

Management Letter

City of Becker
Becker, Minnesota

For the Year Ended
December 31, 2017

Management, Honorable Mayor and City Council
City of Becker, Minnesota

We have audited the financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the City of Becker, Minnesota (the City), for the year ended December 31, 2017. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter dated October 30, 2017. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility under Auditing Standards Generally Accepted in the United States of America

As stated in our engagement letter, our responsibility, as described by professional standards, is to express opinions about whether the financial statements, prepared by management with your oversight, are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your responsibilities.

Our responsibility is to plan and perform the audit to obtain reasonable, but not absolute, assurance that the financial statements are free of material misstatement. As part of our audit, we considered the internal control over financial reporting of the City. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control over financial reporting. We are responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures specifically to identify such matters.

Significant Audit Findings

In planning and performing our audit of the financial statements, we considered the City's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or Minnesota statutes.

Other Matters

The following item did not materially affect the financial statements, however we feel should be brought to your attention for future improvements.

Golf Course Deposits

- Condition:* During the course of the audit, we discussed the receipts from the point of sale system (POS) to when the actual deposit at the bank happens. Through our discussions, there continues to be a delay from receipts coming into the POS system to when they get deposited to when the information is brought to City Hall.
- Criteria:* Internal controls should be in place to ensure adequate internal control over safeguarding of assets and the reliability of financial records and reporting. The deposit support that is brought to City Hall, should agree to deposits that are deposited at the bank, including credit card information.
- Cause:* Lack of reconciliation by golf staff to actual daily bank deposits.
- Effect:* The reconciliation of the golf records is left to the accounting staff at City Hall and adds additional time to piece information together.
- Recommendation:* We recommend the golf staff reconcile the daily POS records to the bank deposit to ensure City Hall staff can reconcile records efficiently.

Policies and Procedures - Golf Course

- Condition:* Currently the City has a limited number of written policies and procedural manuals for the City's golf course.
- Criteria:* Written policies and procedures surrounding daily processes, internal controls, cash deposits and inventory counting and management, and any additional policies and procedures deemed important by the City Council.
- Cause:* Policies and procedures have not previously been adopted.
- Effect:* Absent policies, it is more likely the processes to account for the activities mentioned to be inefficient or to fail. This is especially true in times of turnover. It could also lead to omission of information if processes are agreed upon and clear.
- Recommendation:* We recommend the City create and adopted written policies and procedures as mentioned above. These procedures will be created uniquely for the City with input from Finance staff as well as Golf staff.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies were not changed during the year ended December 31, 2017. We noted no transactions entered into by the governmental unit during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were capital asset basis, depreciation, compensated absences, and the liability for the City's pensions.

- Management's estimate of depreciation is based on estimated useful lives of the assets. Depreciation is calculated using the straight-line method.
- Allocations of gross wages and payroll benefits are approved by the City Council within the City's budget and are derived from each employee's estimated time to be spent servicing the respective function of the City. These allocations are also used in allocating accrued compensated absences payable.
- Management's estimate of its pension liability is based on several factors including, but not limited to, anticipated investment return rate, retirement age for active employees, life expectancy, salary increases and form of annuity payment upon retirement.

We evaluated the key factors and assumptions used to develop these accounting estimates in determining that it is reasonable in relation to the financial statements taken as a whole. The disclosures in the financial statements are neutral, consistent, and clear. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

We assisted in preparing a number of year end accounting entries. These were necessary to adjust the City's records at year end to correct ending balances. The City should establish more detailed processes and procedures to reduce the total number of entries in each category. The City will receive better and timelier information if the preparation of year end entries is completed internally.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representations letter dated May 16, 2018

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the City’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the City’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the required supplementary information (RSI) (Management’s Discussion and Analysis, the Schedules of Employer’s Share of the Net Pension Liability, the Schedules of Employer’s Contributions, and the Schedule of Changes in Net Pension Liability (Asset) and Related Ratios), which is information that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the supplementary information (combining and individual fund financial statements and schedules and schedule of federal awards), which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the introductory section, which accompany the financial statements but is not RSI. We did not audit or perform other procedures on this other information and we do not express an opinion or provide any assurance on it.

Other Items

As part of our audit procedures we performed procedures/walkthroughs of transaction cycles performed during operation of the community center and golf course. We discussed the procedures performed related to the receipts, disbursements, payroll and inventory transaction cycles with staff and documented the steps performed and understanding of processes. Walkthroughs were completed for randomly selected receipts and disbursements, determining that procedures were being performed as documented. We also completed an inventory test count at the golf course. As a result of the procedures performed, we noted procedures were performed as described and in accordance with City policies, and no significant discrepancies during testing completed.

Financial Position and Results of Operations

Our principal observations and recommendations are summarized on the following pages. These recommendations resulted from our observations made in connection with our audit of the City's financial statements for the year ended December 31, 2017.

General Fund

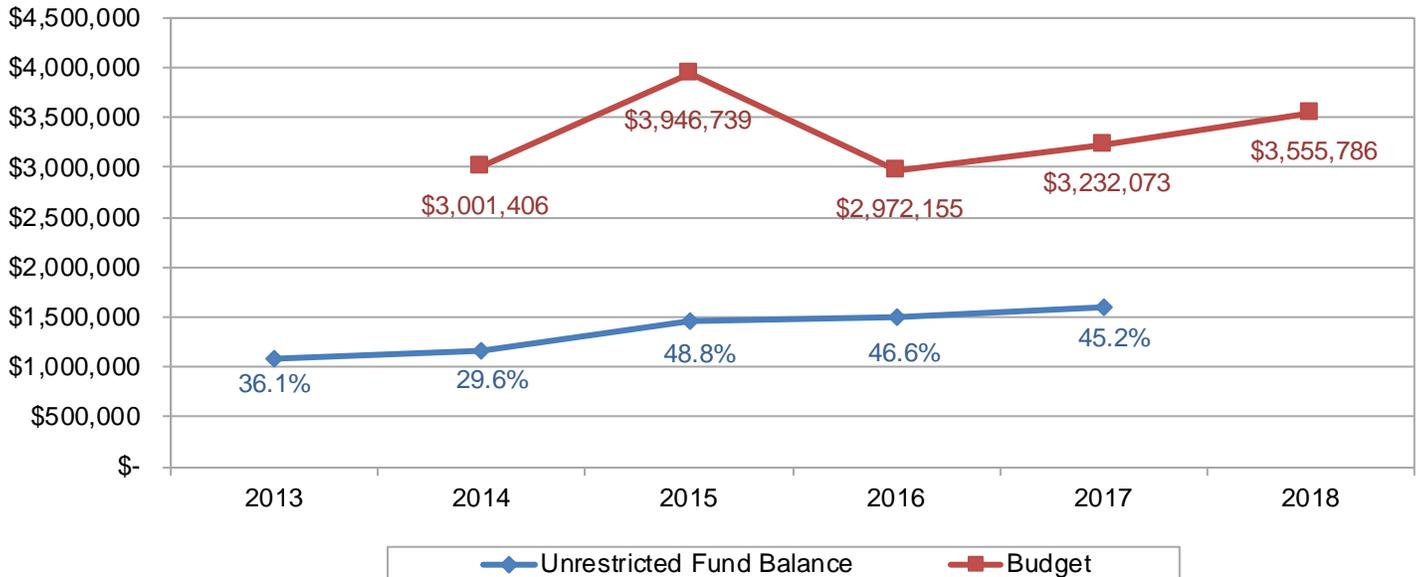
The General fund is used to account for resources traditionally associated with government, which are not required legally or by sound principal management to be accounted for in another fund. The General fund balance increased \$64,149 from 2016. The total ending fund balance of \$1,643,882 is 47.6 percent of current year expenditures and transfers out. We recommend the fund balance be maintained at a level sufficient to fund operations until the major revenue sources are received in June. The City has formally adopted a fund balance policy for the General fund which is to maintain a minimum unrestricted fund balance of 40 percent of the next year's budgeted expenditures for cash-flow timing needs. The General funds unrestricted fund balance as a percentage of 2018 budgeted expenditures is 45.2 percent at year end. The City's ending fund balance is above their target level.

