

# Minnesota Association of County Administrators (MACA) – Strategy Map and Balanced Scorecard

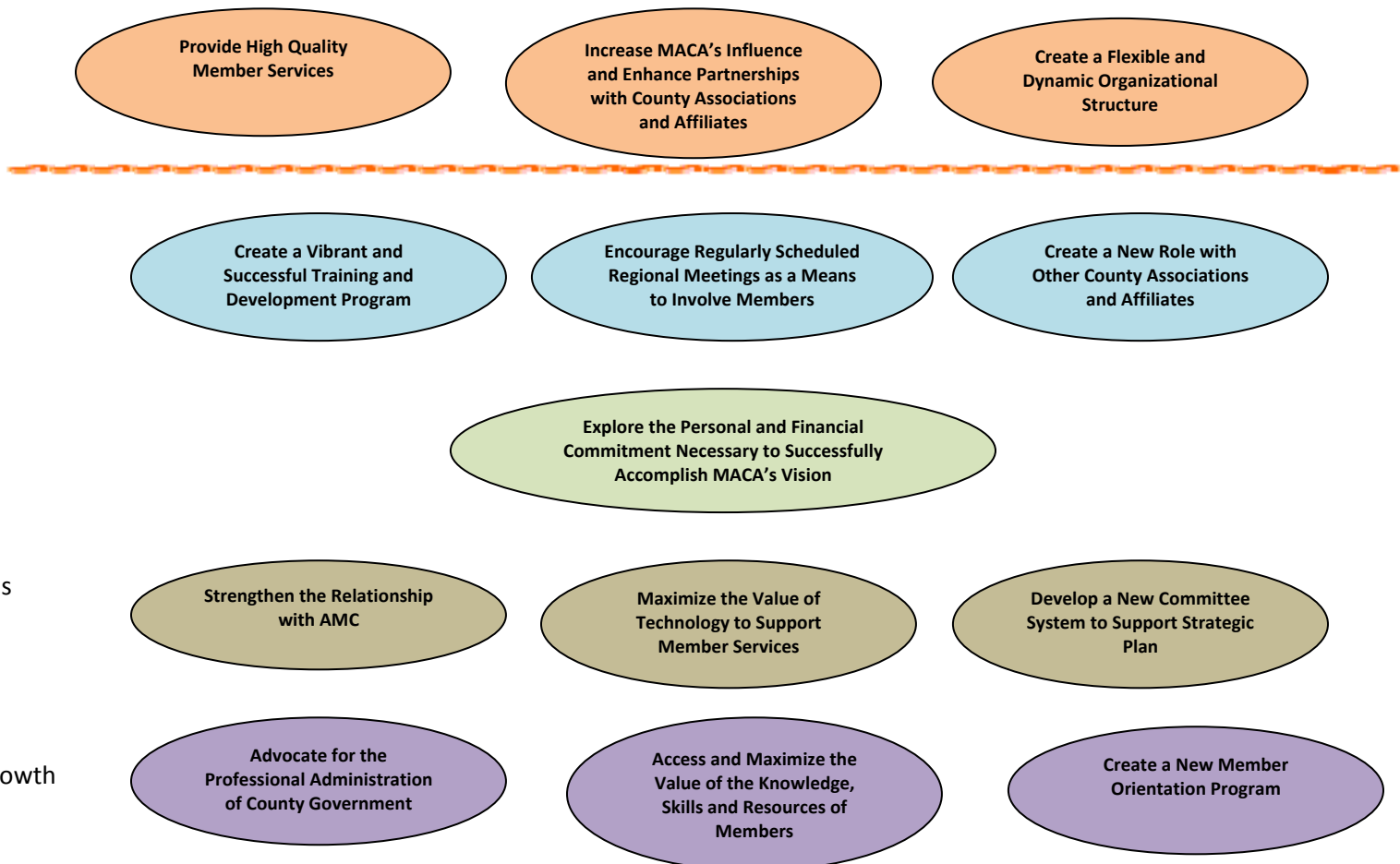
Vision: To be the premier resource of support, training, and engagement for MN County Administrators

