



"A dynamic, world-class County delivering excellence every day"

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Minnesota Council on Local Results and Innovation

State Performance Measurement Program Results Report - July 1, 2017

Prepared for the Office of the State Auditor

Submitted on behalf of Olmsted County by
Belinda J. Krenik
Director of Communications & Strategic Planning

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 since 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 eleven State Standard Performance Measures and Results – Pages 6-13.

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.

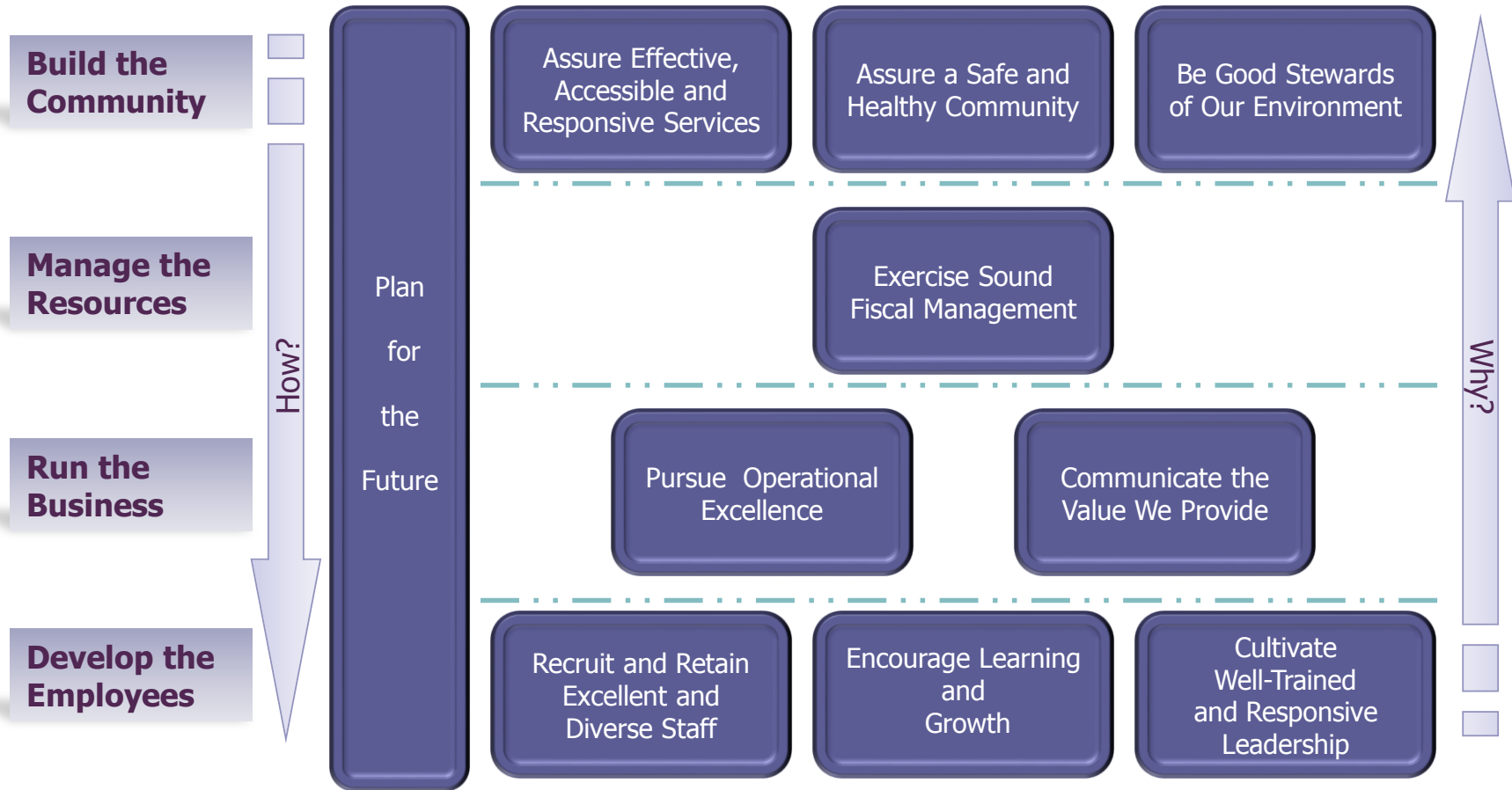
- Belinda J. Krenik, Director of Communications & Strategic Planning, July 1, 2017.



