

RESOLUTION No. 15-51

WHEREAS, Olmsted County declares its intention to continue its voluntarily participation in the Minnesota Council on Local Results and Innovation (hereinafter "the Council") Standard Performance Measures Program, as it has through past Resolutions No. 2011-038, No. 2012- 38, No. 2013-049, and No. 2014-046.

WHEREAS, Benefits to Olmsted County for participation in the Council's comprehensive performance measurement program are outlined in MS 6.91 and include eligibility for a reimbursement as set by State statute, (\$0.14 per capita in local government aid, not to exceed \$25,000); and

WHEREAS, Any jurisdiction participating in the comprehensive performance measurement program is also exempt from levy limits for taxes, if levy limits are in effect; and

WHEREAS, Olmsted County has adopted and implemented at least 10 of the performance measures, as developed by the Council, and integrated these measures into its Managing for Results (M4R) Strategic Management System to use this information to help plan, budget, manage and evaluate programs and processes for optimal future outcomes; and

NOW THEREFORE LET IT BE RESOLVED THAT, Olmsted County will continue to report the results of the performance measures to its residents by the end of the year through publication, direct mailing, posting on the County's website, or through a public hearing at which the budget and levy will be discussed and public input allowed; and

BE IT FURTHER RESOLVED, Olmsted County will submit to the Office of the State Auditor the actual results of the performance measures adopted by the County, along with this resolution by July 1, 2015.

Dated at Rochester, Minnesota this 23rd day of June, 2015.

OLMSTED COUNTY BOARD OF COMMISSIONERS



Paul Wilson, Chairperson

ATTEST:



Richard G. Devlin, Clerk/Administrator

Olmsted County has been a voluntary participant in the Minnesota Council on Local Results and Innovation's (Council's) Standard Performance Measure Program since 2011.

In Olmsted County, our strategic management system is called "Managing for Results" (M4R). M4R includes county-wide performance measures as well as a framework for departments to report on performance measures specific to their service area.

As required 2013's report, we need to show the Council how these measures have been adopted and implemented into our performance measurement system. Olmsted County's performance measures and results have been organized within our M4R Strategy Map and Balanced Scorecard format.

The Council also believes counties should adopt community goals related to the services that are provided. In Olmsted County, we have adopted Strategic Priorities for each of the balanced scorecard perspectives (categories of performance) including Build the Community. These community-related goals/priorities include: Plan for the Future; Assure Effective, Accessible and Responsive Services; Assure a Safe and Healthy Community; and Be Good Stewards of Our Environment.

Definitions of our Strategic Priorities and the components of our Balanced Scorecard Template are included in this report. Please note:

Olmsted County Strategy Map – Page 3. Each "bubble" within the four perspectives represents a county-wide strategic priority. The Building the Community perspective is especially aligned with community goals.

Strategic Priority Definitions – Page 4.

Template of Balanced Scorecard Components and Definitions – Page 5.

Balanced Scorecard Excerpt containing our twelve State Standard Performance Measures and Results – Pages 6-14.

Definition of Terms used on the Strategy Map:

Mission = Why We Exist

Vision = A word picture of a desired future state

Values = Represent the deeply held beliefs within the organization and are demonstrated through the day-to-day behaviors of employees.