Mission: To create excellence in Minnesota County Government by developing and fostering professional county government management

## VALUES:

Adopted by MACA Membership Dec 5, 2011

### OVERARCHING THEMES



**ADDING VALUE TO MEMBERS**

<b>OVERARCHING MEMBER SATISFACTION MEASURE</b>	<b>Due/Completed</b>	<b>Who</b>
Survey members on pertinent/timely topics and quality of member services every 3 -5 years and increase positive responses - red flag: not done by deadline; <i>survey new members earlier if they have not previously been members of MACA</i>	February 28, 2013	Executive Comm. (EC) & Member Support (MS)

**CREATE A VIBRANT AND SUCCESSFUL TRAINING AND DEVELOPMENT PROGRAM**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Identify, report and publish on MACA website the critical skills and building blocks needed to be a successful administrator - red flag – not done by deadline	December 31, 2011	Professional Development Committee (PDC)
Inventory members skills and interests - red flag is 50% response	October 31, 2011	Association of Minnesota Counties (AMC) staff/PDC
Using members, create no fewer than 2 leadership and policy development skill training sessions – red flag is 0	April 30, 2012	PDC
Establish a training budget –red flag is – not done by deadline	November 30 , 2011	PDC
Expand MACA training opportunities to include all counties whether they have professional management staff or not (professional development/technical days) – red Flag is invitation not extended	Ongoing	AMC/PDC
80% of MACA members attend one business meeting or the fall conference – red flag 70%	Annually	AMC staff/PDC

**ENCOURAGE REGULARLY SCHEDULED REGIONAL MEETINGS AS A MEANS TO INVOLVE MEMBERS**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Assure that each county with an administrator/coordinator is connected to a regional group that meets at least once per year - red flag is 90%	Oct. 31, 2011	MACA President
Identify a convener of each regional group – red flag is 50%	Oct. 31, 2011	MACA President
Each MACA Executive Committee member attends at least one regional meeting outside of the region they are located in on an annual basis - red flag is 50%	June 30, 2012	EC

**CREATE A NEW ROLE WITH OTHER COUNTY ASSOCIATIONS AND AFFILIATES**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Identify and strengthen the relationship with up to 3 key affiliates – red flag is 1	December 31, 2012	Intergovernmental Relations Comm. (IGR)
Ask AMC to convene the Executive Committees/officers of MACA and 3 key affiliates – red flag is no mtg.	March 31, 2013	MACA President
Gather information on the structures and priorities of other affiliates (# that have staff provided by AMC?) to see how they operate (to include frequency of meetings, staffing etc), finance their work, participate in the AMC process and involve their members – red flag is info gathered on only two affiliates	October 31, 2011	AMC staff/IGR

**FINANCIAL/RESOURCES**

**EXPLORE THE PERSONAL AND FINANCIAL COMMITMENT NECESSARY TO SUCCESSFULLY ACCOMPLISH MACA’S VISION**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Survey members every 3-5 years to determine the amount of time and energy available to support implementation of MACA strategies and objectives - red flag is no survey; <i>survey new members earlier if they have not previously been members of MACA</i>	February 28, 2013	MS
Recommend revising the dues schedule based on the needs of the organization - red flag not reviewed	As Needed	EC

**INTERNAL BUSINESS PROCESSES**

**STRENGTHEN THE RELATIONSHIP WITH AMC**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Seek volunteers and assign members to each AMC Policy Committee – red flag 50% assigned, 50% attend	July 31, 2011	MACA President
MACA Policy Committee members report back at each MACA business meeting – red flag is 50%	Ongoing	Policy Comm. Mbrs
Track MACA members’ attendance at District AMC meetings to establish a baseline; ask <i>Admin/Coord in AMC District Chair’s County to encourage other A/Cs in district to attend</i> – red flag for 2012 is 50%	December 31, 2011	AMC staff/MS
MACA is represented at all AMC Board meetings – red flag is 75%	Ongoing	MACA President
Work with MACA members to identify training needs of new commissioners and share with AMC - red flag is	February 28, 2012	Luci Botzek

not done by deadline		
MACA will offer to provide at least 1 “hot topic” session at each of the AMC conferences (Legislative, annual and leadership, if held) – red flag is 0	Annually	MACA Secretary
AMC Executive Director and MACA Executive Committee meet – red flag is no mtg.	Annually	EC

