of the community 	Intentional board and staff recruitment	<ul style="list-style-type: none"> • Community, board, and staff demographic data 	<ul style="list-style-type: none"> • Board and staff reflect the diversity of the community
<ul style="list-style-type: none"> • Be responsive to community needs and adapt programming as necessary 	Program evaluation resulting in program iteration and/or expansion	<ul style="list-style-type: none"> • Participant satisfaction rate 	<ul style="list-style-type: none"> • 90% satisfaction