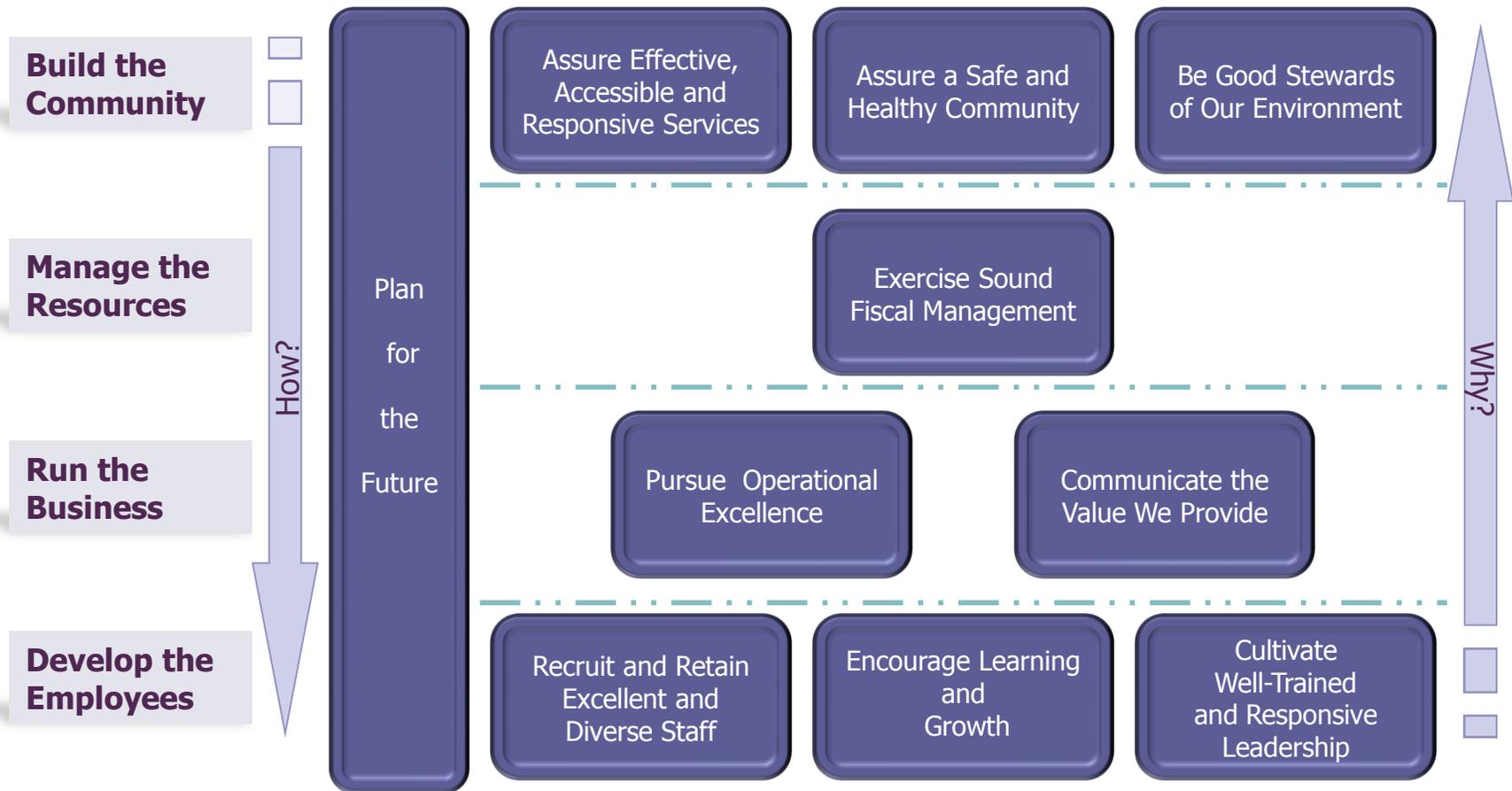
Per the Council's reporting requirements, a copy of the resolution approved by the Olmsted County Board to participate in this program will be submitted electronically to the Minnesota Office of the State Auditor, along with this report.

- Belinda J. Krenik, Director of Communications & Strategic Planning, July 1, 2015.



Olmsted County Strategy Map

MISSION: Provide the foundation of a vibrant community
VISION: **A dynamic, world-class County delivering excellence every day**
VALUES: Integrity, Innovation, Pro-Activity, Respect, Reliability





OLMSTED COUNTY'S STRATEGIC MANAGEMENT SYSTEM
County-wide Strategic Priorities

Strategic Priorities—are the broad directional areas or methods our organization needs to pursue to take us from where we are today – to achieving our vision: should be easy to understand, brief and broad, measurable, no “start/stop” time.