Fund Balance

A table summarizing the unrestricted and total General fund balance in relation to budget follows.

Year	Unrestricted Fund Balance December 31	Total Fund Balance December 31	Budget Year	General Fund Budget	Percent of Unrestricted Fund Balance to Budget	Percent of Total Fund Balance to Budget
2013	\$ 1,082,293	\$ 1,210,242	2014	\$ 3,001,406	36.1 %	40.3 %
2014	1,166,987	1,429,661	2015	3,946,739	29.6	36.2
2015	1,451,525	1,693,779	2016	2,972,155	48.8	57.0
2016	1,504,669	1,579,733	2017	3,232,073	46.6	48.9
2017	1,608,413	1,643,882	2018	3,555,786	45.2	46.2

Unrestricted Fund Balance as a Percent of Next Year's Budget



The purposes and benefits of a fund balance are as follows:

- Expenditures are incurred somewhat evenly throughout the year. However, property tax and state aid revenues are not received until the second half of the year. An adequate fund balance will provide the cash flow required to finance the governmental fund expenditures.
- Expenditures not anticipated at the time the annual budget was adopted may need immediate City Council action. These would include capital outlay, replacement, lawsuits and other items. An adequate fund balance will provide the financing needed for such expenditures.
- A strong fund balance will assist the City in maintaining, improving or obtaining its bond rating. The result will be better interest rates in future bond sales.

A summary of the 2017 operations are as follows:

	Final Budget Amounts	Actual Amounts	Variance with Final Budget
Revenues	\$ 3,232,073	\$ 3,520,764	\$ 288,691
Expenditures	3,232,073	2,956,615	275,458
Excess of Revenues Over Expenditures	-	564,149	564,149
Other Financing Uses Transfers out	-	(500,000)	(500,000)
Net Change in Fund Balances	-	64,149	64,149
Fund Balances, January 1	1,579,733	1,579,733	-
Fund Balances, December 31	\$ 1,579,733	\$ 1,643,882	\$ 64,149

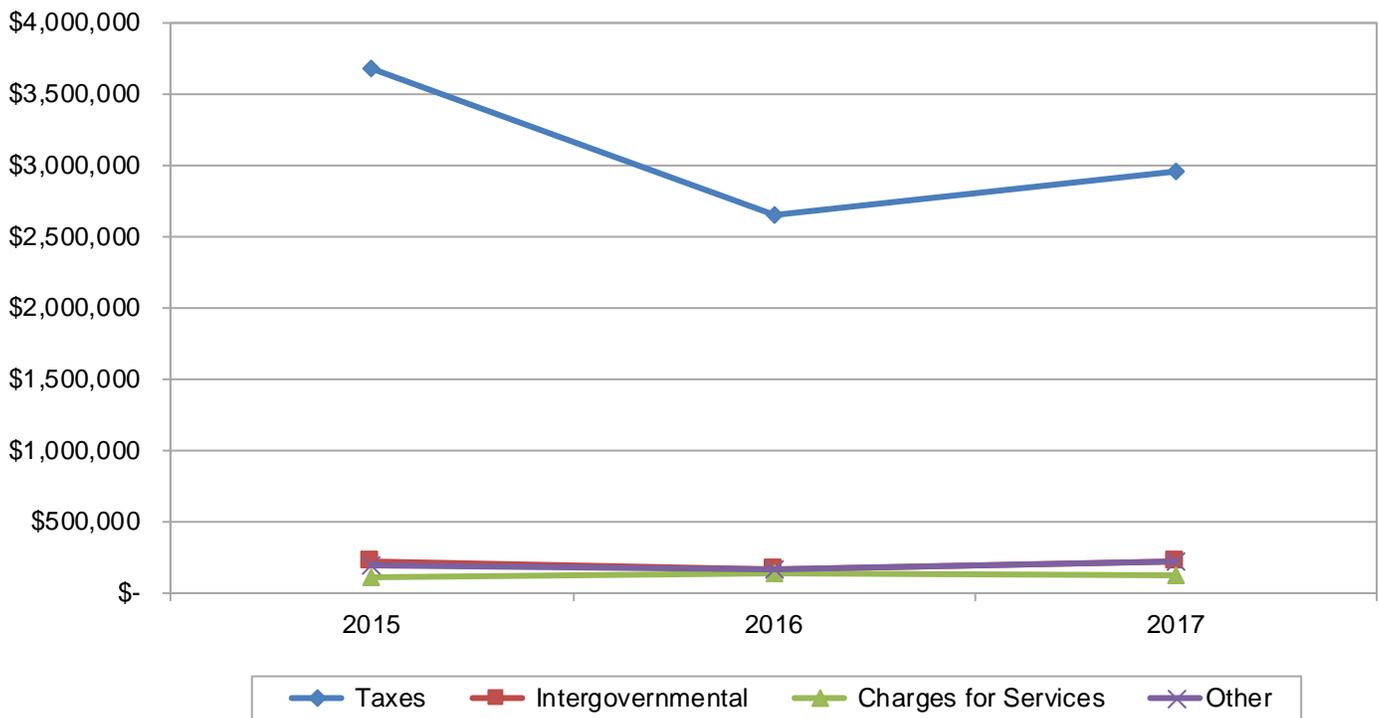
- Revenues exceeded budgeted expectations by \$288,691. This is primarily related to revenues from intergovernmental revenue and licenses and permits being over budget by \$105,064 and \$55,289, respectively. Within intergovernmental revenues, state fire aid, police state aid, and other grants were \$19,859, \$13,684 and \$58,542 over budget, respectively.
- The total expenditures had a positive budget variance of \$275,458. The main reason was due to general government and public works expenditures being under budget by \$94,634 and \$162,143, respectively. General government had a positive budget variance mainly due to less than anticipated personal services due to turnover in the finance department. Within public works, personal services were approximately \$61,254 less than budget due less hours worked in the public works department. Also, within public works, supplies and other services and charges were under budget by \$44,270 and \$56,619, respectively.

A more detailed comparison of General fund revenues and transfers for the last three years is as follows:

Revenue Source	2015	2016	2017	Percent of Total	Per Capita
Taxes	\$ 3,678,280	\$ 2,643,930	\$ 2,962,276	84.1 %	\$ 620
Licenses and Permits	98,549	88,394	133,689	3.8	28
Intergovernmental	222,323	159,297	216,352	6.2	45
Charges for Services	111,562	142,810	118,056	3.4	25
Fines and Forfeitures	14,270	19,759	43,430	1.2	9
Special Assessments	34,823	34,779	13,576	0.4	3
Interest on Investments	25,957	12,074	11,792	0.3	2
Miscellaneous	20,237	12,089	21,593	0.6	5
Total Revenues and Transfers	\$ 4,206,001	\$ 3,113,132	\$ 3,520,764	100.0 %	\$ 737

The revenues and transfers summarized above are graphically presented as follows:

General Fund Revenues by Source



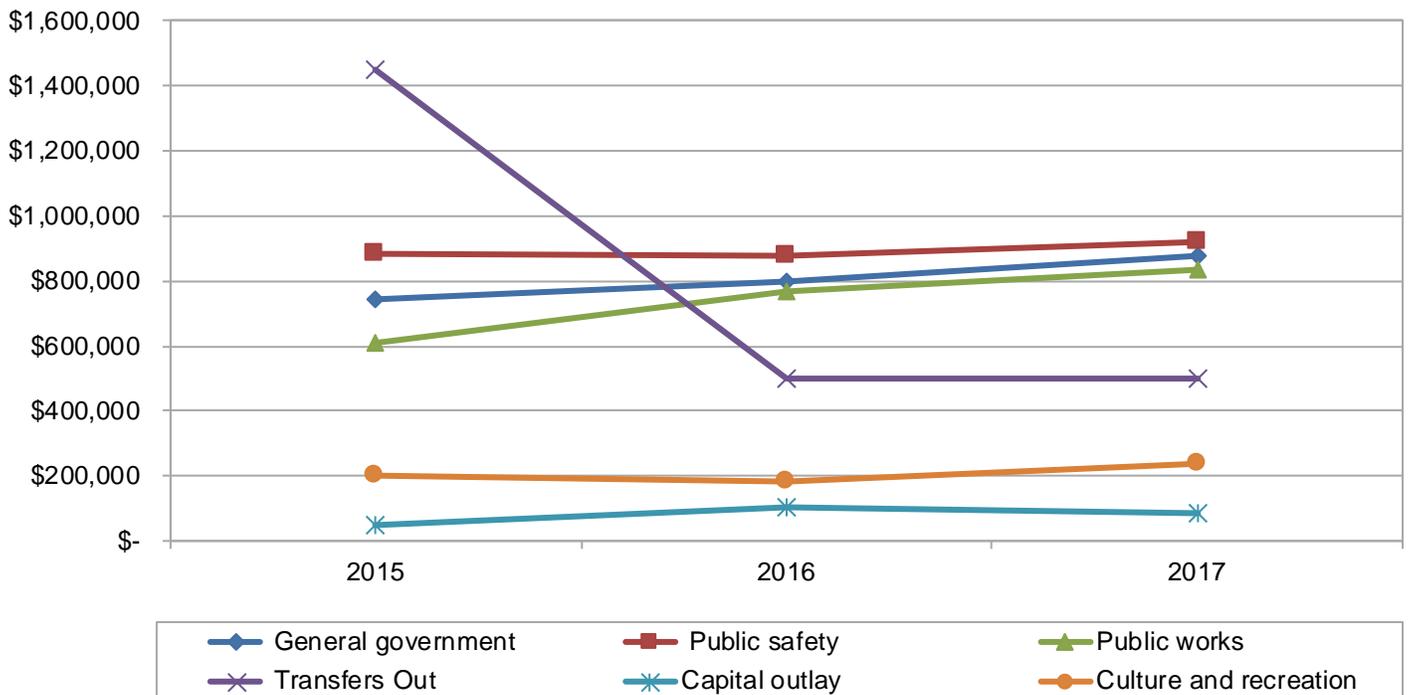
A more detailed comparison of expenditures and transfers for the last three years is as follows:

Program	2015	2016	2017	Percent of Total	Per Capita	Peer Group Per Capita
Current						
General government	\$ 744,156	\$ 800,283	\$ 879,296	25.4 %	\$ 184	\$ 148
Public safety	886,186	878,015	918,488	26.6	192	233
Public works	609,359	765,321	833,057	24.1	174	118
Culture and recreation	200,919	180,773	238,357	6.9	50	62
Total Current	2,440,620	2,624,392	2,869,198	83.0	600	561
Capital Outlay	50,864	102,786	87,417	2.5	18	29
Transfers Out	1,450,399	500,000	500,000	14.5	105	-
Total Expenditures And Transfers	\$ 3,941,883	\$ 3,227,178	\$ 3,456,615	100.0 %	\$ 723	\$ 590

The above chart compares the amount the City spends per capita, in comparison to a peer group. The peer group average is compiled from information requested from the Office of the State Auditor for fourth class cities (populations 2,500 - 10,000) across the State.

The expenditures and transfers summarized above are graphically presented as follows:

General Fund Expenditures and Transfers by Program



Special Revenue Funds

Special revenue funds are a classification of funds to account for revenues and related expenditures segregated by City policy (committed) or federal or state statutes (restricted) for specific purposes. The fund balances of the special revenue funds were as follows at December 31, 2017 and 2016:

Fund	Fund Balances December 31,		Increase (Decrease)
	2017	2016	
Major			
Community Center	\$ 141,609	\$ (25,582)	\$ 167,191
Nonmajor			
Fire Department	758,576	552,478	206,098
Economic Development	405,021	385,579	19,442
Total	<u>\$ 1,305,206</u>	<u>\$ 912,475</u>	<u>\$ 392,731</u>

All funds should have sufficient resources to provide for their operations but occasionally deficits will occur.

- The Fire Department fund increased \$206,098 due to lower than budget current year expenditures and total intergovernmental revenue and miscellaneous revenue over budget by \$27,366 and \$30,524 respectively.
- The Economic Development fund increased \$19,442 during the year. The fund received grant funding for economic development expenditures in 2017.
- The Community Center fund balance increased \$167,191 from 2016 as a result of charges for services increasing from prior year as a result of new programming.

Debt Service Funds

Debt Service funds are a type of governmental fund to account for the accumulation of resources for the payment of interest and principal on debt (other than enterprise fund debt).

Debt Service funds may have one or a combination of the following revenue sources pledged to retire debt as follows:

- Property taxes - Primarily for general City benefit projects such as streets and municipal buildings. Property taxes may also be used to fund special assessment bonds which are not fully assessed.
- Capitalized interest portion of bond proceeds - After the sale of bonds, the project may not produce revenue (tax increments or special assessments) for a period of one to two years. Bonds are issued with this timing difference considered in the form of capitalized interest.
- Special assessments - Charges to benefited properties for various improvements.

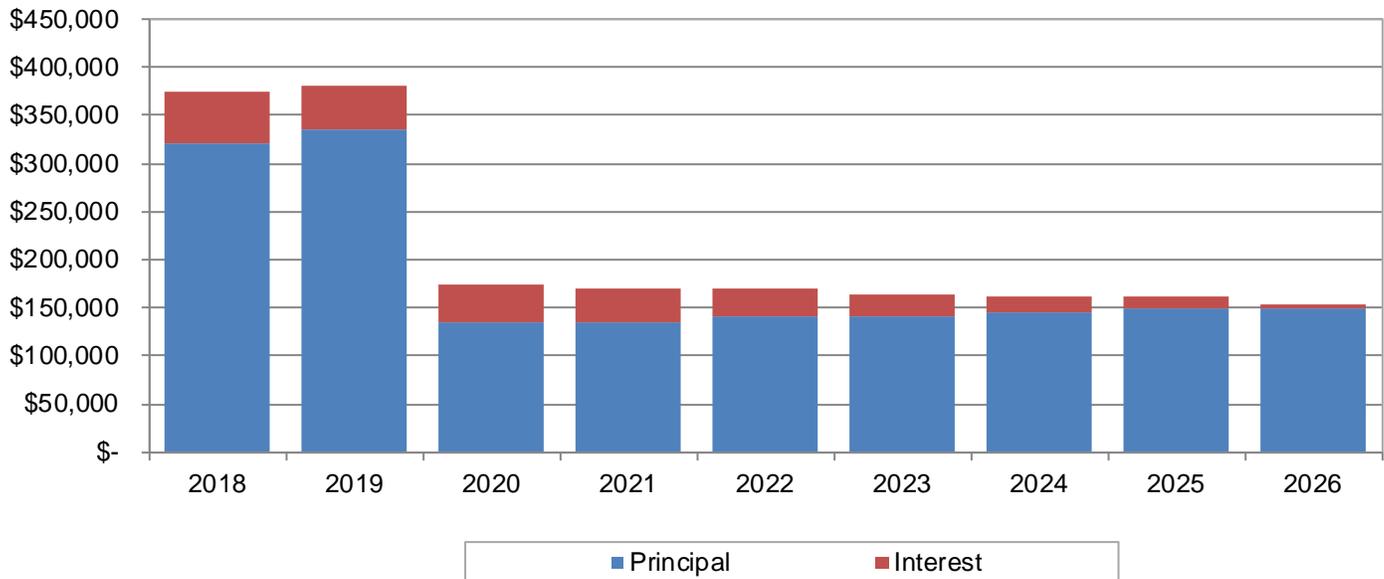
In addition to the above pledged assets, other funding sources may be received by Debt Service funds as follows:

- Residual project proceeds from the related capital projects fund
- Investment earnings
- State or federal grants
- Transfers from other funds

The following is a recap of the various Debt Service fund assets and the related bond principal outstanding:

Debt Description	Cash Balance	Total Assets	Bonds Outstanding	Year of Maturity
G.O. Fire Station Refunding Bonds, Series 2011A	\$ 209,637	\$ 289,637	\$ 400,000	02/01/19
G.O. Improvement Bonds, Series 2010A	350,298	993,832	1,250,000	02/01/26
Total	<u>\$ 559,935</u>	<u>\$ 1,283,469</u>	<u>\$ 1,650,000</u>	
		Total Remaining Interest Payments	<u>\$ 258,168</u>	

Debt Service Scheduled Principal and Interest for the Next Nine Years



Capital Projects Funds

The capital projects funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets not being financed by proprietary funds. The fund balances of capital projects funds were as follows at December 31, 2017 and 2016:

Fund	Fund Balances December 31,		Increase (Decrease)
	2017	2016	
Major			
Revolving Capital	\$ 7,062,684	\$ 7,528,688	\$ (466,004)
Nonmajor			
Trunk Facilities	223,414	221,460	1,954
Biofuels	(258)	-	(258)
2011 Industrial Park Street and Utility Improvement	928,236	920,117	8,119
Fossum Fields Road Pedestrian Path	52,464	50,264	2,200
Total	\$ 8,266,540	\$ 8,720,529	\$ (453,989)

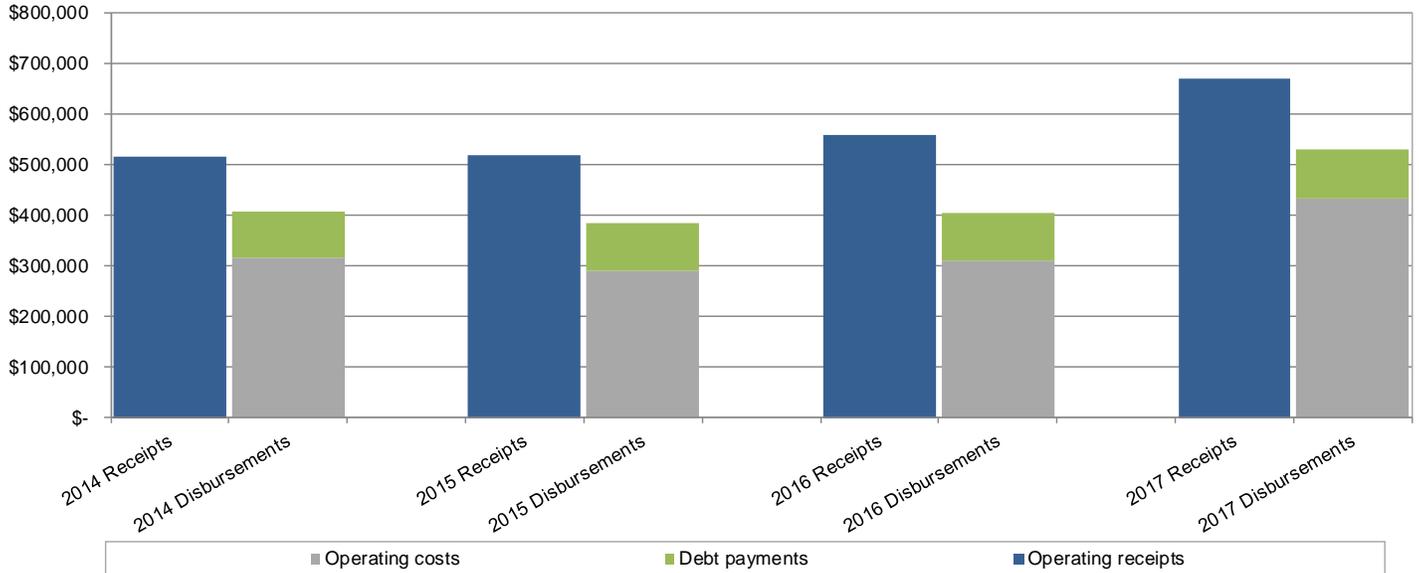
The City has done well monitoring the status of outstanding capital project funds, identifying financing to eliminate deficits and closing those that are complete. We recommend the City continue to evaluate the status of each fund annually.

The Revolving Capital fund decreased \$466,004 due increased capital expenditures in the current year exceeding current year resources from grants, intergovernmental, and transfers in.

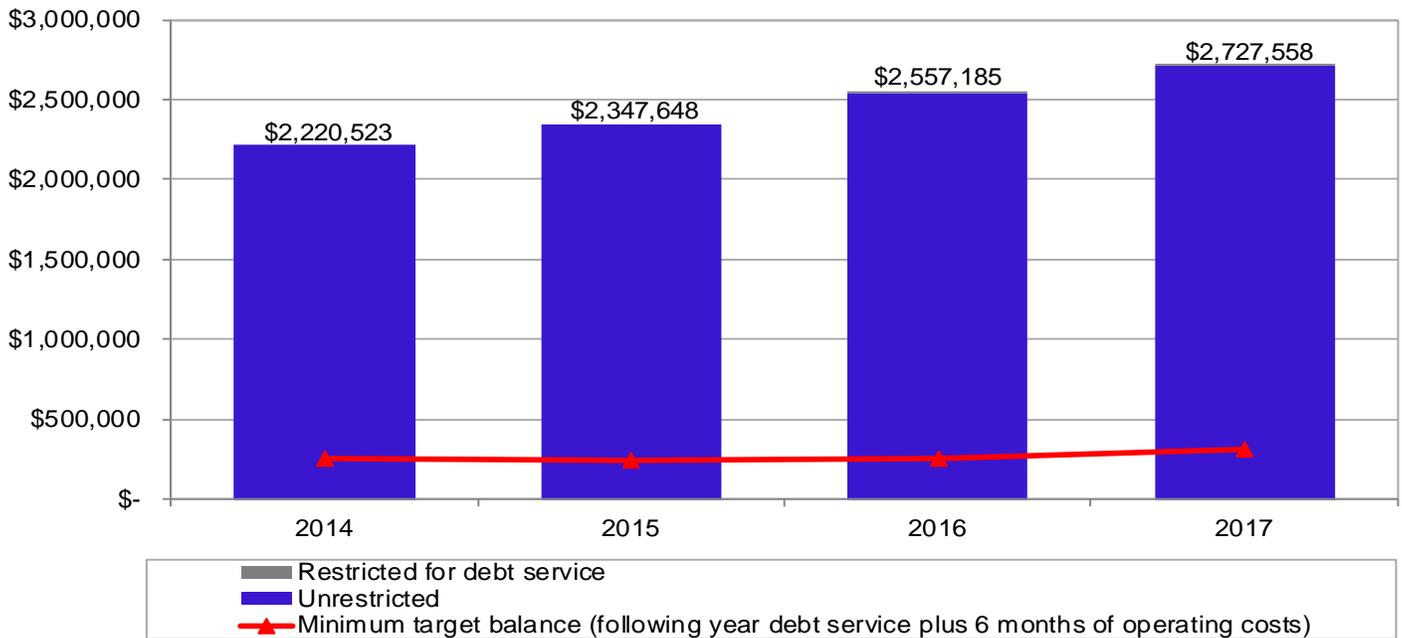
Enterprise Funds

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The results of the operations in terms of cash flow and the breakdown of the cash balances for the past four years are as follows:

Water Fund Cash Flows

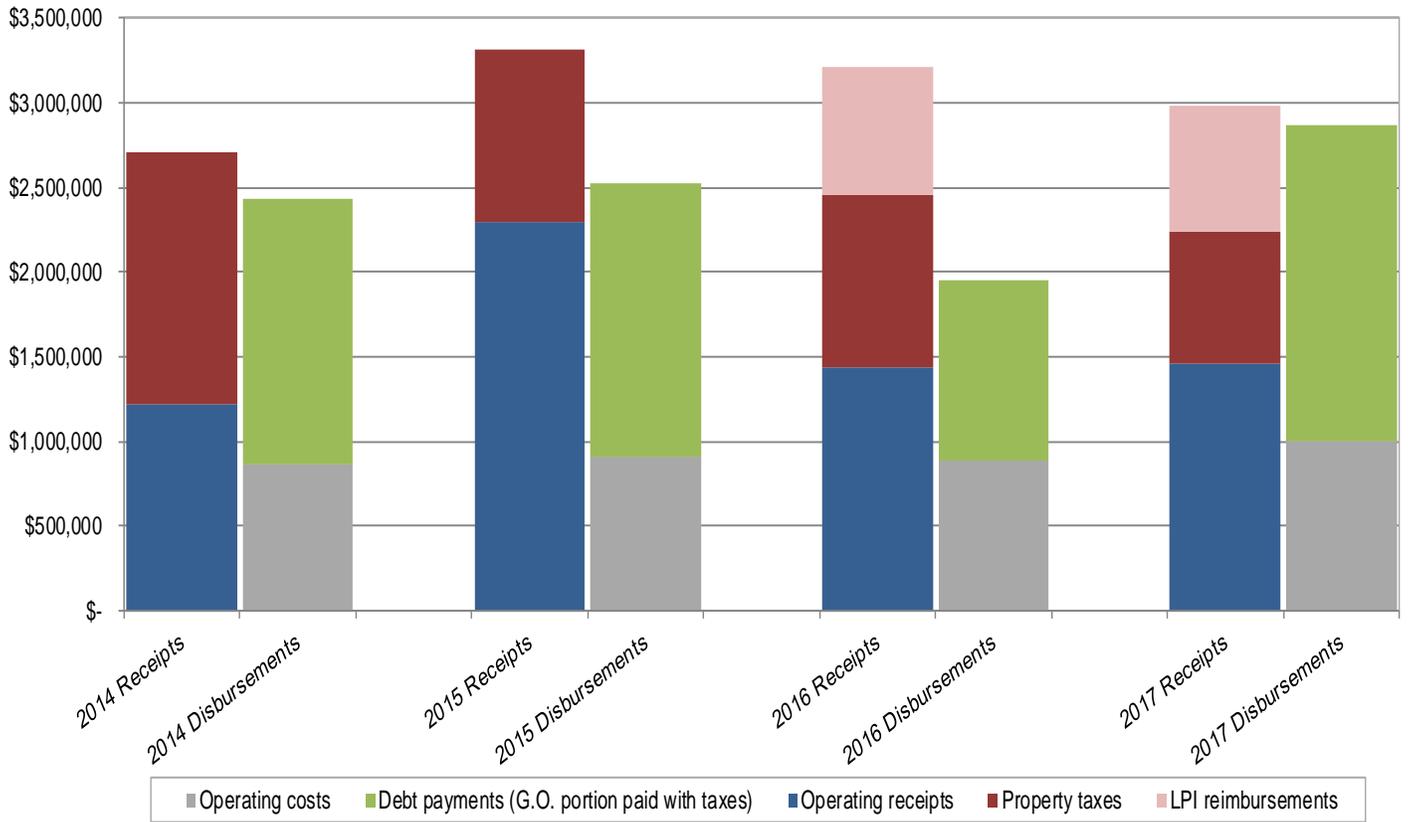


Water Fund Cash Balances

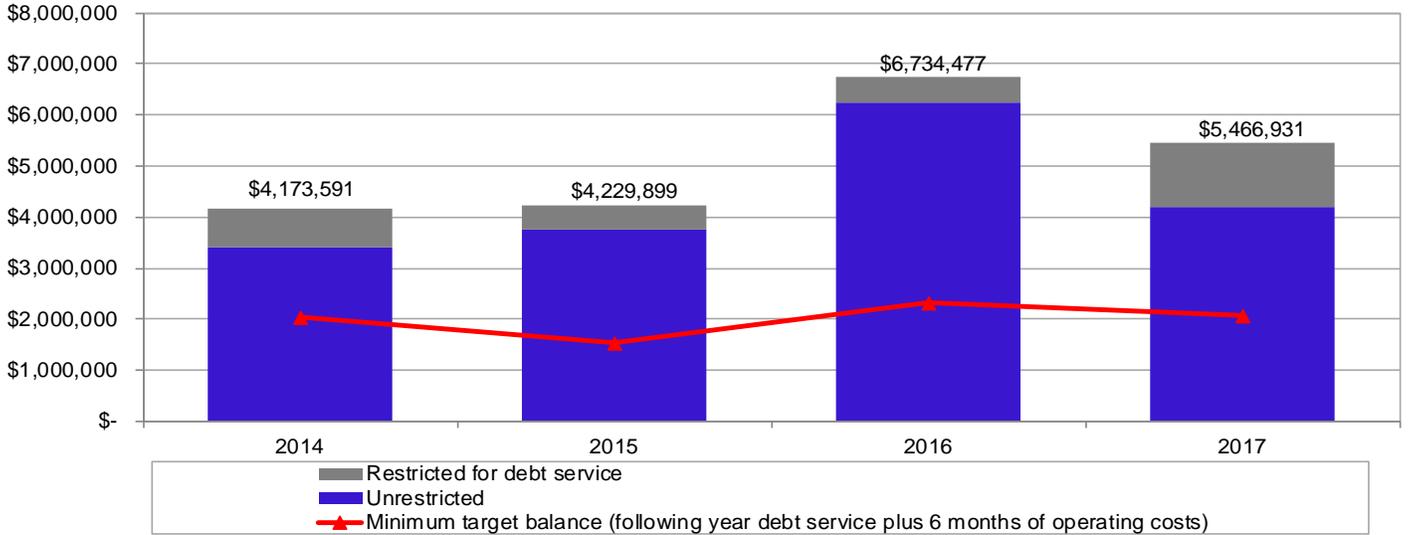


	2014	2015	2016	2017
Bonds Payable	<u>\$ 675,000</u>	<u>\$ 590,000</u>	<u>\$ 505,000</u>	<u>\$ 415,000</u>