Olmsted County's Strategic Management System

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





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, 2016 – July 1, 2017

Administration ♦ Community Services ♦ County Attorney's Office ♦ Data Practices, Intergovernmental Relations, and Organizational Development
 ♦ 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 11 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 Works</p> <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>1.1.1 Olmsted County has 512 miles of roadway under its jurisdiction for snow and ice control. The Olmsted County 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>2016-2017 Snow Season (52.7" of snow)</p> <p>2015-2016 Snow Season (59.12" of snow)</p>	<p>Use sand, salt, brine, calcium chloride, magnesium chloride and pre-wetting solutions to maintain roads in a reasonable safe and serviceable condition throughout the winter season.</p> <p>Participate in Automated Vehicle Location (AVL) system project to gather data about a plow truck's location and other information, which gives maintenance personnel more information to respond to changing conditions.</p>	<p>Public Works Director Mike Sheehan</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p>* 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.</p>			
<p>State Performance Measure 1.2 – 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. The lower the score, the more intense the required maintenance, with reconstruction occurring on the lowest ranked roads.</i></p>	<p>1.2.1 Average PCI score of 72.</p> <p>Results: <i>2016 PCI score data not available in time for July 1, 2017 report due date. Will update as soon as data is obtained.</i></p> <p>2015:</p> <ul style="list-style-type: none"> a. Bituminous (asphalt) pavement – 73 b. Concrete pavement - 87 	<p><i>Will update as soon as 2016 data is available.</i></p> <p>Secure adequate funding for capital improvement projects.</p> <p>In 2015, approximately 35 miles of bituminous roadway had reclamation and overlay work performed on them. Reclamation is a process that rebuilds worn out asphalt pavements by recycling the existing roadway.</p>	<p>Public Works Director Mike Sheehan</p>
<p>State Performance Measure 1.3 – Property Records, Valuation, Assessment</p> <p>Real Estate Document Turnaround Time</p> <p>Measure Type: Outcome</p> <p><i>New Measure introduced in July 1, 2014 Report</i></p>	<p>1.3.1 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 exceeded. 5 day turn-around for eRecorded documents and 10 day turnaround for paper Recorded documents.</p>	<p>Increase in imaged documents to provide improved disaster recovery and online access to documents.</p>	<p>Property Records and Licensing Director Mark Krupski</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p>State Performance Measure 1.4 – Elections</p> <p>Accuracy of Post-Election Audit Measure Type: Outcome <i>Included in this year's report due to General Election in 2016.</i></p>	<p>1.4.1 Voting system results reconciled against hand counts of three random precincts need to be within one-half of one percent.</p> <p>Results: 2016 - Target met.</p>	<p>Prepare ballots and tabulating system for 84 precincts for estimated population of 151,000 with 85,000 registered voters.</p> <p>Provide convenient and efficient absentee ballot voting.</p> <p>Train 650+ election judges every 2 years.</p> <p>Continue efforts to legislate early voting (would greatly reduce administration of absentee ballot voting).</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><i>Senior Veterans' Services Officer Neil Doyle resigned from Olmsted County to work for Hennepin County on June 26, 2017.</i></p> <p><i>This measure was updated using applicable 2016 data, where available, as presented by Mr. Doyle at Human Services Committee on June 20, 2017.</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 - 2016 Veteran Population = 10,646</p> <p>Federal Expenditures* (Dollars Expressed in Millions) \$40,546,993</p> <p><i>*(Compensation & Pension, Education and Vocational Rehab/Employment, Insurance & Indemnities, and Medical Care)</i></p> <p>State Soldiers Assistance Program** (SSAP) Usage – (figure below also includes Local Veteran Service Organizations and non-profit entities financial assistance) (Dollars Expressed in Thousands) \$138,398.55 (2016)</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>Email federal and state employees securely through Microsoft Lync© which gives Veterans' Services Officers (VSOs) the ability to problem solve and fact find much more efficiently than before.</p> <p>Request and coordinate delivery of durable medical equipment, accessibility tools, and prosthetics through the Disabled American Veterans (DAV) Donor Connect Program.</p> <p>Attend court proceedings and child protection hearings involving our veteran families.</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 claims for death benefits, Death Pension or Dependency and Indemnity Compensation.</p>	<p>Senior Veterans' Services Officer Neil Doyle</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
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 convicted felon who has been released from a state correctional facility. Certain conditions must be met in order to remain in the community.</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:</p> <p>a. 2016 – 91% Target exceeded. 2015 – 93%</p> <p>b. 2016 – 78% Target exceeded. 2015 – 78%</p>	<p>Coordinate Olmsted County Drug Court.</p> <p>Partner with Damascus Way Halfway House Program.</p> <p>Apply Research-driven practices.</p> <p>Teach Cognitive Skills Programming.</p> <p>Use Validated Risk Needs Assessment.</p> <p>Provide Intensive Supervision.</p> <p>Offer Domestic Violence Education and Treatment.</p> <p>Prioritize supervision and treatment interventions to higher risk clients.</p> <p>Target interventions to reduce risk.</p> <p>Utilize effective communication and motivational interview strategies to enhance positive change.</p>	<p>Community Services - DFO</p> <p>Community Corrections Director Travis Gransee</p>
<p>State Performance Measure 2.2 – Public Health</p> <p>Olmsted County Residents’ Life Expectancy at Birth</p>	<p>2.2.1 Comparable Life Expectancies: United States = 78.8 Years State of Minnesota = 80.85 years</p>	<p>A long-term commitment by the Olmsted County Board of Commissioners supports a strong local public health system that contributes to longer life expectancy.</p>	<p>Public Health Services Director Pete Giesen</p>