STRATEGIC PRIORITY	DEFINITION
Plan for the Future	We anticipate issues and opportunities and develop strategies to successfully position our organization to meet the needs of our residents.
Assure Effective, Accessible and Responsive Services	Community members are confident that County Government is providing valuable services and achieving expected results; staff and elected officials are easily contacted; and community needs are responded to quickly and sufficiently.
Assure a Safe and Healthy Community	Community members feel safe. Good health is encouraged through promotion of healthy lifestyle choices. The general economic conditions of individuals and the community are improving.
Be Good Stewards of Our Environment	The County promotes and models reasonably sustainable, use of natural resources.
Exercise Sound Fiscal Management	The County delivers services in a cost-effective manner and ensures adequate resources to carry out its responsibilities; the County’s infrastructure assets are managed responsibly.
Pursue Operational Excellence	The County employs a culture of continuous improvement and seeks to improve operations by implementing best practices and research-based programs.
Communicate the Value We Provide	The County seeks effective tools and messages to provide meaningful information about the impact of the work we do.
Recruit and Retain Excellent and Diverse Staff	The County recruits and retains a diverse, highly competent first-rate staff. We understand a diverse, first-rate staff makes us a stronger and smarter, more effective organization.
Encourage Learning and Growth	The County’s working environment enables an inspired workforce with many opportunities for learning and growth.
Cultivate Well-Trained and Responsive Leadership	Personal actions of senior leaders (Department Heads and Administration) guide and sustain the organization by supporting and promoting the County’s vision, creating opportunities for open communication throughout the organization, assuring a positive work environment, and encouraging high performance.



Balanced Scorecard Template

Perspectives	Strategic Priorities	Performance Measures	Targets and Results	Initiatives	Owners
<p>Categories of performance:</p> <p>Build the Community (Customer/Stakeholder)</p> <p>Manage the Resources (Financial/Asset Management)</p> <p>Run the Business (Internal Business Processes)</p> <p>Develop the Employees (Learning & Growth)</p>	<p>Broad directional areas or methods organization needs to take us from where we are today – to achieving our vision.</p>	<p>Standards used to evaluate and communicate performance against expected results.</p>	<p>Targets Desired results of measures.</p> <p>Results What actually happened numerically, qualitatively, etc.</p>	<p>Specific program, activity, project or action we will undertake in an effort to meet or exceed our performance targets.</p>	<p>Individuals responsible for reporting on specific performance measure results.</p>

Olmsted County Balanced Scorecard – Standard State Performance Measures

July 1, 2014 – July 1, 2015

Administration ♦ Community Services ♦ County Attorney's Office ♦ Data Practices, Staff Development and Intergovernmental Relations
 ♦ Environmental Resources ♦ Facilities & Building Operations ♦ Finance
 Human Resources ♦ Information Technology Solutions ♦ Property Records & Licensing ♦ Public Health Services
 Public Works ♦ Rochester/Olmsted Planning ♦ Sheriff's Office



Mission: Provide the foundation of a vibrant community
Vision: A dynamic, world-class County delivering excellence every day
Values: Integrity, Innovation, Pro-Activity, Respect, Reliability

As voluntary participants in the Minnesota Council on Local Results and Innovation's State Performance Measures Program, we have adopted and implemented 12 state-approved performance measures. The requirement is a minimum of ten.

Types of Model Program Measures (as defined by the Council):

Outcome – describe the results of service efforts. Used to help assess whether the outcome goals/targets are being met.
Output – details the units produced, goods or service provided, or people served.

Here are the results as integrated into our Managing for Results (M4R) system framework:

