2023 Balanced Scorecard
Olmsted County

Mission, Vision, Values, Core Competencies

Mission	To provide the foundation of a vibrant community.
Vision	A dynamic, world-class county delivering excellence every day.
Values	Integrity, innovation, pro-activity, respect, reliability.
Core Competencies	Connections, Service-Focus, Results, Integrity, Collaboration

Countywide Goals and Objectives

Goal 1 (G1): Assure Safe and Healthy Communities	**Objective:** Keep the community safe; Provide pathways to health, housing, and well-being.
Goal 2 (G2): Provide Operational Excellence	**Objective:** Develop our employees; Use public resources wisely; Plan, adapt, and respond effectively.
Goal 3 (G3): Be Good Stewards of our Built and Natural Environments	**Objective:** Provide excellent transportation, land use, and recreation; Protect air, water, and soil quality and manage waste effectively.
Goal 4 (G4): Maintain Foundations of Democracy	**Objective:** Provide fair property valuation and elections; Provide access to documents of record and the judicial system.

Measures of Success

Four perspectives are used to provide a balanced framework to measure success. These include:

Customer perspective is measured by our programs and services to customers and residents.

Financial perspective is measured by short and long-term sustainable financial practices.

Internal process perspective is measured by operational, systems, and process efficacy.

Organizational capacity perspective is measured by our employee readiness for success.

Resident Quality of Life

Program Effectiveness, Resident Satisfaction, Customer Service

Objective	Performance Measures (KPIs)		Objective Description & Strategies
	Baseline	Target	
Consistent Customer Survey Data Collection (G1,2,3,4)	2022: Standardize customer satisfaction measures	2023: Q1/Q2: Implement surveys and begin data collection Q3/Q4: Data analysis and reporting	Improve consistent customer survey administration and data collection across the organization using standardized customer satisfaction measures.

Financial Stewardship

Planful and Sustainable Finances

Objectives	Performance Measures (KPIs)		Objective Description & Strategies
	Baseline	Target	
Cash Balance as a percent of operating revenues (AAA credit rating factor) (G2)	2022: TBD 2021: 54% *No updates until we get the 2022 financial statements.*	2023: 50%	Governmental Funds' ability to meet financial obligations. U.S. counties median is about 37%.
Unrestricted fund balance as a percent of operating revenues (AAA credit rating factor) (G2)	2022: TBD 2021: 44% *No updates until we get the 2022 financial statements.*	2023: 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%.
Levy ranking per capita (G2)	2022: 30th	2023: < 43 Target: Ranked in the top half	Olmsted County's rank among Minnesota's 87 counties (A ranking of 1 is the lowest levy per capita.) Target is to be ranked in the top half.

Internal Processes

Data-Driven Decisions, Efficient and Effective Processes, Effective Communication

Objectives	Performance Indicators (KPIs)		Objective Description & Strategies
	Baseline	Target	
Data collection diversity (G1,2,3,4)	2022: Standardize demographic data collection and identify common satisfaction questions.	2023: Q1/Q2: Implement survey and collect data Q3/Q4: Data analysis and reporting	Improve consistent customer survey administration and data collection across the organization using standardized customer satisfaction measures.
Countywide employee communications (G2)	2022: 91% (42% excellent)	2023: 90% (50% excellent)	Percent of employees who rate overall employee communications as excellent or good.
Internal customer service efficacy (G1,2,3)	2022: 83%	2023: 90%	Overall satisfaction with internal departments that provide operational support to other departments.
Joint study of race and racism as a public health issue (G1,2,4)	2022: Final report with 42 recommendations across nine focus areas complete and accepted	2023: Milestone development and monitoring	Tasks will include each recommendation aligned with a department and board committee, further evaluation and inventory of current efforts, and accountability mechanisms in place.

Organizational Capacity
Technology Use, Staff Quality and Diversity

Objectives	Performance Measures (KPIs)		Objective Description & Strategies
	Baseline	Target	
Employee turnover: (G1,2) Including retirements	2022: (Q4) 9%	2023: 8-12%	Percent of all employees who have left the organization with and without retirees.
Employee turnover: (G1,2) Excluding retirements	2022: (Q4) 7%	2023: <10%	Targets reflect the industry range for healthy organizations.

Employee race/ethnicity as representative of the community (G2)	2022: (Q4) 10.25%	2023: 13%	Percent of employees who are non-white. Target goal is 13% by 2023 to reflect working-age adults in our broader community.
Employee engagement (G2)	2021:73% (Agree or strongly agree)	2023: >73% HR Pulse Surveys	Measures employee agreement with the statement that *"I have opportunities to grow in my department or in the county"* on the 2021 survey. The next employee engagement survey will be conducted in 2024 with a pulse survey in 2023 to track progress.