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
<p>Measure Type: Outcome</p>	<p>Results: Target “Generally” exceeded State and U.S. Average Life Expectancy. 2014 data most recent data available.</p> <p>Generally 82.9 Years (Reported in 2014) 82.7 Years (Reported in 2013) 82.4 Years (Reported in 2012 based on 2008-2010 data)</p> <p>By Gender</p> <p>Male 80.4 Years (2014) 80.6 Years (Reported in 2013) 80.1 Years (Reported in 2012 based on 2008-2010 data)</p> <p>Female 85.2 Years (2014) 84.7 Years (Reported in 2013) 84.4 Years (Reported in 2012 based on 2008-2010 data)</p> <p>Data sources: Minnesota Department of Health, Center for Health Statistics; United States Census</p>	<p>Successful award of five-year accreditation status by the Public Health Accreditation Board (PHAB), 6/16/2017. Olmsted County Public Health Services (OCPHS) is the only local public health agency in the state outside of the metro area to achieve PHAB accreditation.</p> <p>Programs and initiatives throughout Olmsted County reflect the Six Areas of Local Public Health Responsibility which collectively lead to extended – and healthier – lives.</p> <ol style="list-style-type: none"> 1. Promote Healthy Communities and Healthy Behaviors. 2. Assure the Quality and Accessibility of Health Services. 3. Prevent the Spread of Infectious Diseases. 4. Prepare for and Respond to Disasters and Assist Communities in Recovery. 5. Protect Against Environmental Hazards. 6. Assure an Adequate Local Public Health Infrastructure. <p>Multiple other initiatives undertaken for specific focus areas which contribute to overall Life Expectancy outcomes, (ex: Public Health Services and Rochester Parks and Recreation are Minnesota Super Bowl Host Committee (MNSBHC)’s Super Bowl Legacy Fund grant recipient (February 2017). The grant helps the county create an active mobile playground: a trailer loaded with interactive games and equipment that will travel to various locations, such as</p>	

PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS															
		parks, schools and churches, year-round to engage kids and families in games and physical activity).																
<p>State Performance Measure 2.3 – 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><i>Child & Family Services (CFS) Director, Jodi Wentland, resigned from Olmsted County to work for Hennepin County. New CFS Director, Amy Shillabeer, will be the owner for this measure next year's report.</i></p>	<p>2.3.1 Percentage of Children where there is NO recurrence of maltreatment WITHIN 6 MONTHS following an intervention, (Child and Family Services Review/CFSR language).</p> <p>94.6% or Greater</p> <p>Results: <i>2016* Data unavailable at time of report deadline.</i></p> <p>2015 – 98% (N = 51 children)</p>	<p>Collaborate with law enforcement, medical personnel, and other agency staff working with the family as well as extended family members and friends.</p> <p>Think through family strengths and dangers, enabling explicit risk assessments.</p> <p>Lead explicit decision making about the best course of action for children.</p> <p>Engage with families to help them to change.</p> <p>Utilize differential response and early intervention services.</p> <p>Use Family Involvement Strategies (FIS): Case Planning Conferences and Family Group Conferences.</p>	<p>Community Services – Child and Family Services Director Jodi Wentland</p>															
<p>State Performance Measure 2.4 – 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>2.4.1 Acceptable: Median ratio falls between 90% and 105%</p> <p>Results: <i>Updated table and results requested – available July 5, 2017. Will update upon receipt.</i></p> <p>See Table Below for Details</p> <p>2016 Assessment Sales Ratio Study*</p> <table border="1" data-bbox="621 1256 1304 1388"> <thead> <tr> <th>Property Type</th> <th>Median</th> <th>COD</th> <th>PRD</th> <th># Sales</th> </tr> </thead> <tbody> <tr> <td>Residential</td> <td>95.81 Acceptable</td> <td>8.32 Excellent</td> <td>1.01 Acceptable</td> <td>2,723</td> </tr> <tr> <td>Commercial</td> <td>93.45 Acceptable</td> <td>13.49 Acceptable</td> <td>1.09 Regressive</td> <td>63</td> </tr> </tbody> </table>	Property Type	Median	COD	PRD	# Sales	Residential	95.81 Acceptable	8.32 Excellent	1.01 Acceptable	2,723	Commercial	93.45 Acceptable	13.49 Acceptable	1.09 Regressive	63	<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 2016 Assessment.</p>	<p>Property Records and Licensing Director Mark Krupski</p>
Property Type	Median	COD	PRD	# Sales														
Residential	95.81 Acceptable	8.32 Excellent	1.01 Acceptable	2,723														
Commercial	93.45 Acceptable	13.49 Acceptable	1.09 Regressive	63														

PERFORMANCE MEASURES				TARGETS AND RESULTS					INITIATIVES	OWNERS
Median	90% - 105%			Apartment	95.02 Acceptable	**Not Calc – sample too small	Not Calc – sample too small	23		
COD	0-10 Excellent	11-19 Acceptable	>20 Poor	Agriculture	96.04 Acceptable	Not Calc – sample too small	Not Calc – sample too small	20		
PRD	.97-1.02 Acceptable	<.97 Progressive	>1.02 Regres-sive	<p><i>*The "2016" assessment is based upon sales from October 1, 2014 through September 30, 2015.</i></p> <p><i>The assessment date is January 2, 2016, which is based upon sales and inspection activity occurring in 2015 and the last quarter of 2014.</i></p> <p><i>**PRD and COD are not calculated when there are 30 or less sales.</i></p>						
<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>										

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. <i>(No established target provided by Minnesota Council on Local Results and Innovation).</i></p> <p>Environmental Resources’ M4R Target:</p> <ol style="list-style-type: none"> 45% Recycling Rate. 90% of processable waste processed at Olmsted Waste-to-Energy-Facility (OWEF). >10% household participation in Hazardous Waste reduction program. <p>Results: Targets exceeded "b". <i>Report to be updated upon receive of data for "a" and "c".</i></p> <p>2016 Results</p>	<p>Participate in the annual "Help Make Rochester A Litter Bit Better" cleanup event.</p> <p>Participate in Arbor Day Celebration.</p> <p>Act on commitment to environmental education by teaming up with elementary school students to spread the word on the proper place for waste in Olmsted County.</p> <p>Promote "Borrow A Bin" option to make it easy for outdoor party guests easy to recycle.</p>	<p>Environmental Resources Director John Helmers</p>
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PERFORMANCE MEASURES	TARGETS AND RESULTS	INITIATIVES	OWNERS
	a. NA b. 100% c. NA 2015 Results a. 59% b. 100% c. 18%		

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><i>Note: Chief Financial Officer Bob Bendzick retired on May 31, 2017. New CFO, Wilfredo Román Cátala will be owner of this measure for next year's 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>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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