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
PERSPECTIVE: BUILD THE COMMUNITY/Strategic Priority: 1. Assure Effective, Accessible and Responsive Services			
<p>State Performance Measure 1.1 - Public Safety</p> <p>Deputy Response Time for Service (Priority One Calls)</p> <p>Measure Type: Output</p> <p><i>Priority One Calls include domestic problems, traffic accident with injuries, psychological problems, medical emergencies, and robbery.</i></p>	<p>1.1.1 Decrease response time to less than six minutes.</p> <p>Results: 2014 data unavailable at time report due to State Auditor's Office.</p> <p>2013 – 9 minutes, 48 seconds 2012 – 9 minutes, 56 seconds. 2011 – 9 minutes, 12 seconds.</p>	<p>The response to emergency calls is the responsibility of all licensed staff.</p> <p>Patrol and Civil Deputies are assigned to specified areas to insure a rapid response.</p>	<p>Sheriff Kevin Torgerson</p>
<p>State Performance Measure 1.2 – Public Works</p>	<p>1.2.1 Olmsted County has 512 miles of roadway under its jurisdiction for snow and ice control. The Olmsted County</p>	<p>Assure adequate equipment, staff and supplies.</p>	<p>Public Works Director Mike</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p>Hours to Plow Complete System during a Snow Event</p> <p>Measure Type: Output</p> <p><i>"Arterials" - Both classes serve to carry longer-distance flows between important centers of activity. Arterials are laid out as the backbone of a traffic network and should be designed to afford the highest level of service, as is practical.*</i></p> <p><small>* Neuman, Timothy R (1992). "Roadway Geometric Design". In Institute of Traffic Engineers. <i>Traffic Engineering Handbook</i>. Prentice Hall. p. 155. ISBN 0-13-926791-3.</small></p>	<p>Snow and Ice Policy has different requirements based on the classification of the roads. Our highest classification of road requires substantially bare pavement within 48 hours of the event:</p> <ul style="list-style-type: none"> a. Principal Arterial – Within 48 hours. b. Minor Arterial – Within 72 hours. <p>Results: Both Targets met.</p> <p>2014-2015 Snow Season (48.4" of snow)</p> <p>2013-14 Snow Season (62.01" of snow)</p> <p>2012-13 Snow Season (74.0" of snow)</p> <p>2011-12 Snow Season (20.6" of snow)</p>		Sheehan
<p>State Performance Measure 1.3 – Public Works</p> <p>Average County Pavement Condition Rating</p> <p>Measure Type: Outcome</p> <p><i>The County Public Works Department is responsible for about 518 miles of roadway: approximately 87 miles of concrete, 293 miles of bituminous and 141 of gravel roadways.</i></p> <p><i>They utilize the Pavement Condition Index (PCI) to evaluate and prioritize upgrades and maintenance of the Highway System. Roads are scored from 0-100 (0 = Failed, 100 = Excellent) based on a number of different factors.</i></p> <p><i>The lower the score, the more intense</i></p>	<p>1.3.1 Average PCI score of 72.</p> <p>Results: Target almost met for bituminous pavement and target exceeded for concrete pavement.</p> <p>2014:</p> <ul style="list-style-type: none"> a. Bituminous (asphalt) pavement – 71 b. Concrete pavement - 83 <p>2013 - 74</p> <p>2012 – 74</p> <p>2011 – 74</p>	<p>Secure adequate funding for capital improvement projects.</p> <p>In 2015, approximately 35 miles of bituminous roadway will have reclamation and overlay work performed on them. Reclamation is a process that rebuilds worn out asphalt pavements by recycling the existing roadway.</p>	Public Works Director Mike Sheehan

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p><i>the required maintenance, with reconstruction occurring on the lowest ranked roads.</i></p>			
<p>State Performance Measure 1.4 – Property Records, Valuation, Assessment</p> <p>Real Estate Document Turnaround Time</p> <p>Measure Type: Outcome <i>New Measure introduced in July 1, 2014 Report</i></p>	<p>1.4.1 Turn-around time for recording, indexing and returning real estate documents require a 10-day turn-around time 90% of the time, (Minnesota Statutes 357.182, Subd 6 by the year 2011).</p> <p>Results: Target met. 5 day turn-around for eRecorded documents and 10 day turnaround for paper Recorded documents.</p>	<p>Implement 'Landscan' application which will automate the indexing processing by utilizing OCR (optical character recognition). Data entry fields such as grantor, grantee, legal descriptions, etc., will be automatically populated then forwarded for quality control verification.</p>	<p>Property Records and Licensing Director Mark Krupski</p>
<p>State Performance Measure 1.5 – Veterans' Services</p> <p>Measure Type: Output <i>New Measure introduced in July 1, 2014 Report</i></p>	<p>1.5.1 Federal and State dollars brought into county for veterans' benefits, (No established target provided by Minnesota Council on Local Results and Innovation).</p> <p>Community Services' M4R Target: Maximize State and Federal Veteran's Administration (VA) expenditures in Olmsted County.</p> <p>Results: Olmsted County Veteran Services - 2014 Veteran Population = 10,868 (an increase of 663 veterans from 2013)</p> <p>Federal Expenditures*-(Dollars Expressed in Millions) \$37,622,000 (an increase of \$3,329,000 from 2013)</p> <p><i>*(Compensation & Pension, Education and Vocational Rehab/Employment, Insurance & Indemnities, and Medical Care)</i></p> <p>State Soldiers Assistance Program** (SSAP) Usage – (Dollars Expressed in Thousands) \$63,041.24 (a decrease of \$33,838.13 from 2013 Usage***)</p> <p><i>** (provides cash assistance in the form of shelter payments/ rent and mortgage, utilities, and personal needs grants to Veterans who are unable to work as a result of a temporary disability)</i></p>	<p>Assist Olmsted County Veterans in securing SSAP Benefits for Dental Assistance, Optical Assistance, Rent and Utility Assistance, and Subsistence Allowance Benefits.</p> <p>Make new claims for service-connected disability compensation or non-service connected disability pension or increase evaluations for existing claims.</p> <p>Make claims for death benefits, Death Pension or Dependency and Indemnity Compensation.</p> <p>File formal appeals and Notice of Disagreements when claims for benefits are improperly adjudicated.</p> <p>Send letters to recently discharged veterans to inform them of the benefits that they may be entitled to and available services.</p>	<p>Senior Veterans' Services Officer Neil Doyle</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
	<p>*** Decrease attributed to three primary reasons:</p> <ol style="list-style-type: none"> 1. The state "Special Needs" grant is once in a lifetime and most of our veterans experiencing financial distress have already exhausted these funds. 2. Many of our veterans are receiving monthly benefits as part of the total federal expenditures above, which is a more long-term stable solution to financial distress. 3. Overall veterans' unemployment rates have declined in Rochester which is also a positive trend. 		