Sewer Fund Cash Flows



Sewer Fund Cash Balances

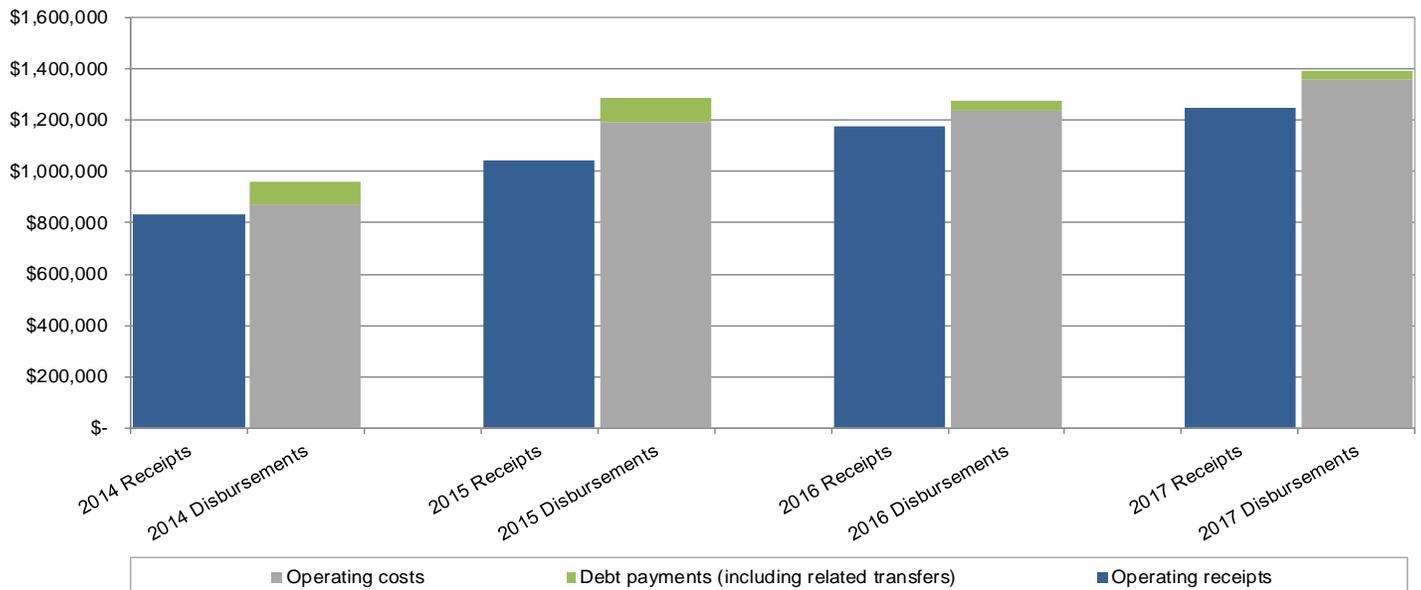


	2014	2015	2016	2017
Bonds Payable	<u>\$ 7,385,000</u>	<u>\$ 5,895,000</u>	<u>\$ 4,925,000</u>	<u>\$ 3,945,000</u>
Bonds Payable - 2016A Taxable G.O. portion	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,920,000</u>	<u>\$ 6,270,000</u>

Golf Course Operations

	2015		2016		2017	
	Total	Percent	Total	Percent	Total	Percent
Merchandise Sales	\$ 395,910	37.8 %	\$ 599,321	51.2 %	\$ 588,816	47.8 %
Cost of Sales	(188,821)	(18.0)	(222,560)	(19.0)	(239,687)	(19.5)
Gross profit	<u>207,089</u>	19.8	<u>376,761</u>	32.2	<u>349,129</u>	28.3
Operating Revenues	652,288	62.2	571,697	48.8	642,727	52.2
Operating Expenses	(1,050,993)	(100.3)	(1,002,658)	(85.6)	(1,169,888)	(95.0)
Depreciation	(212,600)	(20.3)	(166,620)	(14.2)	(155,083)	(12.6)
Operating loss	<u>(404,216)</u>	(38.6)	<u>(220,820)</u>	(18.8)	<u>(333,115)</u>	(27.1)
Nonoperating						
Revenues (Expenses)	(635)	(0.1)	99,865	8.5	24,245	2.0
Interest Expense	<u>(8,819)</u>	(0.8)	<u>(6,925)</u>	(0.6)	<u>(1,393)</u>	(0.1)
Loss Before Transfers	(413,670)	(39.5)	(127,880)	(10.9)	(310,263)	(25.2)
Transfers In	241,000	23.0	89,826	7.7	150,000	12.2
Transfers of Capital Assets	<u>64,219</u>	6.1	<u>-</u>	-	<u>133,898</u>	10.9
Change in Fund Net Position	<u>\$ (108,451)</u>	<u>(10.4) %</u>	<u>\$ (38,054)</u>	<u>(3.2) %</u>	<u>\$ (26,365)</u>	<u>(2.1) %</u>
Cash and Temporary Investments	<u>\$ 10,272</u>		<u>\$ 2,609</u>		<u>\$ 26,638</u>	
Capital Lease Payable	<u>\$ 206,061</u>		<u>\$ 44,414</u>		<u>\$ 12,032</u>	

Golf Fund Cash Flows



Operating receipts (blue) were not sufficient to cover operating costs (grey) and debt payments (green) in any of the prior four years. The Golf Course continues to operate at a loss. The City should continue to monitor rates by completing annual cash flow projections. The City is currently reviewing a variety of funding/operating options for the future of the golf course. The increase in operating expenses in 2017 was mostly attributed to the adjustment for pension expense (\$35K) and irrigation maintenance (\$25K).

Ratio Analysis

The following captures a few ratios from the City's financial statements that give some additional information for trend and peer group analysis. The peer group average is derived from information we have requested from the Office of the State Auditor for Cities of the 4th class (2,500 to 10,000). The majority of these ratios facilitate the use of economic resources focus and accrual basis of accounting at the government-wide level. A combination of liquidity (ability to pay its most immediate obligations), solvency (ability to pay its long-term obligations), funding (comparison of financial amounts and economic indicators to measure changes in financial capacity over time) and common-size (comparison of financial data with other cities) ratios are shown below.

Ratio	Calculation	Source	2014	2015	2016	2017
Debt to Assets	Total liabilities/total assets	Government-wide	15% 32%	15% 34%	15% 34%	11% * N/A
Debt Service Coverage	Net cash provided by operations/ enterprise fund debt payments	Enterprise funds	113% 114%	146% 119%	143% 105%	118% N/A
Debt Per Capita	Bonded debt/population	Government-wide	\$ 2,288 \$ 2,506	\$ 1,869 \$ 2,517	\$ 1,572 \$ 2,068	\$ 1,257 * N/A
Taxes Per Capita	Tax revenues/population	Government-wide	\$ 1,135 \$ 484	\$ 1,270 \$ 510	\$ 1,315 \$ 510	\$ 1,460 N/A
Current Expenditures Per Capita	Governmental fund current expenditures/population	Governmental funds	\$ 821 \$ 674	\$ 823 \$ 688	\$ 886 \$ 725	\$ 1,039 N/A
Capital Expenditures Per Capita	Governmental fund capital outlay/population	Governmental funds	\$ 352 \$ 320	\$ 287 \$ 354	\$ 390 \$ 338	\$ 618 N/A
Capital Assets % Left to Depreciate - Governmental	Net capital assets/ gross capital assets	Government-wide	56% 63%	54% 63%	52% 61%	52% N/A
Capital Assets % Left to Depreciate - Business-type	Net capital assets/ gross capital assets	Government-wide	70% 61%	68% 61%	70% 60%	68% N/A

Represents the City of Becker

Peer Group Ratio

* Excluded \$6,270,000 in bonds paid 100 percent by industrial customer.

Debt-to-Assets Leverage Ratio (Solvency Ratio)

The debt-to-assets leverage ratio is a comparison of a city's total liabilities to its total assets or the percentage of total assets that are provided by creditors. It indicates the degree to which the City's assets are financed through borrowings and other long-term obligations (i.e. a ratio of 50 percent would indicate half of the assets are financing with outstanding debt).