#### MAXIMIZE THE VALUE OF TECHNOLOGY TO SUPPORT MEMBER SERVICES

Performance Measure/Tasks	Due/Completed	Who
Set up site for communications, information sharing, resource sharing, and to link our members across regions; <i>additionally, provide regular reminders to access the site (no more than weekly); remind participants of the public nature of the site; and prevent a “reply all” type of response to e-mails</i> – red flag is - not done by deadline	Nov 30, 2011	AMC staff/MS
Create a library of resources accessible on-line or through AMC – red flag is - not done by deadline	March 31, 2012	Dave Hemze

#### DEVELOP A NEW COMMITTEE SYSTEM TO SUPPORT STRATEGIC PLAN

Performance Measure/Tasks	Due/Completed	Who
Determine with MACHRMA whether co-planning the conference each year instead of taking responsibility for the conference every other year should be changed – red flag is no decision	July 31, 2011/done	Vice President
Develop a new committee structure around the six strategies for presentation at the October meeting – red flag is not done by deadline	Sept 30, 2011	President
Each new committee turns over no fewer than 25% of its existing members (seems high, should we have a goal regarding size of committee and alternate chair or chair in waiting and whether a MACA executive committee member is responsible for chairing?) - red flag is only 15% turnover	annually	EC
Develop a recommendation on appropriate terms of office and roles for service on the Executive Committee - red flag is not done by deadline	Oct. 31, 2011	President
Require each Committee to submit a written update on committee activities – red flag 50% submit reports	October 31, 2012	Committee Chairs
Document historical service on the various committees over the past 5 years and reach out to seek no less than 10 new participants - red flag is 7 new members	December 31, 2011	AMC staff re: history/EC

#### LEARNING AND GROWTH

#### ACCESS AND MAXIMIZE THE VALUE OF THE KNOWLEDGE, SKILLS AND RESOURCES OF MEMBERS

Performance Measure/Tasks	Due/Completed	Who
Produce 5 short white papers on important topics to our members. Distribute and share for maximum value	December 31, 2012	Nate Burkett

and application – red flag is 1		
Create a MACA range rider program to support member needs –red flag is - not done by deadline	October 31, 2011/in progress	Riaz Aziz; Duane Hebert
ADDED: Ask AMC to consider offering access to legal counsel for issues that can't be brought to the County Attorney		

**ADVOCATE FOR THE PROFESSIONAL ADMINISTRATION OF COUNTY GOVERNMENTS**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Arrange for at least one training opportunity for counties to advocate for the promotion and advancement of professional county administration forms of government (at new Commissioner Training or AMC Annual Conference – or both?)- red flag is - not done by deadline	February 28, 2012	Tim Houle
Determine the level of member interest in assisting in hiring processes and based on the outcome, communicate to counties and AMC – red flag is members not surveyed	Oct 31, 2011	Tim Houle
Prepare materials that describe the benefits of professional county administration for distribution as requested (also on web); offer assistance through AMC – red flag is - not done by deadline	February, 2012	Committee to be determined
ADDED: Create a <i>library</i> that would include multiple resources including books, presentations, reference materials (add a question in one of the surveys that asks what members would like to see); include information about site in new member orientation packet.		

**CREATE A NEW MEMBER ORIENTATION PROGRAM**

<b>Performance Measure/Tasks</b>	<b>Due/Completed</b>	<b>Who</b>
Develop a new member orientation packet and program - red flag is - not done by deadline	April 30, 2012	PDC
Notify AMC to send out new membership information and designate someone within close proximity to meet new member within first month of employment - red flag is letters not sent	Ongoing	MACA President
Offer every new member a mentor from the existing membership – red flag is no mentor list created/updated	Ongoing	MACA President

**EC= Executive Committee**

**IGR= Intergovernmental Relations**

**MS= Member Support or Membership Committee**

**PDC = Professional Development Committee**

**AMC = Association of Minnesota Counties**