PERSPECTIVE: BUILD THE COMMUNITY/Strategic Priority: 2. Assure a Safe and Healthy Community

<p>State Performance Measure 2.1 – Public Safety</p> <p>Reduced Recidivism</p> <p>Measure Type: Outcome</p> <p>Please note: <i>State measurement language is different than the way we report: asks for percent of adult offenders with a new felony conviction within 3 years of discharge. This difference in reporting was approved by the Office of the State Auditor in 2012.</i></p> <p>Definition of Terms: <i>Probation is a court ordered sanction placing certain conditions on a convicted offender, which could include some local jail or workhouse time, but allowing the offender to remain in the community under the supervision of a probation officer.</i></p> <p><i>Supervised Release is the status of a</i></p>	<p>2.1.1 Recidivism is reduced after supervision [adults] – Dodge/Fillmore/Olmsted County (DFO).</p> <p>a. 85% of DFO probationers with a felony case remain free of felony conviction within 3 years of discharge from supervision.</p> <p>b. 75% of DFO supervised releasees remain free of felony conviction within 3 years of discharge.</p> <p>Results: Not available*.</p> <p><i>*Please note that we did connect with the Minnesota Department of Corrections to get updated 2014 data. The State system is experiencing difficulties retrieving data for 2014. We are unable to provide that information at this time.</i></p> <p>Here is what we reported in 2013 – both targets exceeded:</p> <p>a. 2013 - 94.5%</p> <p>2012 – 94% 2011 – 94%</p> <p>b. 2013 – 77.1%</p>	<p>Odyssey – Crossroads. Journey Drug Treatment. Cognitive Skills Programming. Starting Over Program. Validated Risk Needs Assessment. Intensive Supervision. Sex Offender Treatment Gang Intervention Programming Domestic Violence Education and Treatment Re-Entry Programming Prioritize supervision and treatment interventions to higher risk clients Target interventions to reduce risk Utilize effective communication and</p>	<p>Community Services - DFO Community Corrections Director Travis Gransee</p>
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PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<i>convicted felon who has been released from a state correctional facility. Certain conditions must be met in order to remain in the community.</i>	2012 – 82% 2011 – 74%	motivational interview strategies to enhance positive change	
<p>State Performance Measure 2.2 – Public Health</p> <p>Olmsted County Residents’ Life Expectancy at Birth</p> <p>Measure Type: Outcome</p>	<p>2.2.1 Comparable Life Expectancies: United States = 78.61 Years State of Minnesota = 80.85 years</p> <p>Results: 2014 data unavailable at time report due to State Auditor’s Office.</p> <p>As reported last year: Target “Generally” exceeded State and U.S. Average Life Expectancy.</p> <p>2009-2011 Average (Most recent data available – Minnesota Department of Health contacted for updated data since last year’s report – not available).</p> <p>Generally 82.7 Years (2013) 82.4 Years <i>(Reported in 2012 based on 2008-2010 data)</i></p> <p>By Gender</p> <p>Male 80.6 Years (2013) 80.1 Years <i>(Reported in 2012 based on 2008-2010 data)</i></p> <p>Female 84.7 Years 84.4 Years <i>(Reported in 2012 based on 2008-2010 data)</i></p> <p>Data sources: Minnesota Department of Health, Center for Health Statistics; United States Census</p>	<p>Continued implementation of Statewide Health Improvement Plan (SHIP).</p> <p>Multiple other initiatives undertaken for specific focus areas which contribute to overall Life Expectancy outcomes, (ex: “Healthy Families America” Model for targeted Family Home Visiting Services).</p>	<p>Public Health Services Director Pete Giesen</p>