Debt Service Coverage Ratio (Solvency Ratio)

The debt coverage ratio is a comparison of cash generated by operations to total debt service payments (principal and interest) of enterprise funds. This ratio indicates if there are sufficient cash flows from operations to meet debt service obligations. Except in cases where other nonoperating revenues (i.e. taxes, assessments, transfers from other funds, etc.) are used to fund debt service payments, an acceptable ratio would be above 100 percent.

Bonded Debt per Capita (Funding Ratio)

This dollar amount is arrived at by dividing the total bonded debt by the population of the City and represents the amount of bonded debt obligation for each citizen of the City at the end of the year. The higher the amount, the more resources are needed in the future to retire these obligations through taxes, assessments or user fees.

Taxes per Capita (Funding Ratio)

This dollar amount is arrived at by dividing the total tax revenues by the population of the City and represents the amount of taxes for each citizen of the City for the year. The higher this amount is, the more reliant the City is on taxes to fund its operations.

Current Expenditures per Capita (Funding Ratio)

This dollar amount is arrived at by dividing the total current governmental expenditures by the population of the City and represents the amount of governmental expenditure for each citizen of the City during the year. Since this is generally based on ongoing expenditures, we would expect consistent annual per capita results.

Capital Expenditures per Capita (Funding Ratio)

This dollar amount is arrived at by dividing the total governmental capital outlay expenditures by the population of the City and represents the amount of capital expenditure for each citizen of the City during the year. Since projects are not always recurring, the per capita amount will fluctuate from year to year.

Capital Assets Percentage (Common-size Ratio)

This percentage represents the percent of governmental or business-type capital assets that are left to be depreciated. The lower this percentage, the older the City's capital assets are and may need major repairs or replacements in the near future. A higher percentage may indicate newer assets being constructed or purchased and may coincide with higher debt ratios or bonded debt per capita.

Future Accounting Standard Changes

The following Governmental Accounting Standards Board (GASB) Statements have been issued and may have an impact on future City financial statements: ⁽¹⁾

GASB Statement No. 75 - *Accounting and Financial Reporting for Postemployment Benefit Plans Other than Pension*

Summary

The primary objective of this Statement is to improve accounting and financial reporting by state and local governments for postemployment benefits other than pensions (other postemployment benefits or OPEB). It also improves information provided by state and local governmental employers about financial support for OPEB that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for all postemployment benefits (pensions and OPEB) with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency.

This Statement replaces the requirements of Statements No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions, as amended, and No. 57, OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans, for OPEB. Statement No. 74, Financial Reporting for Postemployment Benefit Plans Other than Pension Plans, establishes new accounting and financial reporting requirements for OPEB plans.

The scope of this Statement addresses accounting and financial reporting for OPEB that is provided to the employees of state and local governmental employers. This Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. For defined benefit OPEB, this Statement identifies the methods and assumptions that are required to be used to project benefit payments, discount projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service. Note disclosure and required supplementary information requirements about defined benefit OPEB also are addressed.

In addition, this Statement details the recognition and disclosure requirements for employers with payables to defined benefit OPEB plans that are administered through trusts that meet the specified criteria and for employers whose employees are provided with defined contribution OPEB. This Statement also addresses certain circumstances in which a nonemployer entity provides financial support for OPEB of employees of another entity.

In this Statement, distinctions are made regarding the particular requirements depending upon whether the OPEB plans through which the benefits are provided are administered through trusts that meet the following criteria:

- Contributions from employers and nonemployer contributing entities to the OPEB plan and earnings on those contributions are irrevocable.
- OPEB plan assets are dedicated to providing OPEB to plan members in accordance with the benefit terms.
- OPEB plan assets are legally protected from the creditors of employers, nonemployer contributing entities, the OPEB plan administrator, and the plan members.

Effective Date

This Statement is effective for fiscal years beginning after June 15, 2017. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement will improve the decision-usefulness of information in employer and governmental nonemployer contributing entity financial reports and will enhance its value for assessing accountability and interperiod equity by requiring recognition of the entire OPEB liability and a more comprehensive measure of OPEB expense. Decision-usefulness and accountability also will be enhanced through new note disclosures and required supplementary information, as follows:

- More robust disclosures of assumptions will allow for better informed assessments of the reasonableness of OPEB measurements.
- Explanations of how and why the OPEB liability changed from year to year will improve transparency.

Future Accounting Standard Changes (Continued)

- The summary OPEB liability information, including ratios, will offer an indication of the extent to which the total OPEB liability is covered by resources held by the OPEB plan, if any.
- For employers that provide benefits through OPEB plans that are administered through trusts that meet the specified criteria, the contribution schedules will provide measures to evaluate decisions related to contributions.

The consistency, comparability, and transparency of the information reported by employers and governmental nonemployer contributing entities about OPEB transactions will be improved by requiring:

- The use of a discount rate that considers the availability of the OPEB plan's fiduciary net position associated with the OPEB of current active and inactive employees and the investment horizon of those resources, rather than utilizing only the long-term expected rate of return regardless of whether the OPEB plan's fiduciary net position is projected to be sufficient to make projected benefit payments and is expected to be invested using a strategy to achieve that return.
- A single method of attributing the actuarial present value of projected benefit payments to periods of employee service, rather than allowing a choice among six methods with additional variations.
- Immediate recognition in OPEB expense, rather than a choice of recognition periods, of the effects of changes of benefit terms.
- Recognition of OPEB expense that incorporates deferred outflows of resources and deferred inflows of resources related to OPEB over a defined, closed period, rather than a choice between an open or closed period.

GASB Statement No. 83 - *Certain Asset Retirement Obligations*

Summary

This Statement addresses accounting and financial reporting for certain asset retirement obligations (AROs). An ARO is a legally enforceable liability associated with the retirement of a tangible capital asset. A government that has legal obligations to perform future asset retirement activities related to its tangible capital assets should recognize a liability based on the guidance in this Statement.

This Statement establishes criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources for AROs. This Statement requires that recognition occur when the liability is both incurred and reasonably estimable. The determination of when the liability is incurred should be based on the occurrence of external laws, regulations, contracts, or court judgments, together with the occurrence of an internal event that obligates a government to perform asset retirement activities. Laws and regulations may require governments to take specific actions to retire certain tangible capital assets at the end of the useful lives of those capital assets, such as decommissioning nuclear reactors and dismantling and removing sewage treatment plants. Other obligations to retire tangible capital assets may arise from contracts or court judgments. Internal obligating events include the occurrence of contamination, placing into operation a tangible capital asset that is required to be retired, abandoning a tangible capital asset before it is placed into operation, or acquiring a tangible capital asset that has an existing ARO.

This Statement requires the measurement of an ARO to be based on the best estimate of the current value of outlays expected to be incurred. The best estimate should include probability weighting of all potential outcomes, when such information is available or can be obtained at reasonable cost. If probability weighting is not feasible at reasonable cost, the most likely amount should be used. This Statement requires that a deferred outflow of resources associated with an ARO be measured at the amount of the corresponding liability upon initial measurement.

This Statement requires the current value of a government's AROs to be adjusted for the effects of general inflation or deflation at least annually. In addition, it requires a government to evaluate all relevant factors at least annually to determine whether the effects of one or more of the factors are expected to significantly change the estimated asset retirement outlays. A government should remeasure an ARO only when the result of the evaluation indicates there is a significant change in the estimated outlays. The deferred outflows of resources should be reduced and recognized as outflows of resources (for example, as an expense) in a systematic and rational manner over the estimated useful life of the tangible capital asset.

