



# 2022 Strategy Scorecard

## Olmsted County

<b>Vision</b>	A Dynamic, World-class County Delivering Excellence Every Day				
<b>Mission</b>	To Provide the Foundation of a Vibrant Community				
<b>Values</b>	Integrity	Innovation	Pro-Activity	Respect	Reliability
<b>Core Competencies</b>	Connections	Service-Focus	Results	Integrity	Collaboration

Countywide Goals & Objectives	
Goals	Objectives
<b>G1 - Assure Safe and Healthy Communities</b>	Keep the community safe Provide pathways to health, housing, and well-being
<b>G2 - Provide Operational Excellence</b>	Develop our employees Use public resources wisely Plan, adapt, and respond effectively
<b>G3 - Be Good Stewards of our Built and Natural Environments</b>	Provide excellent transportation, land use and recreation Protect air, water and soil quality and manage waste effectively
<b>G4 - Maintain Foundations of Democracy</b>	Provide fair property valuation and elections Provide access to documents of record and the judicial system

Measures of Success
<p>Four perspectives are used to provide a balanced framework to measure success. These include:</p> <ul style="list-style-type: none"> <li>• <b>Customer perspective</b> is measured by our programs and services to customers and residents.</li> <li>• <b>Financial perspective</b> is measured by short and long-term sustainable financial practices.</li> <li>• <b>Internal process perspective</b> is measured by operational, systems, and process efficacy.</li> <li>• <b>Organizational capacity perspective</b> is measured by our employee readiness for success.</li> </ul>

## Resident Quality of Life

### Program Effectiveness | Resident Satisfaction | Customer Service

Measure (Goal)	Baseline	Target	Measure Description
<b>Resident reported satisfaction with county services (G1)</b>	2019: 61pts.	2022: 65pts.	Average rating was between good and excellent on a 100-point scale. (Olmsted county's resident survey is conducted every three years.)
<b>Resident reported quality of life (G1)</b>	2021: 73pts.	2022: 75pts.	Average rating was between good and excellent on a 100-point scale. (Olmsted county's resident survey is conducted every three years.)
<b>Resident rating of Olmsted County's performance at fulfilling its vision (G1)</b>	2019: 49 pts	2022: 53 pts	Resident perception of how well Olmsted County fulfills its vision of "a dynamic, world-class County delivering excellence every day."  Average rating was between good and excellent on a 100-point scale. (Olmsted county's resident survey is conducted every three years.)

## Financial Stewardship

### Planful and Sustainable Finances

Measure	Baseline	Target	Measure Description
<b>Cash Balance as a percent of operating revenues (AAA credit rating factor) (G2)</b>	2021: 54%	2022: 50%	Governmental Funds ability to meet financial obligations. U.S. counties median is about 37%.
<b>Unrestricted fund balance as a percent of operating revenues (AAA credit rating factor) (G2)</b>	2021: 44%	2022: 42.5%	Financial position of Governmental Funds unrestricted balances available for use. Midpoint of State Auditor's recommendation is 42.5% and U.S. counties median is about 32%.
<b>Levy ranking per capita (G2)</b>	2021: 60 <sup>th</sup>	2022: Lower Half	Olmsted County's rank among Minnesota's 87 counties (A ranking of 1 is the highest levy per capita.)

## Internal Processes

### Data-Driven Decisions | Efficient and Effective Processes | Effective Communication

Measure	Baseline	Target	Measure Description
<b>Data collection diversity (G1,2,3,4)</b>	2019 survey: 12.3%	2022 survey: 20%	Measures how qualitative and quantitative data collected will include minority and hard-to-reach populations to help address disparities and inequities in Olmsted County. In 2022, target is to increase the response rate to our residential survey among diverse populations.
<b>Countywide employee communications (G2)</b>	2021: 88% (50% excellent)	2022: 88% (54% excellent)	Percent of employees who rate overall employee communications as excellent or good.
<b>Internal customer service efficacy (G1,2,3)</b>	2021: 91%	2022: 90%	Overall satisfaction with internal departments that provide operational support to other departments.

## Organizational Capacity

### Technology Use | Staff Quality and Diversity

Measure	Baseline	Target	Measure Description
<b>Employee turnover: (G1,2)</b> <b>Including retirements</b> <b>Excluding retirements</b>	2021: (Year to date) 6.19% 4.13%	2022:  8-12% <10%	Percent of all employees who have left the organization with and without retirees.  Targets reflect the industry range for healthy organizations.
<b>Employee race/ethnicity as representative of community (G2)</b>	2021: 8.17%	2022: 10% 2023: 13%	Percent of employees who are non-white. Target goal is 13% by 2023 to reflect working age adults in the broader community we serve.
<b>Employee engagement (G2)</b>	2021:73% (agree or strongly agree)	2022: Develop a countywide plan to address and improve response to this question.	Measures employee agreement with the statement that “I have opportunities to grow in your department or in the county” on recent survey. Action step is in response to this survey result between now and future surveys.