<p>State Performance Measure 2.3 – Social Services</p> <p>Workforce Participation Rate (WPR)</p> <p>Measure Type: Outcome</p>	<p>2.3.1 Minnesota Threshold/Outcome Goal/Target = 39.8% Federal Threshold/Outcome Goal/Target = 45.6% (moving target – represents a change from 2012-2013 year)</p> <p>Results: State Target exceeded. Federal target not met.</p>	<p>Sustainment of Family Support & Assistance (FSA) Strategic Plan.</p> <p>Continued Cash and Food intake process improvement.</p> <p>Use of Electronic Document Management</p>	<p>Community Services - Family Support and Assistance Director Heidi Welsch</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p><i>Workforce Participation Rate (WPR) measures work participation for those considered "work ready". This includes Diversionary Work Program (DWP) since this program is actually targeted at a quick (4-month) re-entry service model to get individuals back into the workforce and diverted from landing in MFIP – a longer term program.</i></p>	<p>Among Minnesota Family Investment Program (MFIP) and Diversionary Work Program (DWP) Recipients:</p> <p>2014 – 44.3%</p> <p>2013 – 48.0% <i>(Annual Rate April 2012 – March 2013 for Determination of 2014 Performance-based Funds)</i></p> <p>2012 – 47.4%</p> <p>2011 – 35.2%</p>	<p>System (EDMS) in Public Assistance and Child Support.</p> <p>Collaborate with employment services vendors Workforce Development Inc.(WDI) and Intercultural Mutual Assistance Association (IMAA) in making steady improvements in service delivery – timeliness and accuracy.</p>	
<p>State Performance Measure 2.4 – Social Services</p> <p>Maltreatment Recurrence</p> <p>Measure Type: Outcome</p> <p>Please note: <i>State measurement language is different than the way we report: asks for percentage of children where there is a recurrence of maltreatment within 12 months following an intervention. This difference in reporting was approved by the Office of the State Auditor in 2012.</i></p>	<p>2.4.1 Percentage of Children where there is NO recurrence of maltreatment WITHIN 6 MONTHS following an intervention, (Child and Family Services Review/CFSR language). 94.6% or Greater</p> <p>Results: Target exceeded</p> <p>2014 – 100%</p> <p>2013 – 90%</p> <p>2012 – 100%</p> <p>2011 – 97.1%</p>	<p>Utilize differential response and early intervention services.</p> <p>Use Family Involvement Strategies (FIS).</p>	<p>Community Services – Child and Family Services Director Jodi Wentland</p>
<p>State Performance Measure 2.5 – Taxation</p> <p>Level of Assessment Ratio</p> <p>Measure Type: Outcome</p> <p><i>The Level of Assessment Ratio refers mainly to the median sales ratio which is highlighted in this chart. The Sales Ratio Criteria set forth by the Minnesota Department of Revenue is listed below:</i></p>	<p>2.5.1 Acceptable: Median ratio falls between 90% and 105%</p> <p>Results: Targets met for Residential, Commercial, Apartment, and Agricultural.</p> <p>See Table Below for Details</p>	<p>Assessment aides assist Assessment Services personnel in revaluation.</p> <p>State law mandates that 20% (quintile) of the total county parcels be inspected annually. PRL has met this requirement with the 2015 Assessment.</p>	<p>Property Records and Licensing Director Mark Krupski</p>