Future Accounting Standard Changes (Continued)

A government may have a minority share (less than 50 percent) of ownership interest in a jointly owned tangible capital asset in which a nongovernmental entity is the majority owner and reports its ARO in accordance with the guidance of another recognized accounting standards setter. Additionally, a government may have a minority share of ownership interest in a jointly owned tangible capital asset in which no joint owner has a majority ownership, and a nongovernmental joint owner that has operational responsibility for the jointly owned tangible capital asset reports the associated ARO in accordance with the guidance of another recognized accounting standards setter. In both situations, the government's minority share of an ARO should be reported using the measurement produced by the nongovernmental majority owner or the nongovernmental minority owner that has operational responsibility, without adjustment to conform to the liability measurement and recognition requirements of this Statement.

In some cases, governments are legally required to provide funding or other financial assurance for their performance of asset retirement activities. This Statement requires disclosure of how those funding and assurance requirements are being met by a government, as well as the amount of any assets restricted for payment of the government's AROs, if not separately displayed in the financial statements.

This Statement also requires disclosure of information about the nature of a government's AROs, the methods and assumptions used for the estimates of the liabilities, and the estimated remaining useful life of the associated tangible capital assets. If an ARO (or portions thereof) has been incurred by a government but is not yet recognized because it is not reasonably estimable, the government is required to disclose that fact and the reasons therefor. This Statement requires similar disclosures for a government's minority shares of AROs.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after June 15, 2018. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

This Statement will enhance comparability of financial statements among governments by establishing uniform criteria for governments to recognize and measure certain AROs, including obligations that may not have been previously reported. This Statement also will enhance the decision-usefulness of the information provided to financial statement users by requiring disclosures related to those AROs.

GASB Statement No. 84 - *Fiduciary Activities*

Summary

The objective of this Statement is to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported.

This Statement establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities.

An activity meeting the criteria should be reported in a fiduciary fund in the basic financial statements. Governments with activities meeting the criteria should present a statement of fiduciary net position and a statement of changes in fiduciary net position. An exception to that requirement is provided for a business-type activity that normally expects to hold custodial assets for three months or less.

This Statement describes four fiduciary funds that should be reported, if applicable: (1) pension (and other employee benefit) trust funds, (2) investment trust funds, (3) private-purpose trust funds, and (4) custodial funds. Custodial funds generally should report fiduciary activities that are not held in a trust or equivalent arrangement that meets specific criteria.

Future Accounting Standard Changes (Continued)

A fiduciary component unit, when reported in the fiduciary fund financial statements of a primary government, should combine its information with its component units that are fiduciary component units and aggregate that combined information with the primary government's fiduciary funds.

This Statement also provides for recognition of a liability to the beneficiaries in a fiduciary fund when an event has occurred that compels the government to disburse fiduciary resources. Events that compel a government to disburse fiduciary resources occur when a demand for the resources has been made or when no further action, approval, or condition is required to be taken or met by the beneficiary to release the assets.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after December 15, 2018. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement will enhance consistency and comparability by (1) establishing specific criteria for identifying activities that should be reported as fiduciary activities and (2) clarifying whether and how business-type activities should report their fiduciary activities. Greater consistency and comparability enhances the value provided by the information reported in financial statements for assessing government accountability and stewardship.

GASB Statement No. 85 - Omnibus 2017

Summary

The objective of this Statement is to address practice issues that have been identified during implementation and application of certain GASB Statements. This Statement addresses a variety of topics including issues related to blending component units, goodwill, fair value measurement and application, and postemployment benefits (pensions and other postemployment benefits [OPEB]). Specifically, this Statement addresses the following topics:

- Blending a component unit in circumstances in which the primary government is a business-type activity that reports in a single column for financial statement presentation
- Reporting amounts previously reported as goodwill and "negative" goodwill
- Classifying real estate held by insurance entities
- Measuring certain money market investments and participating interest-earning investment contracts at amortized cost
- Timing of the measurement of pension or OPEB liabilities and expenditures recognized in financial statements prepared using the current financial resources measurement focus
- Recognizing on-behalf payments for pensions or OPEB in employer financial statements
- Presenting payroll-related measures in required supplementary information for purposes of reporting by OPEB plans and employers that provide OPEB
- Classifying employer-paid member contributions for OPEB
- Simplifying certain aspects of the alternative measurement method for OPEB
- Accounting and financial reporting for OPEB provided through certain multiple-employer defined benefit OPEB plans.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after June 15, 2017. Earlier application is encouraged.

Future Accounting Standard Changes (Continued)

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement will enhance consistency in the application of accounting and financial reporting requirements. Consistent reporting will improve the usefulness of information for users of state and local government financial statements.

GASB Statement No. 86 - *Certain Debt Extinguishment Issues*

Summary

The primary objective of this Statement is to improve consistency in accounting and financial reporting for in-substance defeasance of debt by providing guidance for transactions in which cash and other monetary assets acquired with only existing resources - resources other than the proceeds of refunding debt - are placed in an irrevocable trust for the sole purpose of extinguishing debt. This Statement also improves accounting and financial reporting for prepaid insurance on debt that is extinguished and notes to financial statements for debt that is defeased in substance.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after June 15, 2017. Earlier application is encouraged.

How the Changes in This Statement Will Improve Accounting and Financial Reporting

The requirements of this Statement will increase consistency in accounting and financial reporting for debt extinguishments by establishing uniform guidance for derecognizing debt that is defeased in substance, regardless of how cash and other monetary assets placed in an irrevocable trust for the purpose of extinguishing that debt were acquired. The requirements of this Statement also will enhance consistency in financial reporting of prepaid insurance related to debt that has been extinguished. In addition, this Statement will enhance the decision-usefulness of information in notes to financial statements regarding debt that has been defeased in substance.

GASB Statement No. 87 - *Leases*

Summary

The objective of this Statement is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. This Statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities.

Effective Date and Transition

The requirements of this Statement are effective for reporting periods beginning after December 15, 2019. Earlier application is encouraged.

Leases should be recognized and measured using the facts and circumstances that exist at the beginning of the period of implementation (or, if applied to earlier periods, the beginning of the earliest period restated). However, lessors should not restate the assets underlying their existing sales-type or direct financing leases. Any residual assets for those leases become the carrying values of the underlying assets.

Future Accounting Standard Changes (Continued)

How the Changes in This Statement Will Improve Accounting and Financial Reporting

This Statement will increase the usefulness of governments' financial statements by requiring reporting of certain lease liabilities that currently are not reported. It will enhance comparability of financial statements among governments by requiring lessees and lessors to report leases under a single model. This Statement also will enhance the decision-usefulness of the information provided to financial statement users by requiring notes to financial statements related to the timing, significance, and purpose of a government's leasing arrangements.

⁽¹⁾ *Note.* From GASB Pronouncements Summaries. Copyright 2017 by the Financial Accounting Foundation, 401 Merritt 7, Norwalk, CT 06856, USA, and is reproduced with permission.

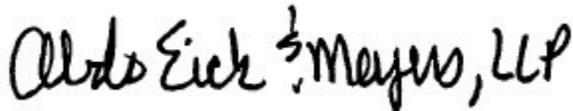
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Restriction on Use

This purpose of this communication is solely to provide management with the required communication to the City Council and to provide a summary of the audited results and our recommendations and analysis of the activity. Accordingly, this letter is not suitable for any other purpose.

Our audit would not necessarily disclose all weaknesses in the system because it was based on selected tests of the accounting records and related data. The comments and recommendations in the report are purely constructive in nature, and should be read in this context.

If you have any questions or wish to discuss any of the items contained in this letter, please feel free to contact us at your convenience. We wish to thank you for the continued opportunity to be of service and for the courtesy and cooperation extended to us by your staff.



ABDO, EICK & MEYERS, LLP
Minneapolis, Minnesota
May 16, 2018