PERFORMANCE MEASURES				TARGETS AND RESULTS					INITIATIVES	OWNERS
Median	90% - 105%			2015 Assessment Sales Ratio Study*						
COD	0-10 Excellent	11-19 Acceptable	>20 Poor	Property Type	Median	COD	PRD	# Sales		
PRD	.97-1.02 Acceptable	<.97 Progressive	>1.02 Regressive	Residential	92.6 Acceptable	9.1 Excellent	1.01 Acceptable	2,097		
				Commercial	92.6 Acceptable	17.3 Acceptable	1.13 Regressive	48		
				Apartment	90.8 Acceptable	Not Calc – sample too small	Not Calc – sample too small	22		
				Agriculture	96.3 Acceptable	17.8 Acceptable	1.05 Regressive	31		
<p>Median—compares sale prices against assessed values.</p> <p>Coefficient of Dispersion (COD) - measures assessment uniformity.</p> <p>Price Related Differential (PRD) - a regressive indicates that high value properties are under-appraised relative to low value properties and progressive indicates that lower priced properties are under-appraised.</p>				<p>*The "2015" assessment is based upon sales from October 1, 2013 through September 30, 2014.</p> <p>The assessment date is January 2, 2015, which is based upon sales and inspection activity occurring in 2014 and the last quarter of 2013.</p>						

PERSPECTIVE: BUILD THE COMMUNITY/Strategic Priority: 3. Be Good Stewards of Our Environment

<p>State Performance Measure 3.1 – Environment</p> <p>Recycling Percentage (Council Language)</p> <p>Beneficial Use of Waste (in accordance with State Solid Waste Hierarchy – Environmental Resources’ M4R Performance Measure Language)</p> <p>Measure Type: Output <i>New Measure for July 1, 2014 Report</i></p>	<p>3.1.1 Recycling Percentage. (No established target provided by Minnesota Council on Local Results and Innovation).</p> <p>Environmental Resources’ M4R Target:</p> <ul style="list-style-type: none"> a. 45% Recycling Rate. b. 90% of processable waste processed at Olmsted Waste-to-Energy-Facility (OWEF). c. >10% household participation in Hazardous Waste reduction program. <p>Results: Targets exceeded for “a”, “b” and “c”.</p> <p>2014 Results</p> <ul style="list-style-type: none"> a. 59% b. 100% 	<p>Apply recycling and waste abatement practices, utilizing the Hazardous Waste Facility and the OWEF.</p>	<p>Environmental Resources Director John Helmers</p>
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PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
	<p>c. 18%</p> <p>2013 Results</p> <p>a. 51%</p> <p>b. 100%</p> <p>c. 16.6%</p> <p>2012 Results</p> <p>a. 56%*</p> <p>b. 100%</p> <p>c. 17.8%</p> <p>*Prior to 2013, counties received a 3% Source Reduction Credit, and a 5% Source Separated Organics credit for providing applicable programs. Those credits no longer apply. The recycling rate is now based on actual reported tons.</p>		

PERSPECTIVE: Manage the Resources/Strategic Priority: 4. Exercise Sound Fiscal Management

<p>State Performance Measure 4.1 – Budget, Financial</p> <p>Bond Rating</p> <p>Measure Type: Outcome <i>New Measure introduced in July 1, 2014 Report</i></p>	<p>4.1.1 Standard & Poor’s Ratings Services or Moody’s Investor Services. <i>(No established target provided by Minnesota Council on Local Results and Innovation).</i></p> <p>Finance’s M4R Target: Maintain our bond rating.</p> <p>Results: Target met – Rating maintained: Olmsted County “AAA” Standard & Poor’s Rating Services The company rates borrowers on a scale from AAA to D. Investment Grade: An organization who owes debt rated 'AAA' has extremely strong capacity to meet its financial commitments. 'AAA' is the highest issuer credit rating assigned by Standard & Poor’s.</p> <p>Olmsted County “Aaa” Moody’s Investor Services The purpose of its ratings is to provide investors with a</p>	<p>Maintain consistent internal control systems.</p> <p>Set example for staff and customers that demonstrates a commitment to ethical and careful work.</p> <p>Work with departments to correct problems.</p> <p>Continue to earn a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada. The Certificate is the highest form of recognition for excellence in state and local government financial reporting.</p>	<p>Chief Financial Officer Bob Bendzick</p>
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PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
	simple system to gauge creditworthiness. Investment Grade: Aaa – rated as the highest quality and lowest credit risk.		